

THE FOOTBALL LEAGUE (COMMUNITY) LIMITED

England & Wales · Charity number 1132689

Details

Status	Registered
Legal form	Charitable company
Company number	06469948
Registered	2009-11-13
Register	View on the Charity Commission register

Contact

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Activities

Objects: THE CHARITY'S OBJECTS (THE "OBJECTS") ARE FOR THE BENEFIT OF THE PUBLIC IN GENERAL THROUGHOUT ENGLAND AND WALES AS FOLLOWS: (A) TO PROMOTE PHYSICAL EDUCATION;(B) TO PROMOTE COMMUNITY PARTICIPATION IN HEALTHY RECREATION BY PROVIDING FACILITIES FOR THE PLAYING OF FOOTBALL AND OTHER SPORTS CAPABLE OF IMPROVING PHYSICAL HEALTH;(C) TO ASSIST (WHETHER BY PROVIDING FINANCIAL OR SUCH OTHER ASSISTANCE AS MAY BE DEEMED APPROPRIATE BY THE TRUSTEES) 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; (D) TO ADVANCE THE EDUCATION OF THE PUBLIC AND TO PROVIDE OPPORTUNITIES FOR THEM TO DEVELOP THEIR FULL CAPACITIES AND ENABLE THEM TO BECOME RESPONSIBLE MEMBERS OF SOCIETY SO THAT THEIR CONDITIONS OF LIFE MAY BE IMPROVED: AND (E) THE FURTHERANCE OF SUCH A CHARITABLE PURPOSE OR CHARITABLE PURPOSES AS THE TRUSTEES SHALL FROM TIME TO TIME THINK FIT. IN THESE ARTICLES, THE DIRECTORS OF THE CHARITY FROM TIME TO TIME SHALL REFERRED TO AS THE "TRUSTEES".

Activities: to promote physical education; to promote community participation in football and sports capable of improving physical health to assist in providing facilities for sport and recreation of such persons who have need for such facilities in the interest of social welfare. to advance the education of the public and to provide opportunities for them to develop their full capabilities.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Amateur Sport, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, NATIONAL
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£15,727,693	£15,812,385	£4,668,872	48
2024-06-30	£12,856,659	£13,353,644	£4,753,564	46
2023-06-30	£12,322,102	£13,043,408	£5,250,549	58
2022-06-30	£25,986,334	£25,116,811	£5,971,855	70
2021-06-30	£21,735,922	£20,137,725	£5,102,332	63
2020-06-30	£18,573,352	£19,340,689	£3,504,135	60

Trustees

Name	Role	Appointed
Liam Scully	Chair	2021-09-20
Carol Shanahan		2021-09-20
Caroline Elizabeth Artis		2023-11-28
Christopher John Robert Bailey		2025-09-22
Daniel James Plumley		2024-07-17
Lauren Jane O'Sullivan		2025-09-22
Nicholas Perchard		2013-09-14
Philip James Woodward		2025-09-22
Roger Shepherd		2024-05-13
Trevor Birch		2021-03-01

THE FOOTBALL LEAGUE (COMMUNITY) LIMITED

England & Wales - Charity number 1132689

Accounts

The Football League (Community) Limited Trustees'
Report and Financial Statements for the year ended 30 June 2025



Registered number 6469948.

Charity registered number 1132689.

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Annual Report 2024/25

A note from the Chair of the Board of Trustees, Liam Scully

The last twelve months have been significant for EFL in the Community, following the launch of our 2024–2029 strategy, a bold five-year plan focused on collaboration, leadership, and service.

The strategic direction has set the tone for how we will continue to support our network of Football Club charities to grow their impact, and to ensure that their work is recognised and celebrated at every level.

Programme and activity delivery across the 72 Football Club charities has reached new heights - with over 1.1 million participants engaged in community programmes which delivered more than 800,000 session hours. The social value generated reached £1.24 billion - a powerful reflection of the tangible impact our programmes have on individuals, families, and communities.

This figure, calculated using robust academic methodology, demonstrates the return on investment football and community can have – underscoring the vital role our network plays in addressing societal challenges such as health inequalities, youth engagement, and social inclusion.

The report was delivered as part of our Annual Club and Community meeting, an opportunity for Club and Community leaders to come together to collaborate, share best practice and innovation.

Our growing delivery and influence reflect the scale, credibility, and impact of our network – and the trust placed in us to help address some of society's most pressing challenges.

We've the privilege of engaging directly with senior political leaders across the network on several occasions and also in Parliament, and our network's collective social value was highlighted during the Department for Culture, Media & Sport's Oral Questions where Stephanie Peacock MP and Minister for Sport, Tourism, Civil Society and Youth described Football Club charities as using "the power of sport to change lives" through their charitable and community activities.

The EFL Week of Action in November and our Community Weekends in February shone a spotlight on the Clubs' impact transcending far beyond the football pitch, their growing impact, and that they are key pillars in community life.

Our storytelling focus, bringing the power of our Football competitions and our Clubs' position at the heart of their communities has engaged key audiences across digital, broadcast and media channels once again, helping to showcase the life-changing impact of our programmes.

During the period, my appointment to the EFL Board has further strengthened the voice of Community around the table, adding understanding and strength to an already embedded commitment to people in the areas surrounding our Clubs.

The leadership team in place are driving the change and innovation required to deliver our ambitious mission and the successes acknowledged in the Director of Community's report are testament to the hard work and dedication of the team over the past twelve months. I applaud the whole team and their ongoing commitment to strengthen and create change in our EFL communities.

Director of Community Report

As Director of Community, I am pleased to present a summary of the key organisational, strategic and programme milestones achieved by EFL in the Community between July 2024 and June 2025.

This period marked significant growth in our mission to equip and empower 72 organisations to tackle diverse social challenges - harnessing the power of football to change lives and strengthen communities across England and Wales.

A notable development has been the establishment of dedicated teams within EFL in the Community, designed to strengthen our role as a connector between local delivery and national influence. These teams are helping ensure we are the Club charities' biggest supporter.

The Projects and Participation Team is working closely with Club charities to shape initiatives that tackle inequalities and improve lives - whether through health, education, employability, or community connection. We listen, co-design, and deliver with purpose, ensuring that solutions are tailored to the communities they serve.

Meanwhile, the Supporting Club Charities Team has committed to extensive engagement across the network, building strong relationships and understanding local needs. This engagement has led to vibrant communities of practice and forums where charities can share insights, challenges, and innovations - creating a culture of continuous improvement.

Although our work, and that of our network, is considered 'off the pitch', a significant moment for the organisation was seeing EFL in the Community represented on the back of all EFL shirts throughout the 2024/25 season. This is a powerful symbol of both how our Clubs are embedded at the heart of their communities and the EFL's commitment to social impact in those communities. The presence of EFL in the Community on the shirts, as well as being symbolic, triggers conversations we want to have about their work.

In the summer of 2024, the Kellogg's Football Camps kicked off, with Kellogg's offering free football sessions at holiday provision delivered by Club charities throughout England and Wales. This wonderful new partnership saw more than 58,000 camp attendances across the network in its first year, and we saw a large amount of EFL players also getting involved in playing football with the children during the school holidays.

We also marked the 10th anniversary of Ferrero's Joy of moving programme with a special event, alongside our long-standing partners, at the Houses of Parliament, celebrating a decade of youth engagement and inspiring the joy of play in schools.

Our powerful stories — and our latest insights into scale and reach — were revealed during November's EFL Week of Action and showcased at our Beyond the 90: Impact in Action event at Charlton Athletic's The Valley.

This gathering brought together individuals from across the country whose lives have been positively transformed by the work of Club charities. Under one stadium roof, we celebrated their stories, highlighted the scale of our collective impact, and reinforced the vital role football plays in driving social change.

The EFL Community Awards, held at Parliament, recognised the outstanding contributions of our Club charities, the inspiring and engaging players involved in community and the wonderful and eclectic programmes out there.

Our storytelling focus has engaged national media, with features across broadcast, digital and print, with regular features on ITV and Sky Sports helping to showcase the life-changing impact of our programmes. At Wembley, we embedded community into the five major EFL Finals by integrating powerful stories and the impact into the heart of the matchday experience. This included organising multiple VIP trips for individuals nominated by Clubs. These efforts ensured that the social impact within EFL communities was celebrated on our biggest stage.

This storytelling provides a strong narrative to ensure that key audiences understand the powerful impact of our charities and their ability to change lives.

Earlier this year, funding was awarded to select Football Club charities offering walking football for people living with Parkinson's and other neurological conditions — a collaboration between Parkinson's UK, the FA, and EFL in the Community.

Funding from the Sky Bet EFL Building Foundations Fund continued to be distributed across the network, sparking visible improvements in facilities and bringing new community spaces to life — enabling better access and opportunities for countless individuals.

We've hosted more impactful events than ever before, bringing together staff from Clubs and their charities to share ideas, learn from one another, and strengthen collaboration across the network. Whether in-person or online, these gatherings have helped foster a culture of peer-to-peer learning and continuous improvement.

As well as our Annual Club & Community Meeting, a Capital Projects Support event was held at The Nest in Norwich — one of the country's leading community football facilities — where dozens of charities were brought together to help them on their capital project journey.

In terms of political engagement, during the period we have supported the Home Office Safer Streets Campaign launch at Derby County Football Club, where we spoke alongside the Home Secretary, and colleagues have had the honour of engaging with the Royal Family, including attending events at Buckingham Palace with Her Majesty Queen Camilla, celebrating the BBC's 500 Words competition and the talented young writers behind it. We also met HRH Prince Edward at Peterborough United, where we discussed our work across the wider youth space - showcasing how Football Clubs are uniquely positioned to inspire and engage young people.

As we reflect on the progress made between July 2024 and June 2025, it's clear that this has been a year of momentum, ambition, and meaningful impact. Our network of Club charities continues to be a powerful force for good, and the strides we've taken together — from strategic growth to programme delivery — are testament to the dedication, innovation, and collaboration that define EFL in the Community.

Looking ahead, we remain focused on deepening our impact, expanding our reach, and strengthening the infrastructure that supports our network. We will continue to champion the role of football in tackling complex social issues and ensure our work is recognised at every level — from local communities to national policy.

With a focussed, dedicated and innovative team in place, I look forward to building on this foundation in the year ahead, as we continue to harness the power of football to change lives and strengthen communities across England and Wales.

Debbie Cook

Operational Review

The 2024/25 operational period has seen growth, innovation, and impact across EFL in the Community programmes and charity support, with Football Club charities delivering a diverse range of initiatives that support the network to develop greater social value and create stronger and healthier communities. These programmes have engaged tens of thousands of people across England and Wales, and this review outlines and highlights the reach and effectiveness of each initiative.

The EFL in the Community Strategy 2024–2029 is driven by a commitment to enhance and amplify the capacity and capability of EFL Club charities, support the network in generating greater social value, and create stronger, healthier communities through collaboration, leadership and service.

Central to this strategy are two strategic pillars. The first, 'Enabling Club Charities' Success', focuses on building the capability and growing the capacity of Club charities by creating a trusted culture of tailored support and development to the network. The second, 'Impactful Club Charity Programmes', aims to improve the network's programmes to directly address and reduce inequalities, enhancing the quality of life and opportunities within EFL communities.

Enabling Charity Success

During the period, the Supporting Football Club charities team has been further resourced to collaborate, lead, and serve all Football Club charities. Following an organisational restructure and the extension of Sport England System Partner funding the team now encompasses specialist leads in health, education, community cohesion and inclusion. The additional resource complements the existing support, which was previously tailored to the requirements of the Capability Code of Practice.

The team's strategic priorities focus on building capacity, providing expert advice, guiding opportunities, and fostering key strategic relationships across the network. Activities include bespoke support for governance such as safeguarding audits, board effectiveness, and trustee engagement; advancing education and employability through apprenticeship pathways and strategic funding conversations; enhancing health outcomes via targeted delivery, partnerships, and government insights; and promoting community cohesion by developing initiatives to bridge social divides, including crime reduction, rehabilitation, and support for refugees and veterans. These actions underpin sustainable organisational growth and robust connections within and across Football Club charities.

Over the last 12 months there has been a focus on developing a shared services approach across EFL and EFL in the Community. A shared service organisational model is where a central unit within or between organisations provides support functions. This has allowed EFL in the Community to benefit from expert subject matter support, avoids repetition and maximises resources in the most effective way. This shared services model is delivered throughout EFL departments including the People, Finance, Communications, EDI, Legal and Safeguarding teams.

Impactful Programmes

Programmes & Participant Numbers – 2024/25

Kellogg's Football Camps

The Kellogg's Football Camps are fun, inclusive football sessions for children run in partnership with EFL Clubs across England and Wales, and their charities, offering both free places obtained through codes from promotional cereal boxes and paid-for places. Led by qualified coaches, these camps develop football skills, confidence, and teamwork in a supportive environment, with activities including skills training, games, matches, and even visits from club staff and players. The first year of programme delivery took place during the summer school holidays of 2024 with more than 58,000 attendances.

Kellogg's Football Camps	2023 Participants n/a	2024 Participants 24,311
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University of South Wales Partnership

Since 2013, EFL in the Community and the University of South Wales (USW) have delivered Higher Education programmes including Foundation Degrees in Community Football and Sports Coaching, top-up BSc (Hons) degrees in these subjects, and a BA Hons Sports Business and Management degree. Delivered via a 'flipped classroom' model, students learn through work-based experience at their clubs alongside USW's academic curriculum. Graduates have progressed into roles across Football Club charities and the wider sports sector. Figures are based on the academic year.

USW Programmes	2023/24 Participants 652	2024/25 Participants 702	Change +50
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Joy of moving

A total of 28 Football Club charities delivered the Joy of moving Project and Festivals. The Joy of moving Project is a mixture of in-classroom and activity-based learning, delivered to children aged 9-10. Over a six-week period, each child gets nine hours of dedicated learning about the importance of getting active, the connection between the body and mind, hydration, meal planning and balanced diets based on the NHS Eatwell Guide – all through fun games and activities inspired by the unique Joy of moving methodology.

The Joy of moving Festivals, which are delivered to whole school cohorts, encourage children of all ages and abilities to move through play with simple and fun Joy of moving games that are delivered over a half, or whole, day during the summer term. Figures are based on the academic year, and in both the 2024 and 2025 academic years, participant numbers exceeded delivery targets.

During the 2024/25 period, participant engagement in the programme has seen a decline, largely influenced by delivery partners not fully meeting their engagement targets. In response, we have implemented a more proactive programme management approach—offering enhanced support to delivery partners and introducing closer monitoring to help ensure progress toward agreed targets for the 25/26 period.

Joy of moving

	2023/24 Participants	2024/25 Participants	Change
Joy of moving			
(Project)	36,665	36,528	(137)
(Festivals)	43,397	39,842	(3,555)

Utilita Kids & Girls Cup Competitions

Football Club charities coordinate local tournaments and school outreach, giving children the chance to represent their school and Football Club. They manage logistics, coaching, and progression to regional and national finals, often culminating in matches at iconic stadiums like Wembley during EFL Finals.

	2024 Participants	2025 Participants	Change
Kids Cup	13,960	14,940	+980
Girls Cup	6,736	6,966	+230

FIT FANS Wales

Rising levels of obesity continue to be a major challenge to public health. FIT FANS is a 12-week programme providing people aged 35-65 with an opportunity to make lifestyle changes, lose weight, get fitter and lead a more active life. FIT FANS has helped thousands of people to achieve long-term reductions in weight, waistline, blood pressure and health risk. In the 2023/24 season FIT FANS launched in Wales, supported by funding from the Welsh Government's Healthy Weight: Healthy Wales programme.

	2024 Participants	2025 Participants	Change
FIT FANS	624	705	+81

Headstart

The Headstart programme, delivered in partnership with Football Club charities across the North West of England, supports pupils as they transition from primary to secondary school - focusing on their mental health and emotional wellbeing.

Led by trained Mental Health Transformation Officers, the initiative brings expert-led workshops into schools, offering targeted, one-to-one early intervention and practical strategies to help children build resilience, confidence, and coping skills. Staff involved in the programme are equipped with youth mental health training, ensuring they can identify and support pupils who may be struggling.

Delivery ended in Lancashire in July 2024 and continued across Greater Manchester.

Headstart Greater Manchester	2024 Participants 1,086	2025 Participants 1,409	Change +323
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Creative Minds

A school-based mental wellbeing initiative developed by EFL in the Community and the Professional Footballers Association, where player ambassadors engage with pupils in conversations about mental health and the positive impact of sport.

Delivered by 15 EFL Club charities, the programme, launched for the first time in 2024, included a creative t-shirt design competition to help children express what they've learned. Figures based on academic year.

Creative Minds	2023/24 Participants n/a	2024/25 Participants 502
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Parkinson's Walking Football

Fifteen EFL Football Club charities across England received a £45,000 funding boost in April 2024 to deliver specialist walking football sessions for people living with neurological conditions, including Parkinson's.

This initiative is part of a collaborative effort between EFL in the Community, Parkinson's UK, and the Football Association, aiming to promote physical activity, social connection, and improved wellbeing among participants in a safe space.

As part of the collaboration, Football Club charity staff received training on supporting participants with neurological conditions, helping to build sustainability and create a lasting legacy within the programme.

Parkinson's Walking Football	2024 Participants n/a	2025 Participants 121
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Wildcats

In 2023, EFL in the Community joined forces with The FA to provide an increased opportunity for girls, aged 5-11, across the country to play football through the Weetabix Wildcats programme.

The partnership has inspired thousands of girls to take up football in their local community through sessions delivered by Football Club charities, and increase participation among underrepresented groups, including girls from areas of high deprivation and those with disabilities.

Squad Girls' Football is the next step for girls aged 12-14, offering a casual, flexible, and inclusive way to continue their football journey after they take part in Wildcats.

Wildcats*	2024 Participants	2025 Participants	Change
Wildcats – Squad	2,448	1,183	(1,265)
Girls	203	280	77

**Figures for 2025 appear lower as the 2024 reporting period included delivery data throughout both 2024 and part of 2023.*

Your Next Step – Probation Service Programme

In 2023, EFL in the Community was awarded a 3-year contract across five regions (Kent, Surrey & Sussex, Greater Manchester, East of England, East Midlands, West Midlands) to support adults leaving custodial sentences, specifically from ethnic minority backgrounds. This is a community-based mentoring programme, which aims to support adult offenders make the transition from custodial sentences back into society.

Your Next Step	2024 Participants	2025 Participants	Change
	11	11	0

Female Talent ID

In partnership with the FA, this programme hopes to provide every girl in England the opportunity, access, and entry into the FA Girls' England Talent Pathway to start her journey to become an England player. The programme ensures that through existing community activities, female participants can be identified and referred to the Talent Pathway. Club charities are supported by an education and learning programme for their staff, developed in partnership with a wide range of expert organisations across the sport, youth, and health and wellbeing sectors.

Female Talent ID	2024 Referrals	2025 Referrals	Change
	23	56	+33

Youth Endowment Fund Peer Action Collective

The Peer Action Collective is a £11.4 million peer research and social action programme, which aims to give young people the chance to make their communities safer, fairer places to live. It is funded by the Youth Endowment Fund, the #iwill Fund (a joint investment between The National Lottery Community Fund and the Department for Culture, Media and Sport) and the Co-op Group.

EFL in the Community has been part of the Peer Action Collective (PAC) since 2021. PAC is a network driven by and for young people across England and Wales to conduct peer research and act on the drivers of serious youth violence. Across the four Football Club charities in Yorkshire and the South-West involved in PAC from 2023, the project has supported young people to drive the network forward and demonstrate the power of youth voice through turning their peer research into social action.

PAC – Peer Researchers	2024 Participants	2025 Participants	Change
	25	19	(6)

PAC – Changemakers	n/a	192	+192
PAC - Research Participants	152	314	+162
PAC- Social Action Leads	3	5	+2
PAC – Social Action Participants	n/a	422	+422

UEFA & FA Kickstart – Future Football Leaders Programme

In partnership with The FA, and funded by UEFA, we have developed a programme specifically for refugees. The aim of the programme is to support people who have been forcibly displaced to develop valuable leadership skills which will enable them to become future community sports leaders.

Future Football Leaders	2024 Participants 18	2025 Participants 11	Change (7)
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LCC Detached Youth Work Programme

Delivered in partnership with Lancashire County Council, this programme supports detached youth work via Football Club charities in 10 communities across Lancashire. This approach focuses on engaging vulnerable young people by meeting them where they naturally spend time away from home. In the 2025 period, programme participation has declined due to a strategic shift towards more targeted interventions.

LCC Detached Youth	2024 Participants 4,606	2025 Participants 2,602	Change (2,004)
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National Citizen Service (NCS) Community Grants

NCS is a government programme, which helps young people with their transition into adulthood. In 2024, EFL in the Community was awarded two new contracts to deliver the NCS Community Grant programme across the North West and East Midlands regions. EFL in the Community also supported Club charities to offer roles for 18-24 year olds to further enhance their working credentials. This programme came to end in February 2025.

Community Grants	2024 Participants 1,562	2025 Participants 3,800	Change +2,238
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Sky Bet Building Foundations Fund

EFL in the Community plays a central role in delivering the Sky Bet Building Foundations Fund, a £6 million initiative across six years, launched in partnership with Sky Bet in 2024 to support community-focused projects across EFL Clubs. The fund aims to improve lives through increased access to football, physical wellbeing and reduced health inequalities. During the

previous reporting period, the Sky Bet Building Foundations Fund did not allocate funding to any charities. This was due to the initial setup phase of the programme,

	2024 Beneficiaries	2025 Beneficiaries
Sky Bet Building Foundations Fund	n/a	2,131

Training Ground

The EFL in the Community's Training Ground programme, funded through the UK Shared Prosperity Fund (UKSPF), is an employability initiative designed to support young people aged 16–24 who are not in education, employment, or training. Operating across several London boroughs, the programme offers tailored support through small group sessions, one-to-one mentoring, and workshops focused on life skills such as money management. As part of the programme, participants have the opportunity to earn their FA Level One Coaching Qualification—an essential first step toward a career in football coaching. In addition, they gain valuable experience through volunteering and work placements, which help build confidence, enhance employability skills, and support both physical and mental wellbeing.

Training Ground	2024 Participants	2025 Participants	Change
	51	874	823

Smart Energy GB

Smart Energy GB continued its impactful partnership with EFL in the Community, working alongside Club charities to raise awareness of smart meters and energy efficiency. Through targeted outreach and community-led initiatives, the campaign helps fans and residents, understand how smart meters can support better energy management. The figures below are in-person interactions the Club charities have carried out during the year.

Smart Energy GB	2023 Participants	2024 Participants	Change
	31,514	38,000	+6,486

Connects FC

Connects FC, delivered in partnership with the EFL, EFL in the Community and Jameson, brought fans together through the power of football to tackle loneliness and social isolation. The programme creates welcoming spaces for supporters to connect, share stories, and build friendships.

Connects FC	2024 Participants	2025 Participants	Change
	70	80	+10

EFL in the Community Board of Trustees

The EFL in the Community Board of Trustees is responsible for providing the organisation's strategic direction and supporting the Senior Leadership Team. The Board consists of four ex-officio positions, four EFL nominated positions and four independent positions.

The Board members at the date of writing this report are:

Liam Scully (EFL Nominated and Chair of the Board of Trustees)

Liam Scully has more than 20 years of experience working in football and communities, having started his career via an apprenticeship and working his way up to become Chief Executive of Lincoln City Football Club.

Prior to joining Lincoln, Liam spent 16 years in various roles at Doncaster Rovers and the wider Club Doncaster group – starting as an apprentice funded by the Professional Footballers' Association (PFA) and graduating to a spell as Foundation Chief Executive, then Chief Operating Officer of Club Doncaster. That rise through the ranks culminated in Liam being inducted into the National Apprenticeship Hall of Fame in 2007.

Liam also holds voluntary offices including director of Lincolnshire County FA, Trustee of Lincoln City Foundation and one of two League One Board representatives on the Football League Limited Board, along with ambassador roles at the Asian Sports Foundation and XP Free School Trust.

Trevor Birch (EFL Ex-officio)

Trevor Birch has been EFL Chief Executive since January 2021, having previously held a range of prominent roles in the game, including Chief Executive at Chelsea, Everton, Leeds United, Sheffield United and Derby County, Chair of Swansea City and Director of Football at Tottenham Hotspur.

Trevor began his life in football as an apprentice at Liverpool aged 16, before going on to represent Shrewsbury Town and Chester in the Football League.

Following retirement from the professional game at 23, Trevor gained a first-class degree in Accountancy before qualifying as a chartered accountant and then Partner with EY. Trevor's expertise as an insolvency practitioner included playing a pivotal role in saving Portsmouth Football Club from liquidation, working closely with the Portsmouth Supporters' Trust and other stakeholders to facilitate a community-led takeover.

Trevor has brought a wealth of industry experience and acumen to the League and during his time at the EFL he has played an invaluable role in the game's recovery from Covid-19 and spearheaded the League's continued growth both at home and overseas.

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Phil Woodward (The FA Ex-officio)

Phil is Head of Clubs and Facilities at The FA and is responsible for overseeing the growth and development of a network of 12,000 grassroots clubs with over 120,000 teams. Phil also acts as the FA's executive lead on grassroots facilities matters, working closely with the FA's network of County FAs and the Football Foundation to invest in the development and improvement of

grassroots facilities across England. He is also The FA's representative on the Football Foundation's Advisory Group and Grants Panel.

With 25 years of experience in sports development, including roles at Local Authority, County FA, and the Football Foundation, Phil has been at The FA for 16 years. He has significant experience in strategy development, operational implementation, and investment.

Lauren Sullivan (The PFA Ex-officio)

Lauren is the Director of Community at the Professional Footballers' Association (PFA), the trade union for all current and former professional footballers and scholars in the Premier League, Women's Super League and English Football Leagues. Lauren is responsible for leading the PFA's work supporting members in their engagement in community projects and CSR initiatives, empowering footballers to see their value as people, not just players.

Lauren brings over 15 years of experience working in football. Before joining the PFA Lauren worked as Head of Community and Workforce Development at the Premier League Charitable Fund and was formerly Head of League Operations for the Women's Professional Game at The FA. She is a former member of The FA Council, a UEFA B qualified football coach, and is a member of the Gloucestershire FA Inclusion Advisory Group.

Nick Perchard (The Premier League Ex-officio)

Nick is Director of Community, at The Premier League and is responsible for the delivery of the Premier League's community strategy, which aims to use the inspiration of the League and professional clubs to; help young people realise their potential, inspire ambition in communities and schools, support young people to improve their skills on and off the sports field, and invest in facilities and create opportunities in high-need areas. In 2016 Nick was appointed as a Trustee of the National League Trust as the Premier League's representative.

Before joining the Premier League, Nick was CEO of Hertfordshire FA (2009-2014), and County Development Manager at Essex FA (2006-2009) where he also sat on the Board of the County Sports Partnership. His early career was spent at Watford FC's Community Sports and Education Trust and QPR FC in the Community.

Carol Shanahan OBE (EFL Nominated and Chair of Advisory Group)

Carol Shanahan OBE is Chair of Port Vale FC. Carol has been the driving force behind the Vale's resurgence on and off the field and helped to build the club's reputation with its supporters and nationally within the industry. Carol was awarded an OBE for services to the communities of Stoke-on-Trent in 2020.

Caroline Artis (EFL Nominated)

Caroline was a partner in EY for 24 years, becoming London Office Managing Partner and a member of the UK and Ireland leadership team. She was also a member of the UK remuneration committee and the Next Generation partner assessment panel. Caroline remains in an ambassadorial role at EY as well as holding two non-executive positions and Trusteeships of three charities.

Chris Bailey (EFL Nominated)

As current Chief Executive Officer of Sheffield United Community Foundation, Chris leads the charity's mission to harness the power of sport, education, and community to create positive

change. Passionate about the role of sport and physical activity as a driver of social mobility, Chris is committed to ensuring opportunities for people of all ages and backgrounds to improve their health, skills, and life chances.

Alongside his executive role, Chris holds several influential non-executive positions. He is Chair of the Sheffield Chamber of Commerce and Industry Council, Chair of the CIMSPA Local Skills Accountability Board for Sheffield, and Chair of the "Move More" Active Communities Group, where he champions active lifestyles across the city. He also serves as a Non-Executive Director for Envisage Education and Training, who specialise in fitness industry qualifications across the region.

Uma Cresswell (Senior Independent Director and Chair of Remuneration Committee)

Uma Cresswell is an experienced board member, currently serving across multiple boards in both the private and third sectors. She has a current appointment alongside EFL in the Community at Fair For You CIC.

With over 25 years of global experience in investment banking and financial services, Uma has worked across Europe, the Middle East, North America, Asia, Australia, and New Zealand. She brings strategic insight and commercial acumen to boardrooms, driving ambitious growth strategies and embedding robust governance, EDI, and risk management into organisational culture.

Uma has operated at C-suite level, leading initiatives in regulatory reform, corporate governance, DEIB, HR transformation, and change management.

As a migrant from Uganda, Uma is deeply committed to organisations with a social conscience and a higher purpose. She champions inclusive, supportive cultures that prioritise the wellbeing of employees and communities. She is CIPD accredited, an NLP Practitioner, a Mentor, and a Strength scope coach, using her rich personal and professional experience to inspire transformation and connection.

Roger Shepherd (Independent and Chair of the Audit and Risk Committee)

An experienced chartered accountant with close to 20 years of board experience both as a director and company secretary in both private and public listed companies.

Having served on both Audit & Risk and Remuneration Committees as both a member and secretary Roger has a keen awareness of what best practice and an effective board looks like.

Roger brings a breadth of expertise in Finance, HR, Operations, IT, Facilities and Legal matters. Having enjoyed a rewarding career Roger now wants to help organisations achieve their potential by supporting management teams to create and drive a robust strategy and build the operational capabilities to help drive performance to grow safely and sustainably.

Roger holds three other trustee director roles, including that of chair in the employee ownership and charity sectors.

Dr Dan Plumley (Independent)

Dan has been involved in the Sport Business and Finance industry since 2006 and has taught at Sheffield Hallam University since 2011.

His main teaching and research interests include performance measurement, governance and regulation and competitive balance, all under the broader research area of the economics and finance of professional team sports which has defined his career.

Dan is an active researcher, delivering funded projects for Economic and Social Research Council (ESRC) and regularly consults with the industry on sport finance matters.

In his current working role, Dan is an Associate Head in the Sheffield Business School at Senior Staff Grade and responsible for leading on a portfolio of research and knowledge exchange activity.

Vacancy

There is currently a vacancy for an Independent Trustee. Recruitment for the position will take place in the year ending 30 June 2026.

EFL in the Community Structure

The Football League (Community) Limited (Charity number 1132689) (the "Company"), operating under the name "EFL in the Community", is the official charitable arm of the Football League Limited ("EFL"). The ultimate parent company of The Football League (Community) Limited is The Football League Limited, which is a member of The Football League Trust Limited (a company limited by guarantee). The Football League Limited and Football League Trust Limited are members of The Football League (Community) Limited, which is a company limited by guarantee which obtained charitable status on 13 November 2009.

The Football League (Community) Limited, in turn, is the sole shareholder of its subsidiary, FLT Community Trading Limited, a company limited by shares which was incorporated on 10 June 2010. The Company operates under the rules of its Memorandum and Articles of Association dated 10 January 2008, as amended on 25 November 2024.

Our current governance structure continues to serve the organisation well and has been instrumental in supporting the delivery of our strategic objectives and helping the organisation and our network successfully navigate through the increasingly challenging external environment. The governance structure has been reviewed during the year as part of a strategic review and is in line with our Articles of Association.

The appointment of Chris Bailey, as Football Club charity representative to the Board of Trustees in an EFL nominated role, ensures our network has a strong voice in shaping the strategic direction of the organisation at every level within our governance structure. This demonstrates our commitment to good governance, providing direct insight and accountability, and continuing the tradition of charity representation on the Board since the 2023/24 financial year. Furthermore, we continue to work alongside Sport England to ensure full compliance with their Tier 3 Code of Governance.

The Board of Trustees have reviewed and agreed updated terms of reference for the Audit and Risk Committee, Remuneration Committee and the Advisory Group. The committees continue to provide additional scrutiny in their respected areas.

Reserves policy

It is the policy of the charity to maintain unrestricted funds at a level that will be adequate to meet unrestricted expenditure for the foreseeable future.

The total net assets of the charity at the end of the financial year were £4,668,872 (2024: £4,753,564).

The free reserves of the charity are the unrestricted funds including designated funds less the fixed assets held which in the current year is £4,618,750 (2024: £4,705,651).

The outgoing resources for the year ended 30 June 2024 amounted to £ 15,812,385 (2024: £13,353,644).

A strategic reserve figure of £2,150,000 (2024: £2,150,000) is considered by the Trustees as a reasonable level to retain to manage the financial risks and ensure long-term sustainability of the Charity. The calculation was determined, using a risk-based approach following analysing key organisational financial risks and adding a provision for other closure costs. The Board of Trustees continues to monitor the level of strategic reserve and would adjust the calculation should there be a material change to the calculation.

Any residual amount of Unrestricted Reserve including designated funds, above the strategic reserves and allocated funds will be planned by the Trustees to be spent to further the charity's objectives. At the year end this was £2,493,545 (2024: £2,438,566).

Senior Leadership Team

During the reporting period (1 July 2024 to 30 June 2025), day to day management of the charity was delegated by the Trustees to the Director of Community and the Senior Leadership Team (SLT).

The SLT includes the Director of Community, Business Head of Community Programmes & Operations, Director of Finance, and Head of Communications & Marketing. The EFL in the Community SLT is responsible for driving forward and delivering the strategy of EFL in the Community.

The team brings together a vast amount of experience across a range of sectors, and all team members are committed to improving the lives and opportunities of individuals in EFL communities across the UK.

The remuneration of the SLT is reviewed annually by the Board. No Trustees received any remuneration for their services as Trustees. Details of Trustees' expenses are disclosed in note 6.

Debbie Cook – Director of Community

Debbie is a member of the EFL's Executive Leadership Team and has the delegated authority from the EFL in the Community Board, to provide leadership for EFL in the Community.

This includes strategy development and implementation, budget and strategic planning and ensuring the organisation complies with the law and regulations. Acting as a strategic ambassador for EFL in the Community, Debbie is the public face of the organisation and builds positive strategic relationships with key industry stakeholders and partners.

Tom Drake – Business Head of Community Programmes & Operations

Tom supports the Director of Community in delivering EFL in the Community's strategic objectives by leading operational planning, programme delivery, and support to the Football Club charity network. He ensures high-quality service delivery, manages strategic partnerships, and oversees business planning, contract compliance, and performance frameworks.

He champions community impact, drives operational efficiency, across the team. He also collaborates with EFL colleagues on Equality, Diversity, Inclusion, and Environmental initiatives through shared services.

Andrew Sellers- Director of Finance

Andrew is a Fellow of the Association of Chartered Certified Accountants, leads EFL in the Community's financial governance and strategy. He manages all financial activities, including analysis, planning, project income, expenditure, and subcontractor distributions. He is also responsible for internal governance, compliance, contracts, and risk. In 2024, Andrew became Company Secretary and is part of the EFL finance team under the shared services model.

Michelle Robbins - Head of Communications & Marketing

Michelle is responsible for the overall amplification of EFL in the Community's communications and public affairs messaging to a wide variety of stakeholders. She drives the creative leadership of the EFL in the Community brand and marketing activities. As part of the EFL shared services model, Michelle is part of the EFL Communications team.

She is also responsible for communication responsibilities behind all EFL in the Community programmes and most importantly, the amplification of the incredible impact of the network of 72 EFL Football Club charities.

Articles of Association

Our Articles of Association were amended and approved by our board in November 2024. The articles now fully reflect our governance arrangements.

The EFL in the Community's objectives are:

1. The Charity's objects (**Objects**) are for the public benefit:
 - 1.1 to promote physical education;
 - 1.2 to promote community participation in healthy recreation by providing activities and games for the playing of football and other sports capable of improving physical health and mental wellbeing;
 - 1.3 to assist (whether by providing financial or such assistance as may be deemed appropriate by the Trustees) in providing programmes and activities for sport, recreation or other leisure time occupation of such persons who have need for such support by reason of their youth, age, infirmity or disability, 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;

- 1.4 to advance the education and employability of the public and to provide opportunities for them to develop their full capacities and enable them to raise their aspirations and potential, so that their conditions of life may be improved; and
- 1.5 the furtherance of such a charitable purpose or charitable purposes as the Trustees shall from time to time think fit.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objects, in planning future activities and in setting the donation policy for the year.

Financial Review

The financial objective of the charity is to ensure it remains operationally financially sustainable, whilst distributing funding, through opportunities provided to the network. Alongside this objective the organisation, aimed to balance the use of unrestricted reserves to enhance and support the services provided to communities across the Country through the Club charity network.

Income

Total income was £15.7m for the year, increasing by 22% from £12.9m in 2023/24.

The key increase in income was £1.1m donated by the EFL to EFL in the Community, to provide an unrestricted donation to each of the 72 EFL Football Club charities. The EFL also provided £0.4m during the year compared to a total of £0.1m of funding received from the EFL in 2023/24. There was also a £0.7m increase in funding in the year from London Greater Authority to £1.0m (2023/24 £0.3m), for the delivery of the Training ground programme. The initial 3 months of the contract was delivered in 2023/24, with the remaining 9 months of the first-year contract and first 3 months of the second-year contract delivered across 2024/25.

There were several other increases in project funding, with an analysis of income from Donation and Charitable Activities available at note 2 on page 35 and 36 and Activities for generating Funds at note 3 on page 37 and Investment Income at note 4 on page 38.

Expenditure

Total expenditure increased by £2.4m (18%) to £15.8m against £13.4m in 2023/24.

Donations to charitable activities increased by £1.9m (1% increase) to £11.7m from £9.8m in 2024/25. The increase in donations was driven by the £1.1m donation from the EFL and a £0.6m increase of distribution in relation to the delivery of the Training Ground programme respectively.

The charity's total other costs increased by £0.5m (14% increase) to £4.1m from £3.6m. The increase in costs includes £0.3m of higher total payroll costs, with a higher average head count of 48 (2024: 46) and restructure costs totalling £0.1m (2024: £nil). Additionally, the charity incurred increased costs of £0.1m following the introduction of additional safeguarding reviews undertaken across the EFL Football Club charity network, which totalled £0.2m in the year (2024: £0.1m).

The EFL provided "in kind" donations of goods and services of £0.5m throughout (2024: £0.4m), for expenditure which would be expected to be incurred in the operating of a Charity. The expenditure is calculated using an apportionment of costs, such as rent, rates and other support costs provided.

EFL in the Community received commercial in-kind benefits estimated at approximately £8m (2024 estimate: £1m), including branding on EFL playing club shirts across all EFL divisions, ITV Highlight exposure, and Sky Sports advertisements and content. The charity also received approximately £0.2m worth of in-kind advertising from Clear Channel (2024: £nil). The valuations have been estimated using the current market value of the benefits. These benefits have been provided in-kind by the EFL, due to EFL in the Community being EFL's charitable arm. As it is not probable that in the normal course of business EFL in the Community charity would otherwise have purchased these items or services, therefore the items have not been included within the financial statements.

Future Plans

As the organisation looks to the future, EFL in the Community remains committed to delivering the ambitions set out in our 2024 to 2029 strategy. Our plans focus on broadening the reach and deepening the impact of our programmes, ensuring that Football Club charities and their surrounding communities continue to benefit from high-quality initiatives in health, education, employability and community cohesion. We will ensure that our work enhances the capacity and capability of the 72 charities, we will strengthen partnerships across the sector, uphold robust governance, and maintain a financially sustainable approach, enabling us to respond effectively to the evolving needs of our stakeholders. By embracing innovation and fostering collaboration, we are determined to continue shaping positive change, supporting individuals and communities, and ensuring the ongoing relevance and effectiveness of our work. Our strategy guides us as we strive to meet emerging challenges and champion opportunities for all those we serve.

EFL in the Community is committed to creating positive and lasting impact through three central themes: healthier communities, stronger communities, and thriving communities. By harnessing the power of football, our initiatives promote healthier lives for people of all ages, helping children to get active early, supporting adults with health challenges, and fostering independence and wellbeing among older people. We also focus on building stronger communities where everyone feels welcomed and empowered, working in partnership to deliver activities that foster social connection, safety, and engagement. Additionally, our commitment to thriving communities ensures opportunities for lifelong learning, with programmes designed to enhance skills, support educational attainment, and empower individuals at every stage of their personal and professional journeys.

Strategic Risks and Risk Management

The key strategic risk areas for EFL in the Community are as follows:

- Financial and Sustainability
- Resource
- Reputation
- People

Robust risk management underpins our operational and governance practices. Senior managers with strategic risk oversight within various areas of the charity are engaged quarterly to review risks within those respective areas, ensuring accurate reporting and that risk mitigation actions are effectively implemented. Reporting flows directly to the Audit and Risk Committee, and then the Board, enabling consistent oversight and informed decision-making at the highest level of the organisation.

EFL in the Community continues to work closely with the EFL Commercial team to identify and pursue fresh opportunities for commercial sponsorship and collaborative CSR initiatives, which can be implemented or supported by the EFL Football Club charity network.

Financial Performance and Viability:

Financial planning is under constant scrutiny by the Trustees, who assess how these factors may affect the charity's position as a going concern. After conducting a thorough review of cash flow, the Trustees remain confident in the organisation's positive trajectory and its resilience to financial risks. These matters are routinely reviewed by the Senior Leadership Team, Audit and Risk Committee, and the Board, ensuring that all decisions are informed by up-to-date financial data, with management accounts.

The Audit and Risk Committee maintain robust oversight of the charity's financial management and internal control environment, continually seeking assurance in these areas. A comprehensive suite of financial policies and procedures are established within the organisation.

Funding released to the EFL in the Community network of Football Club charities is subject to rigorous checks, ensuring compliance with the Capability Code of Practice and organisational standards. Internal authorisation processes are clearly segregated according to financial regulations. The organisation does not employ external fundraisers or direct public fundraising activities and is therefore not overseen by the Fundraising Regulator.

Organisational growth, aligned with our strategic priorities remained a central mitigation measure throughout 2024/25. The ongoing diversification of income streams is recognised as a significant risk mitigation, actively tracked through our risk management framework. In collaboration with the Audit and Risk Committee, the executive team devised various financial models to safeguard the organisation's long-term sustainability.

People

Over the last 12 months there has been a focus on developing a shared services approach with the People Team now delivering a service to both the EFL and EFL in the Community – avoiding repetition and using resources in the most effective way. This shared services model is also delivered through the finance, communications, EDI, legal and safeguarding teams.

The Remuneration Committee reviewed its terms of reference during the year, with its main priority being determining and agreeing the framework or policy for the remuneration of the Director of Community and their straight line or dotted line reports – in conjunction with the line managers of the matrix reporting structure currently in place.

Employee engagement teams have also been established with the EFL and the 3 teams (Views and Resolutions, Wellbeing and Volunteering) all meet monthly and have an employee chair. Each team is sponsored by a member of the People Team.

These employee engagement teams encourage ideas, regular interaction between all areas of the organisation and, though the Wellbeing Team, deliver seminars, initiatives and information sharing focusing on having a healthy work environment.

In addition, the People Team delivers several developmental programmes – such as leadership, management and skills training for all through Non-Stop Learning and a suite of online training courses.

Reputation

EFL in the Community adopts a proactive approach to mitigating reputational damage through comprehensive communications and marketing planning in addition to maintaining positive relationships with key stakeholders. The support of a specialist public affairs agency continues to have a positive impact on engagement with key policy makers across both the EFL and EFL in the Community. This has helped maintain our reputation as a trusted partner with a strong reputation on delivering real impact through our network of Clubs and Club charities.

The EFL and EFL in the Community continue to deliver improvements and community impact in the areas of equality, diversity and inclusion, environmental sustainability and measuring community impact. Closely working to shine a light on the excellent work of the Clubs and their charities resulted in another highly successful "Week of Action"; the week coincided with the launch of the Measuring the Impact of Clubs in the Community report, which detailed the social return on investment and positive impact that Football Clubs are having in their communities. The EFL also continues to provide all Clubs with individual impact reports which can be integral to providing evidence to key funders and decision makers at a local and regional level.

There is a social media policy in place with mature and embedded processes, which includes the regular monitoring of all channels, together with guidelines for our people relating to the use of social media linked to the organisation. Key personnel have received media training, and a crisis communications procedure is in place to manage any reputational concerns.

Governance

EFL in the Community has a comprehensive suite of governance policies and procedures that are reviewed and approved by the Board. A governance framework is in place that allows the Board to work collaboratively with the executive whilst maintaining the boundaries between the role of trustees and the executive.

The Board and each subcommittee have an approved Terms of Reference in place and minutes of all meetings are available at each Board meeting. EFL in the Community is compliant with all elements of the Sport England Code of Governance (Tier 3) and is working with Sport England to develop an action plan that will ensure compliance with the requirements of the new code.

EFL in the Community launched its 2024-2029 strategy in the summer of 2024. Following consultation with organisational stakeholders, the strategy has an increased emphasis on the support which it will provide to the Football Club charity network to enhance their abilities to provide increased impact to their local communities.

During 2024/25, the Football Club charity network continued with their governance and management improvements following the assessments against the revised Capability Code of Practice. The levels of overall compliance with the code increased throughout the year. We continue to provide support and guidance to Football Club charities across the network on areas of the code to continue to raise the standard of governance.

EFL in the Community requires all potential delivery partners to comply with the code before funding is released, and this now includes organisations that are outside of the Football Club charity network on a risk-based approach. A Procurement and Contract Management policy is in place which provides clarity to staff on each stage of procuring goods or services through awarding and managing contracts.

All trustees complete an annual declaration of interest to consider and manage any potential conflicts as they arise. Independent trustees are recruited based on their experience, knowledge, and expertise through an open recruitment process.

EFL in the Community works with the EFL to review the skills expertise and diversity needs of the Board to assist with decisions about the nominated places on the Board.

A trustee skills audit forms the basis of a skills matrix to identify any skills gaps. In addition to internal expertise, along with the provision of training where required, trustees are assisted by external professional advisors, as appropriate, who advise trustees to enable them to discharge their duties effectively in line with legal obligations and sectoral best practice. The skills matrix exercise was undertaken across 2024/25 and is expected to be determined by the end of 2025.

Data security

A suite of Board approved policies is in place relating to data protection and information security and incorporating the requirements of all current applicable legislation.

Information risks are integrated into the Risk Register which documents risks related to the processing of both personal and business sensitive information. The Risk Register is monitored by the Risk Management steering group which reports directly into SLT and the Audit and Risk Committee.

The EFL in the Community IT network is Cyber Essentials Plus certified.

Our Environmental Sustainability Work

EFL in the Community's new strategy was launched this year with environmental sustainability included as a guiding principle.

To put this principle into practice, this year the organisation has worked to embed environmental sustainability within its work to enable Club charity success and support impactful Club charity programmes.

The organisation continues to support Club charities to meet the environmental governance requirements in our Capability Code of Practice due diligence process. This year we provided a calendar of support and training in a number of priority areas this year including environmental policy and action plans, staff engagement, and facilities management.

We also continue to explore partnership and funding opportunities for the delivery of environmental projects within the Club charity network, and to showcase the success of existing programmes. A particular highlight for the network's delivery on this theme can be seen in the three Club charity environmental programmes nominated for the EFL's 2025 Green Club Award.

The organisation has also continued to develop its environmental governance and reduce its environmental impact. Actions this year included;

- Continuing to embed initiatives introduced in previous years, including a workplace electric vehicle salary sacrifice scheme and staff training;
- Working with a partner organisation to recycle employee uniform as part of the organisational rebrand;
- Developing an environmental framework and action plan to guide this work for the remainder of the strategy.

Alongside this, we have continued to work with the EFL on joint initiatives to reduce the impact of our shared office space. This included energy efficiency measures, improved waste segregation and monitoring, and monitoring the environmental benefits of the office's solar PV system.

In the next financial year, a framework and action plan will be developed to outline the organisation's approach to environmental sustainability for the duration of the strategy.

Carbon Footprint

During the reporting period of 1 July 2024 and 30 June 2025, EFL in the Community's carbon footprint was 70.87 tonnes of carbon dioxide equivalent (tCO₂e).

This is a reduction of 4.89 tCO₂e on last year's footprint. Our overall emissions reduction on our 2019 baseline is 83.71 tCO₂e (54%).

Our footprint per FTE employee in 2024/25 was 1.73 tCO₂e, slightly higher than 2023-4. This is a reduction of 0.73 tCO₂e per head since 2019 (30%).

The carbon footprint covers all Scope 1 (direct) and Scope 2 (indirect) emissions, and selected categories of Scope 3 (value chain)*

*Scope 1, 2 and 3 are categories of carbon emissions and their sources, as outlined by the [Greenhouse Gas Protocol](#). Note that delegate travel to events is not reported in Scope 3 for these calculations.

Our footprint findings and initial Carbon Reduction Plan can be accessed on our [website](#).

Statement of Trustees' responsibilities

The Trustees (who are also directors of The Football League (Community) Limited for the purposes 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the Trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to Auditor

The Trustees who held office at the date of approval of this Trustees' report confirm that:

- so far as they are each aware, there is no relevant audit information of which the charitable company's auditor is unaware; and

- each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Saffery LLP will therefore continue in office. The Trustees Report, including the Strategic Report, has been approved by the Board of Trustees and signed on behalf of the Board on 8 December 2025.

A handwritten signature in black ink, appearing to read 'L Scully', with a stylized, flowing script.

L Scully
Chair of the Board of Trustees
Company registration number 6469948
Charity registration number 1132689

Independent auditor's report to the members

Opinion

We have audited the financial statements of The Football League (Community) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 30 June 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the affairs of the group and the parent charitable company as at 30 June 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 24 to 25 the Trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 parent 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 parent charitable company's members 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery LLP

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Sally Appleton (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Chartered Accountants

Statutory Auditors

10 Wellington Place

Leeds

LS1 4AP

Date: 17 December 2025

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2025

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2025	Total 2024
		£	£	£	£	£
Income from:						
Donations	2	3,880,000	-	-	3,880,000	2,800,000
Charitable activities	2	-	-	11,263,973	11,263,973	9,456,576
Other trading activities	3	-	-	345,366	345,366	322,077
Investments	4	238,354	-	-	238,354	278,006
Total income		4,118,354	-	11,609,339	15,727,693	12,856,659
Expenditure on:						
Raising funds	3	-	-	(227,030)	(227,030)	(212,550)
Charitable activities	5	(3,669,274)	(547,699)	(11,368,382)	(15,585,355)	(13,141,094)
Total expenditure	5	(3,669,274)	(547,699)	(11,595,412)	(15,812,385)	(13,353,644)
Net income/(expenditure)		449,080	(547,699)	13,927	(84,692)	(496,985)
Transfers between funds	12	(449,080)	449,080	-	-	-
Net movement in funds		-	(98,619)	13,927	(84,692)	(496,985)
Reconciliation of funds:						
Total funds brought forward		-	4,742,164	11,400	4,753,564	5,250,549
Total funds carried forward		-	4,643,545	25,327	4,668,872	4,753,564

All transactions derive from continuing activities.

There are no other gains/losses other than those included in the statement of financial activities.
The notes on pages 35 to 59 form an integral part of these financial statements.

Balance sheet as at 30 June 2025

	Notes	Group		Charitable company	
		2025 £	2024 £	2025 £	2024 £
Fixed assets					
Tangible fixed assets	7	24,795	36,513	24,795	36,513
Investments	8	-	-	1	1
Current assets					
Debtors	9	822,160	1,185,666	763,838	1,131,331
Cash at bank and in hand		7,738,464	7,173,456	7,589,279	7,054,186
		8,560,624	8,359,122	8,353,117	8,185,517
Creditors: amounts falling due within one year	10	(3,916,547)	(3,642,071)	(3,827,377)	(3,577,994)
Net current assets		4,644,077	4,717,051	4,525,740	4,607,523
Net assets		4,668,872	4,753,564	4,550,536	4,644,037
Funds:					
Unrestricted funds		-	-	-	-
Restricted funds		25,327	11,400	25,327	11,400
Designated funds		4,643,545	4,742,164	4,525,209	4,632,637
	12	4,668,872	4,753,564	4,550,536	4,644,037

The notes on pages 35 to 59 form an integral part of these financial statements.
These financial statements were approved by the Board of Trustees on 8 December 2025
Signed on behalf of the Board of Directors



L Scully

Chair of the Board of Trustees

Company registration number 6469948

Charity registration number 1132689

Consolidated cash flow statement for the year ended 30 June 2025

	Note	2025 £	2024 £
Net cash inflow from operating activities	13	339,999	400,893
Returns on investments and servicing of finance	14	238,354	278,006
Capital expenditure and financial investment	14	(13,345)	(17,415)
Cash inflow before use of liquid resources and financing		565,008	661,484
Financing		-	-
Increase in cash in the year		565,008	661,484
		2025	2024
Reconciliation of net cash flow to movement in net funds			
Increase in cash in the year		565,008	661,484
Cash at bank and in hand:			
At 1 July 2025		7,173,456	6,511,972
At 30 June 2025		7,738,464	7,173,456

The notes on pages 35 to 59 form an integral part of these financial statements.

Notes to the accounts for the year ended 30 June 2025

1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Basis of preparation

The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice applicable to charities (FRS 102) and applicable accounting standards and under the historical cost convention.

The consolidated financial statements incorporate the financial statements for the charity and its subsidiary FLT Community Trading Ltd on a line-by-line basis. The charitable company is taking advantage of the exemption in s408 of the Companies Act 2006 not to present its individual Statement of Financial Activities.

Reconciliation with Generally Accepted Accounting Practice

In applying the accounting policies required by FRS102 and the Charities SORP, a sum of £490,883 of "in kind" support by EFL has been added to both income and expenditure in the 2025 figures and £422,335 in the 2024 comparative figures.

Going Concern

The Group's business activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report on pages 2 to 23. The group has considerable financial resources and as a consequence, the trustees believe that the company is well placed to manage its business risks successfully despite the current uncertain economic outlook. Following review of the company's cash flow, the Trustees believe the organisation can mitigate any risk impacting the company's financial stability. The Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Voluntary income

Voluntary income made up of donations from football funding bodies is included in the year in which it is receivable, which is when the company becomes entitled to the resource.

Notes (continued)

1. Accounting policies (continued)

Investment income

Investment income relates to interest receivable from the investment of cash surpluses in bank accounts. Investment income from these funds is transferred to unrestricted funds in accordance with the terms of the relevant fund.

Resources expended

Resources expended have been charged to the statement of financial activities on an accruals basis. Direct charitable expenditure relates to the distribution of funds. Support costs are also incurred to enable the charitable company to provide these activities.

Unrestricted funds

Unrestricted funds are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.

Designated funds

Designated funds are unrestricted funds which are earmarked by the Trustees for particular purposes.

Restricted funds

Restricted funds are funds that can only be used for restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for a restricted purpose.

Awards of funding to delivery partners

Funding and donations are awarded by management on a case-by-case basis, upon application. Applications are accepted if they meet all the required criteria and otherwise rejected. Funding would be treated as binding upon written confirmation of acceptance, sent to the recipient.

Investments

Investments are stated at cost net of any provision for impairment.

Depreciation and tangible fixed assets

Capital purchases of £250 or more are charged to tangible fixed assets.

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation on tangible fixed assets is calculated on a straight line basis and aims to write down their cost to their estimated residual value over their expected useful lives as follows:

Computer software	3 years
Computer hardware and fixtures and fittings	4 years

Debtors

Trade and other debtors are recognised at the settlement amount. No trade discounts are offered.

Notes (continued)

1. Accounting policies (continued)

Creditors

Creditors and provisions are recognised where the charity has an obligation resulting from a past event that will probably result in the transfer of funds to a third party. Creditors are recognised at the settlement amount after allowing for any trade discounts due.

Pension costs

The company contributes to defined contribution pension schemes on behalf of employees. The amount charged in the statement of financial activities is the amount payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

The entity, as a registered charity, is exempt from taxation on its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No tax charge has arisen in the year.

Notes (continued)

2. Income from Donations and Charitable Activities

Group	Unrestricted funds	Restricted funds	2025	2024
	£	£	£	£
Professional Footballers' Association	2,800,000	10,000	2,810,000	2,800,000
University of South Wales	-	2,347,762	2,347,762	2,166,467
National Citizen Service	-	1,602,948	1,602,948	1,322,735
EFL	1,080,000	408,783	1,488,783	100,784
Kellogg's	-	1,277,609	1,277,609	1,228,818
Greater London Authority	-	1,047,204	1,047,204	297,238
Sky Bet	-	1,000,000	1,000,000	1,000,000
Sport England	-	920,099	920,099	722,337
Ferrero	-	646,300	646,300	638,000
EFL "in kind" support	-	490,883	490,883	422,335
The Football Association	-	463,600	463,600	354,000
Youth Endowment Fund	-	315,875	315,875	341,145
HM Prison and Probation Service	-	287,554	287,554	123,294
The Football Association of Wales	-	239,075	239,075	242,650
Lancashire County Council	-	92,308	92,308	128,654
Premier League Charitable Trust	-	52,456	52,456	35,343
Growth Company	-	23,022	23,022	-
NHS Greater Manchester ICB	-	20,000	20,000	95,249
Parkinsons UK	-	15,000	15,000	-
Other	-	3,495	3,495	22,777
NHS Greater Manchester Integrated Care	-	-	-	45,000
The Secretary of State for The Home Department	-	-	-	39,460
Skills for Care Limited	-	-	-	36,747
Greater Sports	-	-	-	30,000
UEFA	-	-	-	28,000
National Citizen Service CIC	-	-	-	20,196
The Growth Company	-	-	-	15,348
	3,880,000	11,263,973	15,143,973	12,256,576

Unrestricted funds in 2025 were received from the Professional Footballers' Association of £2,800,000 (2024: £2,800,000). Additionally, EFL provided a £15,000 donation of unrestricted funds to each of the 72 Football Club charities amounting to a total of £1,080,000 (2024: £nil).

Notes (continued)

2. Income from Donations and Charitable Activities

The Football League Limited provided "in kind" donations of goods and services £490,883 (2024: £422,335) for expenditure which would be expected to be incurred in the operating of a charity. The expenditure is calculated using an apportionment of costs, such as rent, rates and other support costs provided.

Notes (continued)

3. Activities for generating funds

The charitable company has one trading subsidiary, FLT Community Trading Limited, a company incorporated in England and Wales. The charitable company owns the entire share capital of this company being £1 ordinary share. FLT Community Trading Limited obtains funding from commercial partners and distributes this to Football Club charities on the partners' behalf throughout the year. Any surplus at the end of the year is gifted to The Football League (Community) Limited.

A summary of the trading result of FLT Community Trading Limited is shown below. Audited financial statements for the year ended 30 June 2025 are filed with the Registrar of Companies. A Gift Aid donation of the taxable profit of £118,336 (2024: £109,527) was made to The Football League (Community) Limited.

	2025	2024
	£	£
Turnover	345,366	322,077
Cost of sales	(223,719)	(209,250)
Gross profit	121,647	112,827
Administrative expenses	(3,311)	(3,300)
Operating profit	118,336	109,527
Gift aid donation to The Football League (Community) Limited	(118,336)	(109,527)
Profit/(Loss) for the year	-	-

The aggregate of the assets, liabilities and funds was:

	2025	2024
	£	£
Assets	210,805	173,605
Liabilities	(210,804)	(173,604)
Funds	1	1

Notes (continued)

4. Investment income

	2025 £	2024 £
Bank interest receivable	238,354	278,006
	<u> </u>	<u> </u>

5. Resources expended

Group	2025 £	2024 £
(i) Analysis of total resources expended		
(ii) Staff costs (Note 6)	2,708,797	2,323,872
Support costs	1,387,528	1,238,964
Other direct costs	11,716,060	9,790,808
	<u> </u>	<u> </u>
	15,812,385	13,353,644
	<u> </u>	<u> </u>
	£	£
(ii) Analysis of support costs		
Telephone, postage, stationery and printing	25,650	41,761
Employee medical costs	13,680	29,162
Motor, meeting and travel costs	207,655	210,990
Staff training and advertising	93,810	104,329
Subscriptions and printing	51,326	40,365
Marketing	124,856	128,248
Legal & professional costs	579,718	404,436
Depreciation and financial costs	46,915	59,581
Computer system support	154,395	128,580
Rent, rates, light, heat & cleaning costs	87,561	85,302
Governance Costs	1,962	6,210
	<u> </u>	<u> </u>
	1,387,528	1,238,964
	<u> </u>	<u> </u>

Notes (continued)

5. Resources expended (continued)

(iii) Analysis of other direct costs

	2025	2024
	£	£
Donations to schemes	11,691,610	9,769,058
Other costs	24,450	21,750
	11,716,060	9,790,808

(iv) This is stated after charging

	£	£
Auditors' remuneration	24,450	21,750
Depreciation	46,915	41,652
Trustees' expenses	7,556	7,050
	78,921	70,452

All donations to schemes relate to donations made to the Club charities of Football Clubs and other third sector organisations to support the promotion of improving health and wellbeing; raising aspirations and realising potential and building stronger, more cohesive communities.

Donations are allocated according to the Charity's present and future themes, as outlined below:

Theme	£
Healthier Communities	1,823,516
Stronger Communities	1,998,336
Thriving Communities	2,978,991
General	4,890,767
	11,691,610

A detailed description of the themes is provided on page 20. General donations, includes £2,520,000 from the PFA, £1,080,000 from EFL, £900k from Sky Bet and £122,000 from The FA. The remaining £129,372 is the distribution of Infrastructure Grants to Football Club charities from EFL I the Communities Designated Reserve balance. The award was granted in 2023/24.

Notes (continued)

5. Resources expended (continued)

In line with the charity's reserves policy, any amounts more than the strategic reserves will be planned for investment by the Trustees to further the charity's objectives.

Notes (continued)

6. Staff numbers and costs

Group	2025 £	2024 £
Employee costs during the year amounted to:		
Wages and salaries	2,198,296	1,885,171
Social security costs	237,433	198,926
Other pension costs	273,068	239,775
	<u>2,708,797</u>	<u>2,323,872</u>

Average monthly number of persons employed by the Company during the period:	48	46
--	----	----

None of the Trustees received any remuneration in respect of their services as directors of the Company (2024: £nil).

The total expenses reimbursed to Trustees during the year amounted to £7,556 (2024: £7,049). These expenses relate to costs incurred by Trustees while carrying out their official duties for the Company, such as travel, accommodation, and subsistence associated with attending meetings and events, ensuring that Trustees are not out of pocket for undertaking their roles.

Total contributions to the defined contribution scheme amounted to £273,068 (2024: £239,775). Payments of £nil were outstanding as at 30 June 2025 (2024: £nil).

Salary Band	No. of Employees 2025	No. of Employees 2024
£120,000 - £130,000	1	-
£80,000 - £90,000	-	1
£70,000 - £80,000	1	2
£60,000 - £70,000	1	3

Notes (continued)

6. Staff numbers and costs

During 2024-25, employee benefits of the Senior Leadership Team of the Company comprising the Director of Community, Business Head of Community Programmes & Operations, Director of Finance, and Head of Communications & Marketing, (2024: average 3 employees) total £416,758 (2024: £337,819). No restructure costs were included in the calculation of the Senior Leadership Team total.

Redundancy costs of £116,399 (2024: £nil) are included within Wages and Salaries. Of these, £63,944 (2024: £nil) were ex-gratia.

Notes (continued)

7. Tangible fixed assets

Group	Computer Hardware & Fittings	Computer Software	Office Equipment	Total
	£	£	£	£
Cost				
At 1 July 2024	141,147	110,645	11,763	263,555
Additions	2,468	11,888	-	14,356
Disposals	(9,706)	-	-	(9,706)
At 30 June 2025	133,909	122,533	11,763	268,205
Depreciation				
At 1 July 2024	(129,724)	(87,760)	(9,558)	(227,042)
Charge in year	(8,272)	(16,162)	(629)	(25,063)
Depreciation Eliminated on Disposal	8,695	-	-	8,695
At 30 June 2025	(129,301)	(103,922)	(10,187)	(243,410)
Net book value				
At 30 June 2024	11,423	22,885	2,205	36,513
At 30 June 2025	4,608	18,611	1,576	24,795

Notes (continued)

7. Tangible fixed assets (Continued)

Charity	Computer Hardware & Fittings	Computer Software	Office Equipment	Total
	£	£	£	£
Cost				
At 1 July 2024	141,147	82,641	11,763	235,551
Additions	2,468	11,888	-	14,356
Disposals	(9,706)	-	-	(9,706)
At 30 June 2025	133,909	94,529	11,763	240,201
Depreciation				
At 1 July 2024	(129,724)	(59,756)	(9,558)	(199,038)
Charge in year	(8,272)	(16,162)	(629)	(25,063)
Depreciation Eliminated on Disposal	8,695	-	-	8,695
At 30 June 2025	(129,301)	(75,918)	(10,187)	(215,406)
Net book value				
At 30 June 2024	11,423	22,885	2,205	36,513
At 30 June 2025	4,608	18,611	1,576	24,795

Notes (continued)

8. Investments

Charity	Shares in subsidiary	
	2025	2024
	£	£
Cost and net book value		
Investment in subsidiary	<u>1</u>	<u>1</u>

FLT Community Trading Limited is a wholly owned trading subsidiary of The Football League (Community) Limited and is registered in England and Wales and incorporated in Great Britain. FLT Community Trading Limited received funds from commercial partners which are distributed to community schemes on the partners' behalf, with any surplus gifted to The Football League (Community) Limited.

A summary of the trading results of FLT Community Trading Limited is shown at note 3 above.

Notes (continued)

9. Debtors

	2025	Group 2024	Charitable company 2025	Charitable company 2024
	£	£	£	£
Trade debtors	353,542	615,191	366,299	615,191
Other debtors	3,785	7,860	7,085	7,200
Prepayments and accrued income	464,833	562,615	390,454	508,940
	<u>822,160</u>	<u>1,185,666</u>	<u>763,838</u>	<u>1,131,331</u>

Accrued income is recognised as an asset where grants have been awarded prior to the receipt of monies from the funding body. The timing of monies received from the funding body is dependent on the contractual terms.

10. Creditors: amounts falling due within one year

	2025	Group 2024	Charitable company 2025	Charitable company 2024
	£	£	£	£
Trade creditors	482,183	147,827	482,183	147,827
Accruals and deferred income	3,345,613	3,422,893	3,280,995	3,358,816
Social security and other taxes	88,751	71,351	64,199	71,351
	<u>3,916,547</u>	<u>3,642,071</u>	<u>3,827,377</u>	<u>3,577,994</u>

Accruals are recognised where grants have been awarded and committed to pre-year end and the monies are paid post year end. Accruals are also recognised on the basis that if distributions were not made then an obligation would exist to return the monies back to the funding body net of any entitlement to retained management charges.

Deferred income is recognised where cash received exceeds grants awarded and the amount of cash received does not meet the criteria to be recognised as voluntary income in line with the revenue recognition policy.

Notes (continued)

11. Analysis of net assets between funds

Group	Unrestricted funds	Designated funds	Restricted funds	Total funds 2025	Total funds 2024
	£	£	£	£	£
Fund balances at 30 June 2025 represented by:					
Fixed assets	-	24,795	-	24,795	36,513
Current assets	-	4,618,750	3,941,874	8,560,624	8,359,122
Current liabilities	-	-	(3,916,547)	(3,916,547)	(3,642,071)
	0	4,643,545	25,327	4,668,872	4,753,564

Charity	Unrestricted funds	Designated funds	Restricted funds	Total funds 2025	Total funds 2024
	£	£	£	£	£
Fund balances at 30 June 2025 represented by:					
Fixed assets	-	24,795	-	24,795	36,513
Current assets	-	4,500,414	3,852,704	8,353,118	8,185,517
Current liabilities	-	-	(3,827,377)	(3,827,377)	(3,577,993)
	-	4,525,209	25,327	4,550,536	4,644,037

Notes (continued)

12. Reconciliation of movements in funds

Group	At 1 July 2024	Incoming Resources	Outgoing resources	Transfers	At 30 June 2025
Restricted funds					
Total restricted funds	11,400	11,609,339	(11,595,412)	-	25,327
Designated funds					
Business Development Grants	153,598	-	(129,372)	(24,226)	-
Strategic reserve	2,150,000	-	-	-	2,150,000
Designated funds	2,438,566	-	(418,327)	473,306	2,493,545
Total designated funds	4,742,164	-	(547,699)	449,080	4,643,545
General funds					
Total general funds	-	4,118,354	(3,669,274)	(449,080)	-
Total Funds	4,753,564	15,727,693	(15,812,385)	-	4,668,872

The net movement of unrestricted funds was a decrease of £98,619 (2024: decrease of £480,309).

The decrease of unrestricted funds of include £209,444 which was funds allocated to expenditure agreed to be incurred by the Board of Trustees to help support the Football club charity network. £192,106 was allocated to enable the organisation to restructure to ensure the charity is in the best position to delivery its strategy. £16,778 has been distributed toward funding available for the Football Club charity to deliver programmes in their community.

£720,000 was allocated in the year ended 30 June 2024 to provide a Business Development Grant, up to the value of £10,000 to support all 72 Football Club charities for new projects and infrastructure. There was a remaining balance of £153,598 at the year ended 30 June 2024, with £129,372 distributed to Football Club charities in the year ended 30 June 2025, with the remaining balance of £24,226 transferred to designated funds and is shown within designated funds.

The net movement of restricted funds was an increase of £13,927 (2024: decrease of £16,676). The restricted funding relates to funds received in 2025, which have been agreed to be allocated against costs which will be incurred in the future. This relates to grant funding, which has been recognised in the financial year, in accordance with The Charities Statement of Recommended Practice, however the expenditure will be incurred after 30 June 2025.

Notes (continued)

12. Reconciliation of movements in funds (Continued)

In order to protect the organisation from any unforeseen adverse movements in income or expenses, the Trustees have designated a sum of £2,150,000 of the free reserves of the charitable company as a strategic reserve. The figure has been calculated using a risk-based scenario approach, considering the financial impact of the most material income retained by the organisation and a provision for reorganisation costs involved in closing down individual projects. This resulted in a £nil (2024: £175,000) movement in the reserve balance. The Trustees will continue to consider the best use of the remaining unrestricted funds.

Notes (continued)

13. Reconciliation of changes in resources to net cash outflow from operating activities

Group	2025	2024
	£	£
Net outgoing resources	(84,692)	(496,985)
Investment Income	(238,354)	(278,006)
Depreciation	25,063	41,652
Decrease/(Increase) in debtors	363,506	(463,632)
Increase in creditors and deferred income	274,476	1,597,864
Net cash inflow from operating activities	<u>339,999</u>	<u>400,893</u>

14. Analysis of cash flows for headings in the cash flow statement

	2025	2024
	£	£
Cash inflow from returns on investments and servicing of finance		
Interest receivable and other similar income	<u>238,354</u>	<u>278,006</u>
Cash outflow from capital expenditure and financial investment		
Payments to acquire tangible fixed assets	<u>14,356</u>	<u>17,415</u>

Notes (continued)

15. Company Limited by guarantee

The Company does not have any share capital. The Company's assets are guaranteed by The Football League Trust Limited (registered company no. 6466997) up to a sum not exceeding £1.

16. Related party transactions

By the charitable company's nature, The Football League (Community) Limited may enter a number of transactions in the normal course of its operations with the Football Association, the Premier League Limited and the Professional Footballers' Association.

Voluntary income includes £2,810,000 (2024: £2,800,000) which was received directly from the Professional Footballers' Association. The balance due at the end of the year was £nil (2024: £nil).

At the year end, FLT Community Trading Limited owed £nil to the Football League Community Limited (2024: £nil).

During the year, the Football League Limited, (the ultimate parent of the Company) and the Football League (Community) Limited entered into a number of transactions in the normal course of business, totalling £3,424,632 (2024: £2,163,964). At the 30 June 2025, the Football League (Community) Limited was owed £3,408 (2024: £47,464) by the Football League Limited, the Football League (Community) Limited owed the Football League Limited £419,605 (2024: £nil).

In addition, the Football League Limited donated goods and services to the charitable company on a free of charge basis to a value of approximately £490,883 (2024: £422,355). In compliance with the requirements of FRS102, these amounts have been added to income and expenditure in the appropriate years.

17. Ultimate parent company and controlling party

The Football League (Community) Limited (Company registered number 6469948) is a wholly owned charitable subsidiary of The Football League Trust Limited (Company registered number 6466997) and is registered in England and Wales and incorporated in Great Britain.

The Football League Trust Limited is, in turn, a wholly owned subsidiary of The Football League Limited (Company registered number 80612).

The Football League (Community) Limited is excluded from consolidation on the grounds that its relationship with The Football League Limited does not meet the criteria for a parent and subsidiary relationship to exist as it does not have the voting rights to have control over the Football League (Community) Limited board or the power to remove or appoint Trustees in order to gain such control.

The largest group in which the results of the Company are consolidated is that headed by Football League (Community) Limited. No other group financial statements include the results of the Company. The consolidated financial statements of the Group are available to the public from Companies House, Crown Way, Cardiff, CF14 3UZ.

Notes (continued)

18. Comparative Information

Comparative Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2024

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2024	Total 2023
		£	£	£	£	£
Income from:						
Donations	2	2,800,000	-	-	2,800,000	4,355,838
Charitable activities	2	-	-	9,456,576	9,456,576	7,583,934
Other trading activities	3	-	-	322,077	322,077	261,100
Investments	4	278,006	-	-	278,006	121,230
Total income		3,078,006	-	9,778,653	12,856,659	12,322,102
Expenditure on:						
Raising funds	3	-	-	(212,550)	(212,550)	(173,994)
Charitable activities	5	(2,857,840)	(700,475)	(9,582,779)	(13,141,094)	(12,869,414)
Total expenditure	5	(2,857,840)	(700,475)	(9,795,329)	(13,353,644)	(13,043,408)
Net income/(expenditure)		220,166	(700,475)	(16,676)	(496,985)	(721,306)
Transfers between funds	12	(220,166)	220,166	-	-	-
Net movement in funds		-	(480,309)	(16,676)	(496,985)	(721,306)
Reconciliation of funds:		-	5,222,473	28,076	5,250,549	5,971,855
Total funds brought forward		-	-	-	-	-
Total funds carried forward		-	4,742,164	11,400	4,753,564	5,250,549

Notes (continued)

18. Comparative Information (Continued)

Comparative Incoming Resources

Group	Unrestricted funds £	Restricted funds £	2024 £	2023 £
Department of Work and Pensions	-	-	-	453,073
English Football League donation "in kind"	-	422,335	422,335	389,521
Ferrero	-	638,000	638,000	631,715
Football Association	-	354,000	354,000	117,249
Greater London Authority	-	297,238	297,238	-
Greater Sports	-	30,000	30,000	15,000
HM Prison and Probation Service	-	123,294	123,294	-
Kellogg's	-	1,228,818	1,228,818	-
Lancashire County Council	-	128,654	128,654	-
Lancashire NHS Trust	-	95,249	95,249	166,855
National Citizen Service	-	1,322,735	1,322,735	4,698,678
National Citizen Service CIC	-	20,196	20,196	79,385
NHS Great Manchester Integrated Care	-	45,000	45,000	45,000
Other	-	22,777	22,777	48,529
Premier League Charitable Fund	-	35,343	35,343	-
Professional Footballers' Association	2,800,000	-	2,800,000	2,810,000
Secretary of State for the Home Department	-	39,460	39,460	123,274
Skills for Care	-	36,747	36,747	-
Sky Bet	-	1,000,000	1,000,000	-
Sport England	-	722,337	722,337	-
The Football Association of Wales	-	242,650	242,650	122,750
The Football League Limited	-	100,784	100,784	-
The Growth Company	-	15,347	15,347	-
UEFA	-	28,000	28,000	-
University of South Wales	-	2,166,467	2,166,467	2,083,448
Youth Endowment Fund	-	341,145	341,145	148,045
Youth Futures Foundation	-	-	-	7,250
	2,800,000	9,456,576	12,256,576	11,939,772

Notes (continued)

18. Comparative Information (continued)

Comparative Analysis of net assets between Funds

Group	Unrestricted funds	Designated funds	Restricted funds	Total funds 2024	Total funds 2023
	£	£	£	£	£
Fund balances at 30 June 2024 represented by:					
Fixed assets	-	36,513	-	36,513	60,750
Current assets	-	4,705,651	3,653,471	8,359,122	7,234,005
Current liabilities	-	-	(3,642,071)	(3,642,071)	(2,044,206)
	-	4,742,164	11,400	4,753,564	5,250,549

Charitable company	Unrestricted funds	Designated funds	Restricted funds	Total funds 2024	Total funds 2023
	£	£	£	£	£
Fund balances at 30 June 2024 represented by:					
Fixed assets	-	36,513	-	36,513	60,750
Current assets	-	4,596,124	3,589,393	8,185,517	7,013,740
Current liabilities	-	-	(3,577,993)	(3,577,993)	(1,911,047)
	-	4,632,637	11,400	4,644,037	5,163,443

Notes (continued)

18. Comparative Information (Continued)

Group Group	At 1 July 2023	Incoming Resources	Outgoing resources	Transfers	At 30 June 2024
Restricted funds					
Total restricted funds	28,076	9,778,653	(9,795,329)	-	11,400
Designated funds					
Business Development Grants	-	-	(566,402)	720,000	153,598
Strategic reserve	2,325,000	-	-	(175,000)	2,150,000
Designated funds	2,897,473	-	(134,073)	(324,834)	2,438,566
Total designated funds	5,222,473	-	(700,475)	220,166	4,742,164
General funds					
Total general funds	-	3,078,006	(2,857,840)	(220,166)	-
Total Funds	5,250,549	12,856,659	(13,353,644)	-	4,753,564

Notes (continued)

Directors for the year ended 30 June 2025

Liam Scully

Trevor Birch

Nick Perchard

Uma Cresswell

Carol Shanahan

Roger Shepherd

Ashley Hackett – Resigned 13 January 2025

Dan Plumley – appointed 18 July 2024

Dave Palmer – resigned 22 September 2025

Roger Davidson – resigned 22 September 2025

Louise Gear – resigned 23 June 2025

Company Secretary

Andrew Sellers – appointed 21 November 2024

Cathy Abraham – resigned 21 November 2024

Who We Work With

EFL in the Community Registered address and principal address

EFL House, 10-12 West Cliff, Preston, PR1 8HU.

Charity registered number 1132689

Bankers: Barclays Bank PLC, 2-4 Birley Street, Blackpool, Lancashire, FY1 1DU.

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London, WC2A 3LH.

Auditor: Saffery LLP Chartered Accountants and Registered Auditor, 10 Wellington Place, Leeds, LS1 4AP



Notes (continued)

Directors as at 8 December 2025

Liam Scully

Trevor Birch

Nick Perchard

Uma Cresswell

Carol Shanahan OBE

David Palmer

Roger Shepherd

Caroline Artis

Dan Plumley – appointed 18 July 2024

Lauren Sullivan – appointed 22 September 2025

Phil Woodward – appointed 22 September 2025

Chris Bailey – appointed 22 September 2025

Company Secretary

Andrew Sellers – appointed 21 November 2024

THE FOOTBALL LEAGUE (COMMUNITY) LIMITED

England & Wales - Charity number 1132689

Accounts

The Football League (Community) Limited Trustees'
Report and Financial Statements for the year ended 30 June 2024



Registered number 6469948.

Charity registered number 1132689.

Annual Report 2023/24

A note from the Chair of the Board of Trustees, Liam Scully

Welcome to EFL in the Community's annual report for 2023/2024, which marked a particularly significant year for our organisation and the work of our Football Club charities, as we created the future direction of our support for our EFL Clubs and their community organisations.

During the early part of 2023, we confirmed a commitment made by the Board to progress recommendations from a strategic review, including the importance of reconnecting with the EFL and obtaining clarity of what is required from their charitable arm. We also committed to work with the EFL to set the tone for Club/Club Community Organisation best practice; to work to develop a deeper understanding of how we harness the power of football with all stakeholders; to prioritise major commercial-community based projects between the EFL and EFL in the Community and to review our organisational model including the role of our most senior executive. All of this developed against the backdrop of business as usual for the organisation, to ensure that our responsibility to Club Community Organisations and the people of our EFL communities remained at the forefront of everything we do.

These commitments and our ongoing mission to support the charities of EFL Clubs have helped us to create a new strategy for 2024 – 2029 and there have been many other exciting developments throughout the period.

Reflecting on these commitments, the Board and the Team at EFL in the Community have been working hard to develop our practices in these areas of focus. Most significantly, in November, the EFL announced the appointment of Debbie Cook, formerly the CEO of Grimsby Town Football Club and with many years' experiences as a charity CEO, as the EFL's Director of Community, and Debbie took up post in late February 2024. The Board thanks Cathy Abraham, interim CEO during the proceeding period, for her commitment to the organisation.

Alongside existing relationships with EFL sponsors Utilita, Smart Energy GB and Jameson, growth in our commercial relationships with a focus on community has also been highly significant during the period.

The Sky Bet Building Foundations Fund was launched during EFL's Week of Action in November with a commitment from the League's title sponsor to deliver £6million of vital funding into Football Club community projects over the next 6 seasons. By early 2024, Clubs have already seen the benefits of this funding, with projects focused on supporting people living with dementia, supporting people facing social isolation and projects supporting displaced people emerging across England and Wales.

In April 2024, we announced that during the summer, the EFL, EFL in the Community and our network of charities had partnered with Kellogg's to launch the Kellogg's Football Camps. While Club Community Organisations have supported their local communities with holiday camps for many years, this year – teaming up with one of the UK's most popular cereal brands, Kellogg's – would make the summer holiday camps bigger and more exciting than ever. As part of the launch, Kellogg's committed to giving away 30,000 free places for the camps, to ensure that inclusivity was a key focus. Feedback from the summer tells us that over 55% of children have experienced a football camp with a Football Club for the first time thanks to this opportunity.

In May 2023 we were informed that our proposal to Sport England for long term 'system partner' investment had been successful. This is part of Sport England's approach to building long-term relationships with organisations which align to the goals set out in its 'Uniting the Movement' strategy. This will help us to collaborate better with like-minded organisations at a national level and offer more support to Club Community Organisations to help them contribute more to their local 'place agenda' and amplify the power of their work.

In terms of our amplification of the network's impact, in addition to the annual EFL Week of Action and the EFL Community Awards held in Parliament, in January we held the inaugural EFL Community Weekends, amplifying the incredible work of our charities as part of the heart of matchdays. This gave Clubs the opportunity to showcase their charitable work to fans and wider community members and many clubs brought new fans into the stadiums for these matches.

During the Summer months our commitment to bringing Clubs and their charities together to discuss and develop best practices came into focus at the first ever combined EFL Conference.

We have also further strengthened our Board with the appointments of Ashley Hackett and Roger Shepherd. Ashley, Chief Executive at Blackpool FC Community Trust joins the Board as an EFL nominated Trustee and brings a new dimension to the Board and re-establishes a focus on listening to our network. Experienced chartered accountant Roger Shepherd was appointed as an Independent Trustee and joins with nearly twenty years spent in Board positions and brings expertise in HR, Operations, IT, Facilities and Legal matters. The Board extended sincere thanks to Charlotte Hill, OBE, as her time as a Board member came to an end having reached the maximum possible 9 years of serving as an Independent Trustee. As Charlotte departed from the Board, the role of Senior Independent passed to Uma Cresswell, who joined the Board in November 2021, and has become a committed and integral member of the team.

Following the reporting period, the EFL was deeply saddened to learn of the passing of its former Chief Operating Officer, and EFL in the Community Board member, Andy Williamson OBE at the age of 70. Andy was a life member of the EFL after retiring from full-time employment in 2016 after 45 years of unbroken service to The Football League. He was one of the most respected administrators in the football industry and latterly kept his connection with the game through his Board positions at EFL in the Community and League Football Education (LFE), the organisation that oversees academic arrangements for apprentice footballers. Andy was a respected colleague and a trusted friend to many on the Board. He is sadly missed.

As the reporting period drew to a close, we were proud to announce the renaming of the EFL Trust to EFL in the Community – a new name that explains exactly where we are and what we represent. We also looked forward to announcing our new strategy in September 2024. We were also thrilled to confirm that the EFL's charitable arm, would be on the back of every player's shirt across all 72 EFL Clubs from the beginning of the 2024/25 season. This forms part of the League's continued commitment to amplifying the work of its Clubs' charities who operate at the heart of EFL communities. The branding will leverage the powerful platform of the names and numbers on the back of playing shirts to raise awareness of the incredible community work across the EFL.

I want to take this opportunity to congratulate Debbie and the team for all their hard work and endeavours in what has been a challenging but highly significant period for the charity and the EFL overall. This has ensured that we move into our next strategic period in a very strong position to support and progress.

Director of Community Report

Since joining the organisation at the end of February the focus has been to deliver on the Board's outstanding directive to move to a Shared Services model with the EFL, thus avoiding duplication, harnessing good practice and role modelling to our Clubs and Club Community Organisations the benefits that such a way of working brings; a shift I was happy to support and lead alongside the EFL's Executive. This shift in how we work also demonstrated the positive impact of my role now being a part of the EFL's Executive Leadership Team.

A further focus was on the consultation and production of a new strategy for the 2024-2029 period. My thanks are extended to our network of 72 Club Community Organisations, all of our stakeholders and partners who shared their views and helped us to develop a strategy built on leadership and collaboration and serving our network. Our new strategy was delivered in the Summer and commits us to be our network's greatest supporter, our focus on helping to grow the capability and further building the capacity of the network. We will add further value by helping the network to deliver even more impactful programmes and by amplifying their work so that more people understand the power of football and the impact that EFL clubs have in their communities.

I look back on the work of the team, which is further detailed in this report with pride, and have faith that they will listen to learn, lead by example and look to continuously improve how they work and how they support the network.

In order to fully deliver on our new strategy in this next period we will need to be an agile and learning organisation and the next step in our development as an organisation will be to ensure we have people with the right focus to deliver what we've set out to do in a way that best supports our network and enables us to collaborate on their behalf.

Following the challenges of the previous year, a key focus for the organisation as we entered the financial year anticipating a deficit, was to review a number of our practices to improve this position. Due to several factors including new commercial agreements and several unbudgeted programmes coming to fruition, the organisation has achieved an operational surplus for the year. The Board of Trustees agreed to the highest ever grant being made available to each Club Community Organisation of up to £10k per organisation. The Board of Trustees is committed to ensuring that the charity remains financially sustainable, and the Executive has budgeted for a break-even position in 2024/25.

During the period, there have been many outstanding moments both strategically and operationally, as the team at EFL in the Community worked hard to start to shift our work in the direction of travel to deliver the new strategy and also adapted to new ways of working as our shared services model with the EFL teams for the future was developed.

As the 2024/25 season kicked off, our ongoing work to engage with the Armed Forces community hit a key milestone and in June 2024, both the EFL and EFL in the Community signed the Armed Forces Covenant, pledging to support the veterans, Armed Forces personnel and their families.

We were also delighted to launch a new education route for young people who want to learn about the business of the game, thanks to our ongoing ten-year partnership with the University of South Wales.

November's EFL Week of Action once again highlighted the phenomenal depth and breadth of the work across our charities. EFL Clubs support hundreds of thousands of vulnerable people all year

round, with the demand continuing to rise from challenges including the rising cost of living. During Week of Action, the examples of vital work were highlighted including this year, Wrexham AFC's Paul Mullin meeting participants from the Club's holiday camp designed specifically for primary and secondary school-aged children with autism; Blackpool players helping out with a foodbank collection at the stadium which provides 50 food parcels each week to the local community; and Portsmouth's John Mousinho demonstrating his culinary skills while getting involved in a youth cooking session at Pompey's Blue's Kitchen.

By March 2024, the Sky Bet Building Foundations Fund had committed more than £600,000 to communities. This initial financial support flowed to projects linked to more than 60 EFL clubs, ranging from programmes to tackle isolation and loneliness, to improving fitness and mental health, increasing participation in sports or to invest in better football facilities for the local area. The awards announced included funding to support Leeds United to grow its 'Social Goals' programme to tackle isolation among the over 50s. Morecambe will purchase equipment to run health and fitness sessions for local communities and Wycombe Wanderers will finance a Level 1 coaching course aimed at upskilling and reintegrating prisoners from Aylesbury Prison back into society. The funding provided from Sky Bet not only enhances the outstanding work already undertaken by our clubs in the community but creates a legacy that will last for years to come.

At the EFL Play-Off Finals in May, we were delighted to provide the 'VIP' treatment to six incredibly inspiring individuals who had all supported their communities via their Club Community Organisation. This demonstrated the commitment from the EFL to our communities and also the close link between football and the people living within close proximity to our stadiums, whether they regularly visit our Clubs and matches, don't or can't.

The key successes of the period across our core themes of work are outlined in our operational review over the following pages and bring to life the impactful programmes delivered directly through our partnerships.

In addition to the achievements across the core themes of our strategy, we have teams committed to supporting our network of charities across the areas of Finance, Communications and Marketing, Governance and Insight and Impact. As we move into our new strategy period, we will be ensuring that our teams continue to develop our support in these areas to enable further Club Community Organisation success.

A significant amount of time has been dedicated to the strategy development programme during the reporting period. This work has been focused around identifying and engaging with our key stakeholders and most importantly, listening to them. We have then worked with a vast amount of feedback to develop a strategy that commits us to collaborating, leading and serving our charities with the aim of continuing to improve their impact.

As we steer towards delivering against the strategic pillars of our new strategy - enabling the Club Community Organisations' success and creating impactful Club Community Organisation programmes - we remain fully committed to listening to and serving our network who in turn serve their communities to make them stronger, healthier and more cohesive.

OPERATIONAL REVIEW

HEALTHIER COMMUNITIES

Health is a key priority, affecting every aspect of our lives and underpinning much of what people do and achieve. Our team aims to harness the power of football to encourage habits that prevent ill health and support people of all ages to start well, live well and age well.

Building Club Community Organisation capability and capacity in health - promoting activity

An important aspect of our work is supporting our network of Club Community Organisations to understand, navigate and collaborate with the health and social care system. This involves us supporting individual Club Community Organisations and Club Community Organisation consortia to develop their offer and their connections to public health and the NHS. Our Health Check self-reflection and planning tool is being used by an increasing number of Club Community Organisations. Over the next year we will be developing this key aspect of our work and supporting Club Community Organisations and their local health systems with support, training, and guidance to better understand each other and to collaborate.

Joy of moving

Funded by Ferrero UK, the Joy of moving programme encourages children and their families to be active through play and encourages pupils to lead a healthy lifestyle. We celebrated the 10th anniversary of the partnership in 2024.

Delivered by Club Community Organisations in England and Wales, the core project is delivered in schools to Year 5 children over a six-week period and promotes understanding of nutrition, health, and wellbeing. Joy of moving festivals are one-day themed whole-school celebrations in the summer term. In total, we reach and engage about 70,000 children each year with the programme.

The programme has its own digital resource hub that encourages children and families to move and play more through a series of fun based child-centred games. There is also increasing emphasis on learning and development for coaching staff on the Joy of moving approach to child-centred practice.

Headstart

Following the launch of our Headstart pilot programme with funding partners Lancashire and South Cumbria NHS Foundation Trust Charity and NHS Charities Together in 2021/22, we expanded the programme into Greater Manchester with funding and support from the Greater Manchester Integrated Care Partnership, GM Moving and local authorities; Trafford Council, Wigan Council and Bolton Council.

Mental Health Transformation Officers are supporting the mental health of children before and after the transition between primary school and secondary school. We are using the two years as action research and hope also to reach out to Club Community Organisations in other parts of the country to create a learning exchange for this theme of work. Our goal is to create a best practice service design that can be replicated (and commissioned) more widely.

Utilita Girls and Kids Cups

The Utilita Kids Cup is a football competition for school children under 11, culminating in three finals across the Sky Bet Play-Off finals weekends at Wembley in May.

The Utilita Girls Cup is a football competition for under 13 girls which culminates in a final before the EFL Trophy final at Wembley in March.

Over 21,000 children from over 2300 schools took part in the competitions in 2023/24.

FIT FANS

Rising levels of obesity continue to be a major challenge to public health.

FIT FANS is a 12-week programme providing people aged 35-65 with an opportunity to make lifestyle changes, lose weight, get fitter and lead a more active life.

FIT FANS has helped thousands of people to achieve long-term reductions in weight, waistline, blood pressure and health risk. In the 2023/24 season FIT FANS launched in Wales, supported by funding from the Welsh Government's Healthy Weight: Healthy Wales programme. **Extra Time Hubs**

Funded initially by Sport England through the National Lottery, Extra Time Hubs are a growing national social community of people in their retirement years who meet face to face and online to socialise, do things they enjoy, and feel better connected.

20 Club Community Organisations are operating or developing Extra Time Hubs and we are working with further Club Community Organisations to develop their support for older people.

STRONGER COMMUNITIES

Stronger communities exist where everyone feels welcome, connected and empowered to reach their full potential. Our team aims to create opportunities and develop partnerships that enable EFL communities to participate in positive activities, leading to more cohesive, safe and engaged communities.

Talent Inclusion Programme

In partnership with the FA, this programme hopes to provide every girl in England the opportunity, access, and entry into the FA Girls' England Talent Pathway to start her journey to become an England player. The programme ensures that through existing community activities, female participants can be identified and referred to the Talent Pathway.

Our Club Community Organisations are supported by an education and learning programme for their staff, developed in partnership with a wide range of expert organisations across the sport, youth, and health and wellbeing sectors. A total of 53 Club Community Organisations ran this programme during this reporting period and this was rolled out further to a total of 63 Club Community Organisations as of September 2024.

National Citizen Service (NCS)

NCS is a government programme, which helps 15 – 17year-olds with their transition into adulthood. The programme enables young people to broaden their horizons, meet new people, learn skills for life, and make a real difference by becoming active citizens in their local community. The EFL in the Community's NCS programme, has delivered life changing experiences to more than 100,000 teenagers since 2011.

In 2024, EFL in the Community were awarded two new contracts to deliver the new NCS Community Grant programme across the Northwest and East Midlands regions. **Youth Endowment Fund Peer Action Collective**

In 2021, we partnered with the Youth Endowment Fund, #iwill Fund and Co-op on a £5.2 million ground-breaking new youth-led network called the Peer Action Collective (PAC) which involves giving young people, aged 10–25 a voice, and the chance to make their communities safer, fairer places.

Since the launch in 2021, PAC has seen over 6,800 young people across the country taking on the issues affecting their local communities and creating solutions. EFL in the Community supported two Club Community Organisations in Yorkshire with hundreds of young people sharing their views on violence, shaping the solutions they want to see in their communities.

Phase 1 of PAC concluded during this reporting period and in September 2024, the next phase of PAC was launched with EFL in the Community as delivery partner in the South West and Yorkshire and Humber regions.

Wildcats

In 2023, we joined forces with The FA to provide an increased opportunity for girls, aged 5-11, across the country to play football through the Weetabix Wildcats programme. The partnership has inspired over 2,000 girls to take up football in their local community through sessions delivered by 34 Club Community Organisations.

A total of 87% of centres are in the 20% most deprived communities in England, and 23% of young people participating are from diverse communities. Through this programme we have launched 32 new centres focused on supporting young girls with disabilities to participate in football activity.

Smart Energy GB

Through the EFL partnership with Smart Energy GB, the not-for-profit campaign helping everyone in Britain understand the importance of smart meters and their benefits to people and the environment, more than 70 Club Community Organisations helped deliver smart meter messaging within their communities via a range of projects, including, health programmes, social projects and Holiday Activity Fund programmes.

UEFA & FA Kickstart Programme

Through a partnership with the English FA and funded by UEFA, we have developed a Community Sports Leadership programme specifically for refugees. The aim of the programme is to support people who have been forcibly displaced to develop valuable leadership skills which will enable them to become future community sports leaders.

Your Next Step – Probation Service Programme

In 2023, EFL in the Community was awarded 3-year contract across 5 regions (Kent, Surrey & Sussex, Greater Manchester, East of England, South West, West Midlands) to support adults leaving custodial sentences. This is a community-based mentoring programme, which aims to support adult offenders make the transition from custodial sentences back into society.

THRIVING COMMUNITIES

Our network can bring communities together to thrive through learning. We will support Club Community Organisations to engage people of all ages and Club affiliation to enhance accessibility and reach for lifelong learning.

Our team aims to collaborate with our network on further and higher education and skills training. This will empower individuals at all career stages to progress by acquiring new skills and qualifications and addressing critical gaps in education and training.

University of South Wales Partnership

Higher Education courses and programmes have been running since 2013, developed by the EFL in the Community and the University of South Wales (USW).

These include Foundation Degrees in Community Football Coaching & Development; Sports Coaching and Development and a top-up degree in both BSc (Hons) Football Coaching, Development and Administration, and BSc (Hons) Sports Coaching and Development.

These courses are delivered using a 'flipped classroom' model, with students based at their home club completing work-based learning relevant to their course while following the high-quality academic programme provided by USW.

Graduates from the programme have gone on to a range of roles both within their Club Community Organisation and the wider sector.

In May 2024, a new BA Hons degree in Sports Business Management was launched, which became available at 17 EFL Clubs from September 2024. The degree is specifically designed for students who are looking for a career in business and management within the sports industry.

Employability Programmes

In November 2020, EFL in the Community became a gateway for the Kickstart Scheme, supporting the network of Club Community Organisations and Clubs to recruit young people into fully funded 6-month job placements, equipping them with the skills and experience they need for work.

These placements were across a range of departments and young people in these roles have gone on to full-time work and apprenticeships either within the Club, Club Community Organisation or with another local employer.

Kickstart was launched in November 2020 and placements were due to conclude during the 2021/22 reporting period, the final year of the project. However, final placements were extended between this reporting period (1st July 2023 to 30th June 2024), with 186 young people involved.

Programme Participants Numbers content

Area	Project Name	Participants 2023	Participants 2024	Change
Healthier Communities	Joy of Moving (Move & Learn)	35,794	36,665	871
Healthier Communities	Joy of Moving (Festivals)	34,927	43,397	8,470
Healthier Communities	Kids Cup	12,592	13,960	1,368
Healthier Communities	Girls Cup	6,368	6,736	368
Healthier Communities	Fit Fans England	2,310	1,048	(1,262)
Healthier Communities	Fit Fans Wales	217	624	407
Healthier Communities	Headstart Lancashire	1,226	1,522	296
Healthier Communities	Headstart Gtr Manchester	368	1,086	718
Stronger Communities	Wildcats	1,669	2,448	779
Stronger Communities	Wildcats - Squad Girls	0	203	203
Stronger Communities	Wildcats - Disability Programme	0	34	34
Stronger Communities	Safer Streets	209	425	216
Stronger Communities	Your Next Step	0	11	11
Stronger Communities	Female Talent ID	47	23	(24)

Area	Project Name	Participants 2023	Participants 2024	Change
Stronger Communities	YEF PAC - Peer Researchers	1	25	24
Stronger Communities	YEF PAC - Changemakers	197	0	(197)
Stronger Communities	YEF PAC - Research Participants	538	152	(386)
Stronger Communities	YEF PAC - Social Action Leads	0	3	3
Stronger Communities	Pitchside Pathways	0	1	1
Stronger Communities	UEFA - Kickstart a Career in Football	0	18	18
Stronger Communities	LCC Detached Youth	0	4,606	4,606
Stronger Communities	NCS - Community Grants	0	1,562	1,562
Thriving communities	UKSPF Training Ground	0	51	51
Thriving communities	USW Degree Programmes	632	652	20
Thriving communities	NCS Year of Service	0	7	7
Thriving communities	Skills into Care	0	17	17
	TOTAL	97,095	115,276	18,181

EFL in the Community Board

The EFL in the Community Board of trustees is responsible for providing the organisation's strategic direction and supporting the Senior Management Team. The Board consists of four ex-officio positions, four EFL nominated positions and four independent positions. The Board members at the date of writing this report are:

Liam Scully (EFL Nominated and Chair of the Board of Trustees)

Liam Scully has more than 20 years of experience working in football and communities, having started his career via an apprenticeship and working his way up to become Chief Executive of Lincoln City Football Club.

Prior to joining Lincoln, Liam spent 16 years in various roles at Doncaster Rovers and the wider Club Doncaster group – starting as an apprentice funded by the Professional Footballers Association (PFA) and graduating to a spell as Foundation Chief Executive, then Chief Operating Officer of Club Doncaster. That rise through the ranks culminated in Liam being inducted into the National Apprenticeship Hall of Fame in 2007.

Liam also holds voluntary offices including director of Lincolnshire County FA, trustee of Lincoln City Foundation and one of two League One Board representatives on the Football League Limited Board, along with ambassador roles at the Asian Sports Foundation and XP Free School Trust.

Trevor Birch (Ex-officio)

Appointed as EFL Chief Executive in January 2021, Trevor Birch has held several prominent roles within football, including Chief Executive at Chelsea, Everton, Leeds United, Sheffield United and Derby County, as well as Chair of Swansea City.

A former professional footballer, Trevor started out as an apprentice at Liverpool, aged 16, before going on to represent Shrewsbury Town and Chester before retiring as a player aged 23. Following retirement from the professional game, he gained a first-class degree in Accountancy before qualifying as a chartered accountant and then Partner with EY.

Trevor brings a wealth of industry experience, with his acumen and vast expertise being invaluable to the EFL.

Louise Gear (Ex-officio)

Louise is Head of Development at The FA and brings to her role of Trustee a huge amount of experience. She joined the FA as Head of Women's Development in November 2017, and prior to her role at the FA, Louise was Director of Strategic Networks at the Youth Sport Trust.

Dave Palmer (Ex-officio)

Dave is the Professional Footballers Association (PFA) Community Liaison Executive which involves working with various personnel at Football League Clubs, advising on and monitoring player engagement within local communities. He has more than 30 years' experience and has worked with several national organisations supporting the PFA's Corporate Social Responsibility agenda.

Nick Perchard (Ex-officio)

Nick is Director of Community at the Premier League where he is responsible for the delivery of the Premier League's community strategy, which aims to use the inspiration of the Premier League and professional clubs to help young people realise their potential.

Ashley Hackett (EFL Nominated)

Ashley has 25 years' of Sports Development experience, including work at Blackpool Council, Wyre Council, Major League Soccer (USA) plus roles on school boards, steering groups and the EFL in the Community Advisory Group. He is now twelve years into his tenure at Blackpool Football Club Community Trust, currently serving as Trust Chief Executive.

Caroline Artis (EFL Nominated)

Caroline was a partner in EY for 24 years, becoming London Office Managing Partner and a member of the UK and Ireland leadership team. She was also a member of the UK remuneration committee and the Next Generation partner assessment panel.

Since stepping down from her role in February, Caroline remains in an ambassadorial role at EY as well as holding two non-executive positions and trusteeships of three charities, where she draws upon her experience of working in the professional services sector to help on issues such as social equality, business development and governance.

Carol Shanahan OBE (EFL Nominated and Chair of Advisory Group)

Carol Shanahan OBE is Chair of Port Vale FC. Carol has been the driving force behind the Vale's resurgence on and off the field and helped to build the club's reputation with its supporters and nationally within the industry. In the Queen's Birthday Honours 2020, Carol was awarded an OBE for services to the communities of Stoke-on-Trent.

Uma Cresswell (Senior Independent Non-Executive)

Uma is a Non-Executive Director serving on a number of boards both in the private and third sector, including her role as Non-Executive Board member for Fair for You and Oakleaf Partnership.

Uma also runs her own international HR consulting business and spent over 25 years in senior HR roles around the globe. Currently serving as President Emeritus of City Women Network, Uma is passionate about developing talent and in particular, supporting women of colour.

Roger Davidson (Independent Non-Executive)

Roger Davidson is Chief Strategy and Transformation Officer at London Ambulance Service NHS Trust, where his responsibilities include strategy development, business planning, communications, engagement and public education. Prior to this Roger served in senior national roles with NHS England including being appointed as the organisation's first Director of Communications. He was later appointed Director of System Partnerships, supporting development across England of 42 integrated care systems which were successfully put on a statutory footing in 2023. Roger joined NHS England from the NHS Confederation where he led influencing on the Coalition Government's Health and Social Care Act 2012, representing all parts of the NHS from acute and ambulance trusts to primary care and mental health.

Roger Shepherd (Independent Non-Executive)

Experienced chartered accountant Roger Shepherd joins with nearly twenty years spent in Board positions and brings expertise in Finance, HR, Operations, IT, Facilities and Legal matters.

Dr Dan Plumley (Independent Non-Executive)

Dan has been involved in the Sport Business and Finance industry since 2006 and has taught at Sheffield Hallam University since 2011. His main teaching and research interests include performance measurement, governance and regulation and competitive balance, all under the broader research area of the economics and finance of professional team sports which has defined his career.

Dan is an active researcher, delivering funded projects for Economic and Social Research Council (ESRC) and regularly consults with the industry on sport finance matters. Dan is a regular commentator in the media on all matters sport finance and is also a Chartered Global Management Accountant (CGMA). In his current working role, Dan is an Associate Head in the Sheffield Business School at Senior Staff Grade and responsible for leading on a portfolio of research and knowledge exchange activity.

EFL in the Community Structure

The Football League (Community) Limited (Charity number 1132689) (the "Company"), operating under the name "EFL in the Community", is the official charitable arm of the Football League Limited ("EFL").

The ultimate parent company of The Football League (Community) Limited is The Football League Limited, which is a member of The Football League Trust Limited (a company limited by guarantee). The Football League Trust Limited is the only member of The Football League (Community) Limited, which is a company limited by guarantee which obtained charitable status on 13 November 2009.

The Football League (Community) Limited, in turn, is the sole shareholder of its subsidiary, FLT Community Trading Limited, a company limited by shares which was incorporated on 10 June 2010.

The Company operates under the rules of its Memorandum and Articles of Association dated 10 January 2008, as amended on 1 March 2021.

Our current governance structure continues to serve the organisation well and has been instrumental in supporting the delivery of our strategic objectives and helping the organisation and our network successfully navigate through the increasingly challenging external environment. The governance structure has been reviewed during the year as part of a strategic review and is in line with our Articles of Association. The addition of Ashley Hackett, as Club Community Organisation representation to the Board of Trustees ensures that our network has enhanced opportunity to influence the strategic direction of the organisation at every level within our governance structure. We also continue to work with Sport England to ensure compliance against their new Code of Governance.

Through strong scrutiny of our risk register the Audit and Risk Committee has ensured compliance with organisational policies and in particular our implementation of a significant restructure and financial recovery plan following the end of the organisation's residential contract with the NCS

Trust, in addition to closely monitoring and challenging the executive on how the organisation's top 5 strategic risks are being managed and mitigated. The top 5 risks continue to focus on the financial impact of funding loss and financial pressures on the Club Community Organisation network. The Committee has worked closely with the executive throughout the year stress testing financial scenarios to mitigate such risks. In addition, the Committee has taken on a more detailed scrutiny role of the EFL in the Community's approach to Safeguarding, Health & Safety, Cyber Security and staff health and wellbeing.

The Remuneration and Nominations Committee has played a key part in setting parameters for the review of governance arrangements as part of the strategic review and the interim senior leadership arrangements whilst the strategic review progressed to completion. Following the resignation of the organisation's independent trustee with financial expertise, the Committee facilitated interim temporary arrangements to ensure financial support and assurance was in place whilst the open recruitment of a replacement board member came to completion. This process was completed during the 2023/24 financial year. The Committee decided to employ an external agency for this process who had demonstrable experience with improving the diversity of applications for such roles.

The Committee also managed the process of the organisation's salary review exercise which ensures that the staff remuneration packages remain competitive when compared with similar roles within the charity and public sector.

The EFL in the Community Advisory Group continues to provide a formal opportunity for the Club Community Organisation network to influence the strategic and operational direction of the organisation through their nominated representatives. The Group has input into the strategic review, how to approach business growth opportunities, the use of unrestricted reserves and the content of key engagement events, together with how best EFL in the Community can use their position to advocate for the network with key national and local decision makers.

Reserves policy

It is the policy of the charity to maintain unrestricted funds at a level that will be adequate to meet unrestricted expenditure for the foreseeable future.

The total net assets of the charity at the end of the financial year were £4,753,564 (2023: £5,250,549).

The free reserves of the charity are the unrestricted funds including designated funds less the fixed assets held which in the current year is £4,705,651 (2023: £5,161,723).

The outgoing resources for the year ended 30 June 2024 amounted to £13,353,644 (2023: £13,043,408).

A strategic reserve figure of £2,150,000 (2023: £2,325,000) is considered by the trustees as a reasonable level to retain. The calculation was determined, using a risk-based approach following analysing key organisational financial risks and adding a provision for other closure costs. The Board of Trustees continues to monitor the level of strategic reserve and would adjust the calculation should there be a material change to the calculation.

Any residual amount of Unrestricted Reserve including designated funds, above the strategic reserves and allocated funds will be planned by the trustees to be spent to further the charity's objectives. At the year end this was £2,438,566 (2023: £2,897,473).

In the year ending 30 June 2024, £720,000 was allocated to provide a £10,000 New Business Grant to support all 72 Club Community Organisations for new projects and infrastructure. The balance of the New Business Grant as at 30 June 2024 was £153,598.

As at the 30 June 2024, £11,400 (2023: £28,076) relates to restricted funding, where income has been received in the financial year, but is restricted to be used against costs which will be incurred after 30 June 2024.

Senior Management Team

During the reporting period (July 1st 2023 to June 30th 2024), day to day management of the charity was delegated by the trustees to the Director of Community and the Senior Management Team (SMT).

The Senior Management Team (SMT) includes the Director of Community, Director of Finance and four Department Heads.

The EFL in the Community Senior Management Team is responsible for driving forward and delivering the strategy of EFL in the Community. The team brings together a vast amount of experience across a range of sectors and all team members are committed to improving the lives and opportunities of individuals in EFL communities across the UK.

The remuneration of the SMT is reviewed annually by the Board.

No Trustees received any remuneration for their services as Trustees. Details of Trustees' expenses are disclosed in note 6.

Debbie Cook – Director of Community

Debbie is a member of the EFL's Executive Leadership Team and has the delegated authority from the EFL in the Community Board, to provide leadership for EFL in the Community. This includes strategy development and implementation, budget and strategic planning and ensuring the organisation complies with the law and regulations. Acting as a strategic ambassador for EFL in the Community, Debbie is the public face of the organisation and builds positive strategic relationships with key industry stakeholders and partners.

Andrew Sellers FCCA – Director of Finance

Andrew is responsible for EFL in the Community's financial governance and strategy, ensuring the management and monitoring of all financial activity, including financial analysis, and planning. He also oversees the management of project income, expenditure, and subcontractor distributions for the Charity. Operationally, he oversees internal governance, compliance, contracts and risk.

Adrian Bradley – Head of Healthier Communities

Adrian is responsible for the strategic development of our work to tackle health inequalities. Adrian leads a recently expanded Healthier Communities team structured into three life stages – start well (children and young people), live well (adults) and age well (older adults). He leads our support for Club Community Organisations to develop their local contribution to the health of EFL communities

Dominik Stingas Paczko - Head of Stronger Communities

Dominik oversees our work supporting the most disadvantaged in society. This involves generating funding opportunities and capacity building within the network.

Much of Dominik's focus is assisting our network on initiatives that support refugees and asylum seekers, young people in care, Armed Forces veterans, violence against women and girls, increasing women and girls' participation in football, youth violence, and other marginalised groups.

Mark Welsh - Head of Thriving Communities

Mark leads the strategic development of the education & employability programmes of EFL in the Community, working with national organisations and our Higher Education partner, University of South Wales. He and his team support the work of EFL Community Club Organisations, through programme development, to address and reduce inequalities in education, enhancing quality of life and opportunities within Club and Club Community Organisations' communities.

Michelle Robbins - Head of Communications & Marketing

Michelle is responsible for the overall amplification of EFL in the Community's communications and public affairs messaging to a wide variety of stakeholders.

She drives the creative leadership of the EFL in the Community brand and marketing activities.

She is also responsible for communication responsibilities behind all EFL in the Community programmes and most importantly, the amplification of the incredible impact of the network of 72 EFL Football Club charities.

Articles of Association

Our Articles of Association were amended and approved by our board in March 2021. The articles now fully reflect our governance arrangements.

The EFL in the Community's objectives are:

- to promote physical activity for the benefit of the individual; to promote community participation in healthy recreation by providing activities and programmes for the playing of football and other sports capable of improving physical health and mental wellbeing;
- to assist (whether by providing financial or such other assistance as may be deemed appropriate by the trustees) in providing programmes and activities for sport, recreation or other leisure time occupation of such persons who have need for such support by reason of their youth, age, infirmity or disability, poverty, or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;
- to advance the education and employability of the public and to provide opportunities for them to develop their full capacities, and enable them to raise their aspirations and potential, so that their conditions of life may be improved.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objects, in planning future activities and in setting the donation policy for the year.

Financial Review

Following the decrease in funding from the National Citizen Service contract in 2022/23, the financial objective of the Charity was to ensure it became operationally financially sustainable. Alongside this objective the organisation, aimed to balance the use of unrestricted reserves to enhance and support the services provided to Communities across the country through the Club Community Organisation network.

Income

Total income was £12.9m for the year, increasing by 4% from £12.3m in 2022/23.

There were several large partnerships which commenced in 2023/24, which led to the overall increase in income.

EFL in the Community commenced as a System Partner of Sport England in the year, leading to a total of £0.7m being recognised against costs incurred. Additionally, EFL in the Community delivered community programmes through Commercial partnerships between the EFL and both Sky Bet and Kellogg's contributing £1m and £1.2m respectively. Bank interest increased by £0.2m and a £0.8m accumulated increase across 26 funders. This was offset by the decrease in National Citizen Service funding by £3.4m.

There were several other increases in project funding, with an analysis of income from Donation, Charitable Activities available at note 2 on page 37 and Activities for generating Funds at note 3 on page 38 and Investment Income at note 4 on page 39.

Expenditure

Total expenditure increased by £0.4m, increasing by 3% to £13.4m against £13m in 2022/23. Donations to charitable activities increased by £1m (11% increase) to £9.8m from £8.8m in 2022/23. The increase in donations were driven by the partnerships with Sky Bet and Kellogg's, which led to increases of £0.9m and £1.1m respectively. There are additions of £0.5m of distributions across 26 projects. In addition, the Board of Trustees agreed to provide the largest agreed Business Development Grant of £10k per Club Community Organisation amounting to £0.7m. £0.6m of the grant was distributed in the financial year, against £0.1m in 2022/23, leading to a positive comparative of £0.5m. This was offset by the decrease in National Citizen Service funding by £2.0m.

The Charity's total other costs decreased by £0.6m (14% decrease) to £3.6m from £4.4m. The decrease in costs were due to costs incurred in 2022/23 linked to the larger National Citizen Service contract restructure costs, which were not incurred in 2023/24.

Strategic Risks and Risk Management

Our Risk Management approach is well embedded into our operations and governance structure. To support our Audit and Risk Committee, an operational risk management steering group meets on a quarterly basis to assess existing risks and identify new and emerging risks. The steering group establishes appropriate mitigating actions against all risks and monitor progress in ensuring these are in place across the business.

The group has reporting lines directly into the Senior Management Team and the Audit and Risk Committee (ARC), facilitating the regular discussion of risk management at the most senior level of the organisation.

Minutes of each Audit and Risk Committee meeting are included in every Board pack and the top 5 strategic risks are a standing agenda item at the start of every Board meeting.

During the year, the ARC members have challenged the executive and closely scrutinised the organisation's approach to safeguarding, Health & Safety and cyber security to ensure continued best practice in this area.

The Committee monitors the standards of capability across our network of Community Club Organisations, by overseeing the levels of compliance against the Capability Code of Practice. This provides further assurance to our Board that risks in these areas are effectively controlled.

Through the shared services model the executive of EFL in the Community and the EFL work together to ensure the top strategic risks of both organisations are reviewed to ensure any cross-cutting issues are identified.

The EFL in the Community strategic risks have been grouped under the following key themes, and included here is a summary of risk mitigation controls in place:

Business growth in line with strategic aims and objectives:

A focus on business growth remained a key mitigating control during 2023/24. Diversification of income has long been a key strategic risk identified and monitored through our risk management approach. Working closely with the Audit and Risk Committee the executive developed a series of financial models based to ensure the organisation remains financially sustainable.

Through the commercial partnerships with the EFL, the organisation attained partnerships with both Sky Bet and Kellogg's. The Sky Bet funding provided the opportunity for Club Community Organisations to apply for grants which will enhance community cohesion in their locality.

The Club Community Organisations were funded by Kellogg's to provide football summer camps for thousands of young people throughout England and Wales.

EFL in the Community works closely with the EFL Commercial team to explore new opportunities through commercial sponsorship and partnering discussions for CSR projects that could be delivered and / or supported by the EFL Club Community Organisation network.

Financial / Funding Financial Performance / Financial Viability:

Financial planning and Cost of Living - The trustees have closely monitored the financial plans and the impact of the cost-of-living on the Charity and the impact on its ability to continue as a going concern. Following a review of the organisation's cash flow the trustees believe the organisation is on a positive trajectory and can mitigate any risk impacting financial stability. This is regularly discussed at the Senior Management Team, Audit and Risk Committee and the Board, ensuring that decisions are based on accurate current financial information, with management accounts produced on an increasingly regular basis.

The Audit and Risk Committee continue to challenge and maintain assurance on the organisation's approach to financial management and have oversight of the organisation's control environment. A full set of financial policies and procedures is in place

The release of funding to the EFL in the Community network of Club Community Organisations is subject to a series of checks aligned with compliance with core organisational standards contained within our Capability Code of Practice. This process is subject to segregation of authorisation responsibility in line with the organisation's financial regulations. EFL in the Community does not currently use any external fundraisers or any other direct public fundraising methods and is therefore not regulated by the Fundraising Regulator.

People

A salary benchmarking review was completed in 2022/23 to ensure that the remuneration package offered to staff remained competitive when benchmarked against comparable roles across the charity and public sector.

Our People Advisory Forum meets on a regular basis.

A Staff Satisfactory survey was carried out independently during the early part of the 2023/24 financial year. The level of engagement was very positive with the findings presented to the Board of Trustees.

We continue to have a strong focus on staff health and wellbeing both through our sponsorship at a senior level and the employee Wellbeing Group. We have held a comprehensive programme of events throughout the year to raise awareness of the importance of both good physical and mental health within our workforce.

Reputation

EFL in the Community adopts a proactive approach to mitigating reputational damage through comprehensive communications and marketing planning in addition to maintaining positive relationships with key stakeholders. The appointment of a specialist public affairs agency by the EFL in 2021 continues to have a positive impact on access to key policy makers across both the EFL and EFL in the Community. This has helped maintain our reputation as a trusted partner with a strong reputation on delivering real impact through our network of Clubs and Club Community Organisations.

Through a shared services model, EFL in the Community continues to work with the EFL to deliver improvements and community impact in the areas of Equality, Diversity and Inclusion, Environmental sustainability and measuring Community Impact. Close working to promote the excellent work of the Clubs and their Club Community Organisations in the community resulted in another highly successful "Week of Action" early in 2024; the week coincided with the launch of the Community Impact report which detailed the social return on investment and positive impact that football clubs are having in their communities. We were also able to provide all Clubs and Club Community Organisations with individual impact reports which will be integral to providing evidence to key funders and decision makers at a local and regional level.

We continue to produce the "Clubs in the Community" publication which amplifies the Club and Club Community Organisation story of the positive impacts being achieved across the country.

There is a social media policy in place with mature and embedded processes, which includes the regular monitoring of all channels, together with guidelines for staff relating to the use of social media linked to the organisation. Staff have received media training, and a crisis communications procedure is in place that would be executed in the event of an incident that emerges within the public domain that could cause reputational damage.

Governance

EFL in the Community has a comprehensive suite of governance policies and procedures that are reviewed and approved by the Board. A governance framework is in place that allows the Board to work collaboratively with the executive whilst maintaining the boundaries between the role of trustees and the executive.

The Board and each subcommittee have an approved Terms of Reference in place and minutes of all meetings are available at each Board meeting. EFL in the Community is compliant with all elements of the Sport England Code of Governance (Tier 3) and are working with Sport England to develop an action plan that will ensure compliance with the requirements of the new code.

EFL in the Community launched its 2024-2029 strategy in the summer of 2024. Following consultation with organisational stakeholders the strategy has an increased emphasis on the support which it will provide the Club Community Organisation network to enhance their abilities to provide increased impact to their local communities.

During 2023/24, the Club Community Organisation network continued with their governance and management improvements following the assessments against the revised Capability Code of Practice. The levels of overall compliance with the code increased throughout the year. We continue to provide support and guidance to specific Club Community Organisations on areas of the code that have been identified for improvement.

EFL in the Community requires all potential delivery partners to comply with the code before funding is released, and this now includes organisations that are outside of the Club Community Organisation network on a risk-based approach. A Procurement and Contract Management policy is in place which provides clarity to staff on each stage of procuring goods or services through awarding and managing contracts.

All trustees complete an annual declaration of interest to consider and manage any potential conflicts as they arise. Independent Trustees are recruited based on their experience, knowledge, and expertise through an open recruitment process.

EFL in the Community works with the EFL to review the skills expertise and diversity needs of the Board to assist with decisions about the nominated places on the Board.

A trustee skills audit forms the basis of a skills matrix to identify any skills gaps. In addition to internal expertise, along with the provision of training where required, trustees are assisted by external professional advisors, as appropriate, who advise trustees to enable them to discharge their duties effectively in line with legal obligations and sectoral best practice. The skills matrix exercise has been undertaken in 2024/25.

As part of the organisation strategic review, the organisation has developed a shared service model across the EFL and EFL in the Community to ensure the best offer is provided to both the Club and Club Community Organisation network. The shared service structure will ensure that duplication is avoided, create subsequent efficiencies and will role model the benefits of this good practise .

Data security

A suite of Board approved policies is in place relating to data protection and information security and incorporating the requirements of all current applicable legislation.

An Information Risk Register is in place, documenting the risk related to the processing of both personal and business sensitive information. The Information Risk Register is monitored by the Risk Management steering group which has approved terms of reference and reports directly into SLT, SMT and the Audit and Risk Committee. Data protection and information security is a standing agenda item at both SMT and Board, demonstrating accountability at the EFL in the Community in relation to the management of information risk.

The EFL in the Community IT network is Cyber Essentials Plus certified.

Our Environmental Sustainability Work

This year, EFL in the Community's environmental work has focused on two key areas:

- Continued development of environmental governance for our organisation and the Club Community Organisation network
- Deepening the support offered to the Club Community Organisation network community engagement on environmental issues.

EFL in the Community's Environmental Sustainability priorities in 2023/24 to reduce environmental impact are as follows:

- Continuing to embed initiatives introduced in previous years, including online meetings, a workplace electric vehicle salary sacrifice scheme, and staff training.
- Supporting the EFL to implement operational improvements to our shared office space, including energy efficiency measures, improved waste segregation and monitoring, and the installation of a solar PV system.
- Measuring the impact of delegate travel and accommodation at our network conferences to inform future planned events.

EFL in the Community continues to support our immediate supply chain network of Club Community Organisations to meet the environmental governance requirements in our Capability Code of Practice, and has provided support and training in a number of priority areas this year including energy efficiency, procurement and staff engagement.

Alongside these operational activities, fan and community engagement continues to be a core deliverable of our environmental work.

EFL in the Community once again jointly supported the EFL's "Green Football Weekend" campaign in February 2024, which saw many of our Club Community Organisations take the lead in engaging local fans and communities on environmental sustainability issues.

We have also supported 11 Club Community Organisations to take part in the "Community Climate Captains" project as part of our membership of the European Football for Development Network. The first phase of this took place in May and June 2024, with almost 4,000 fans and participants surveyed about their views on social and environmental issues. Future phases of the project will conduct more in-depth consultation to identify areas of work where the Club Community Organisation network could deliver both social and environmental value.

Carbon Footprint

During the reporting period of 1 July 2023 and 30 June 2024, EFL in the Community's carbon footprint was 75.63 tonnes of carbon dioxide equivalent (tCO₂e).

This is a reduction of 12.38 tCO₂e on last year's footprint. Our overall emissions reduction on our 2019 baseline is 78.94 tCO₂e (51.07%)

Our footprint per FTE employee in 2023/24 was 1.64 tCO₂e, slightly higher than 2022/23. This is a reduction of 0.81 tCO₂e per head since 2019 (32.99%).

The carbon footprint covers all Scope 1 (direct) and Scope 2 (indirect) emissions, and significant categories of Scope 3 (value chain)*

* Scope 1, 2 and 3 are categories of carbon emissions and their sources, as outlined by the [Greenhouse Gas Protocol](#). Note that purchased goods and services has not been included due to data limitations, and delegate travel to events is not reported in Scope 3 for these calculations.

Our footprint findings and initial Carbon Reduction Plan can be accessed on our website:

<https://eflinthecommunity.com/wp-content/uploads/2022/08/Carbon-Reduction-Plan-.pdf>

Statement of Trustees' responsibilities

The Trustees (who are also directors of The Football League (Community) Limited for the purposes 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to Auditor

The Trustees who held office at the date of approval of this Trustees' report confirm that:

- so far as they are each aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Saffery LLP will therefore continue in office. The Trustees Report, including the Strategic Report, has been approved by the Board of Trustees and signed on behalf of the Board on 25 November 2024.

A handwritten signature in black ink, appearing to read "L Scully", with a long horizontal flourish extending to the right.

L Scully

Chair of the Board of Trustees

Company registration number 6469948

Charity registration number 1132689

Independent auditor's report to the members

Opinion

We have audited the financial statements of The Football League (Community) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 30 June 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the affairs of the group and the parent charitable company as at 30 June 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 24 to 25 the Trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

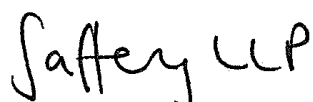
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 parent 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 parent charitable company's members 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



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Sally Appleton (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Chartered Accountants

Statutory Auditors

10 Wellington Place

Leeds

LS1 4AP

Date: 26 November 2024

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2024

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2024	Total 2023
		£	£	£	£	£
Income from:						
Donations	2	2,800,000	-	-	2,800,000	4,355,838
Charitable activities	2	-	-	9,456,576	9,456,576	7,583,934
Other trading activities	3	-	-	322,077	322,077	261,100
Investments	4	278,006	-	-	278,006	121,230
Total income		3,078,006	-	9,778,653	12,856,659	12,322,102
Expenditure on:						
Raising funds	3	-	-	(212,550)	(212,550)	(173,994)
Charitable activities	5	(2,857,840)	(700,475)	(9,582,779)	(13,141,094)	(12,869,414)
Total expenditure	5	(2,857,840)	(700,475)	(9,795,329)	(13,353,644)	(13,043,408)
Net income/(expenditure)		220,166	(700,475)	(16,676)	(496,985)	(721,306)
Transfers between funds	12	(220,166)	220,166	-	-	-
Net movement in funds		-	(480,309)	(16,676)	(496,985)	(721,306)
Reconciliation of funds:						
Total funds brought forward		-	5,222,473	28,076	5,250,549	5,971,855
Total funds carried forward		-	4,742,164	11,400	4,753,564	5,250,549

All transactions derive from continuing activities.

There are no other gains/losses other than those included in the statement of financial activities.
The notes on pages 34 to 55 form an integral part of these financial statements.

Balance sheet as at 30 June 2024

	Notes	Group		Charitable company	
		2024	2023	2024	2023
		£	£	£	£
Fixed assets					
Tangible fixed assets	7	36,513	60,750	36,513	60,750
Investments	8	-	-	1	1
Current assets					
Debtors	9	1,185,666	722,033	1,131,331	537,601
Cash at bank and in hand		7,173,456	6,511,972	7,054,186	6,476,138
		<u>8,359,122</u>	<u>7,234,005</u>	<u>8,185,517</u>	<u>7,013,739</u>
Creditors: amounts falling due within one year	10	(3,642,071)	(2,044,206)	(3,577,994)	(1,911,047)
Net current assets		<u>4,717,051</u>	<u>5,189,799</u>	<u>4,607,523</u>	<u>5,102,692</u>
Net assets		<u>4,753,564</u>	<u>5,250,549</u>	<u>4,644,037</u>	<u>5,163,443</u>
Funds:					
Unrestricted funds		-	-	-	-
Restricted funds		11,400	28,076	11,400	28,076
Designated funds		4,742,164	5,222,473	4,632,637	5,135,367
	12	<u>4,753,564</u>	<u>5,250,549</u>	<u>4,644,037</u>	<u>5,163,443</u>

The notes on pages 34 to 55 form an integral part of these financial statements.
These financial statements were approved by the Board of Trustees on 25th November 2024

Signed on behalf of the Board of Directors



L Scully

Chair of the Board of Trustees

Company registration number 6469948

Charity registration number 1132689

Consolidated cash flow statement *for the year ended 30 June 2024*

	Note	2024 £	2023 £
Net cash inflow/ (outflow) from operating activities	13	400,893	(3,490,593)
Returns on investments and servicing of finance	14	278,006	121,230
Capital expenditure and financial investment	14	(17,415)	2,741
Cash inflow/(outflow) before use of liquid resources and financing		661,484	(3,366,622)
Financing		-	-
Increase / (decrease) in cash in the year		661,484	(3,366,622)
		2024	2023
Reconciliation of net cash flow to movement in net funds			
Increase / (decrease) in cash in the year		661,484	(3,366,622)
Cash at bank and in hand:			
At 1 July 2024		6,511,972	9,878,594
At 30 June 2024		7,173,456	6,511,972

The notes on pages 34 to 55 form an integral part of these financial statements.

Notes to the accounts for the year ended 30 June 2024

1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Basis of preparation

The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice applicable to charities (FRS 102) and applicable accounting standards and under the historical cost convention.

The consolidated financial statements incorporate the financial statements for the Charity and its subsidiary FLT Community Trading Ltd on a line-by-line basis. The Charitable company is taking advantage of the exemption in s408 of the Companies Act 2006 not to present its individual Statement of Financial Activities.

Reconciliation with Generally Accepted Accounting Practice

In applying the accounting policies required by FRS102 and the Charities SORP, a sum of £422,335 of "in kind" support by EFL has been added to both income and expenditure in the 2024 figures and £389,521 in the 2023 comparative figures.

Going Concern

The Company's business activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report on pages 2 to 25. The company has considerable financial resources and as a consequence, the trustees believe that the company is well placed to manage its business risks successfully despite the current uncertain economic outlook. Following review of the company's cash flow, the trustees believe the organisation can mitigate any risk impacting the company's financial stability. The trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Voluntary income

Voluntary income made up of donations from football funding bodies is included in the year in which it is receivable, which is when the company becomes entitled to the resource.

Activities for generating funds

Income received relates to amounts gifted to the charitable company from FLT Community Trading Limited.

Notes (continued)

1. Accounting policies (continued)

Investment income

Investment income relates to interest receivable from the investment of cash surpluses in bank accounts. Investment income from these funds is transferred to unrestricted funds in accordance with the terms of the relevant fund.

Resources expended

Resources expended have been charged to the statement of financial activities on an accruals basis. Direct charitable expenditure relates to the distribution of funds. Support costs are also incurred to enable the charitable company to provide these activities.

Unrestricted funds

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

Designated funds

Designated funds are unrestricted funds which are earmarked by the trustees for particular purposes.

Restricted funds

Restricted funds are funds that can only be used for restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for a restricted purpose.

Awards of funding to delivery partners

Funding and donations are awarded by management on a case-by-case basis, upon application. Applications are accepted if they meet all the required criteria and otherwise rejected. Funding would be treated as binding upon written confirmation of acceptance, sent to the recipient.

Investments

Investments are stated at cost net of any provision for impairment.

Depreciation and tangible fixed assets

Capital purchases of £250 or more are charged to tangible fixed assets.

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation on tangible fixed assets is calculated on a straight line basis and aims to write down their cost to their estimated residual value over their expected useful lives as follows:

Computer software	3 years
Computer hardware and fixtures and fittings	4 years

Debtors

Trade and other debtors are recognised at the settlement amount. No trade discounts are offered.

Notes (continued)

1. Accounting policies (continued)

Creditors

Creditors and provisions are recognised where the charity has an obligation resulting from a past event that will probably result in the transfer of funds to a third party. Creditors are recognised at the settlement amount after allowing for any trade discounts due.

Pension costs

The company contributes to defined contribution pension schemes on behalf of employees. The amount charged in the statement of financial activities is the amount payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

The entity, as a registered charity, is exempt from taxation on its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No tax charge has arisen in the year.

Notes (continued)

2. Income from Donations and Charitable Activities

Group	Unrestricted funds	Restricted funds	2024	2023
	£	£	£	£
Professional Footballers' Association	2,800,000	-	2,800,000	2,810,000
University of South Wales		2,166,467	2,166,467	2,083,448
National Citizen Service		1,322,735	1,322,735	4,698,678
Kellogg's		1,228,818	1,228,818	-
Sky Bet		1,000,000	1,000,000	-
Sport England		722,337	722,337	-
Ferrero		638,000	638,000	631,715
Football League Limited donation "in kind"		422,335	422,335	389,521
The Football Association		354,000	354,000	117,249
Youth Endowment Fund		341,145	341,145	148,045
Greater London Authority		297,238	297,238	-
The Football Association of Wales		242,650	242,650	122,750
Lancashire County Council		128,654	128,654	-
HM Prison and Probation Service		123,294	123,294	-
The Football League Limited		100,784	100,784	-
Lancashire NHS Trust		95,249	95,249	166,855
NHS Great Manchester Integrated Care		45,000	45,000	45,000
Secretary of State for the Home Department		39,460	39,460	123,274
Skills for Care		36,747	36,747	-
Premier League Charitable Fund		35,343	35,343	-
Greater Sports		30,000	30,000	15,000
UEFA		28,000	28,000	-
Other		22,777	22,777	48,529
National Citizen Service CIC		20,196	20,196	79,385
The Growth Company		15,347	15,347	-
Department of Work and Pensions		-	-	453,073
Youth Futures Foundation		-	-	7,250
	2,800,000	9,456,576	12,256,576	11,939,772

Unrestricted funds in 2024 were received from the Professional Footballers' Association £2,800,000 (2023: £2,810,000).

The Football League Limited provided "in kind" donations of goods and services £422,335 (2023: £389,521).

Notes (continued)

3. Activities for generating funds

The charitable company has one trading subsidiary, FLT Community Trading Limited, a company incorporated in England and Wales. The charitable company owns the entire share capital of this company being £1 ordinary share. FLT Community Trading Limited obtains funding from commercial partners and distributes this to Club Community Organisations on the partners' behalf throughout the year. Any surplus at the end of the year is gifted to The Football League (Community) Limited.

A summary of the trading result of FLT Community Trading Limited is shown below. Audited financial statements for the year ended 30 June 2024 are filed with the Registrar of Companies. A Gift Aid donation of the taxable profit of £109,527 (2023: £87,106) was made to The Football League (Community) Limited.

	2024 £	2023 £
Turnover	322,077	261,100
Cost of sales	(209,250)	(170,625)
Gross profit	112,827	90,475
Administrative expenses	(3,300)	(3,369)
Operating profit	109,527	87,106
Gift aid donation to The Football League (Community) Limited	(109,527)	(87,106)
Profit/(Loss) for the year	-	-
The aggregate of the assets, liabilities and funds was:		
	2024 £	2023 £
Assets	173,605	370,914
Liabilities	(173,604)	(370,913)
Funds	1	1

Notes (continued)

4. Investment income

	2024 £	2023 £
Bank interest receivable	278,006	121,230
	<u> </u>	<u> </u>

5. Resources expended

Group	2024 £	2023 £
(i) Analysis of total resources expended		
Staff costs	2,323,872	3,133,984
Support costs	1,238,964	1,084,539
Other direct costs	9,790,808	8,824,885
	<u> </u>	<u> </u>
	13,353,644	13,043,408
	<u> </u>	<u> </u>
	£	£
(ii) Analysis of support costs		
Telephone, postage, stationery and printing	41,761	63,730
Employee medical costs	29,162	33,918
Motor, meeting and travel costs	210,990	170,924
Staff training and advertising	104,329	69,169
Subscriptions and printing	40,365	43,965
Marketing	128,248	87,026
Legal & professional costs	404,436	306,652
Depreciation and financial costs	59,581	83,948
Computer system support	128,580	111,184
Rent, rates, light, heat & cleaning costs	85,302	91,823
Governance Costs	6,210	22,200
	<u> </u>	<u> </u>
	1,238,964	1,084,539
	<u> </u>	<u> </u>

Notes (continued)

5. Resources expended (continued)

(iii) Analysis of other direct costs

	2024 £	2023 £
Donations to schemes	9,769,058	8,802,685
Other costs	21,750	22,200
	9,790,808	8,824,885

(iv) This is stated after charging

	£	£
Auditors remuneration	21,750	21,000
Depreciation	41,652	43,182
Trustees expenses	7,050	1,415
	70,452	65,597

All donations to schemes relate to donations made to the Club Community Organisations of football clubs and other third sector organisations to support the promotion of improving health and wellbeing; raising aspirations and realising potential and building stronger, more cohesive communities. Projects supported include schemes to develop the social and life skills of young persons; to provide educational opportunities for young people; and to improve health and fitness for all in local communities.

In line with the charity's reserves policy, any amounts in excess of the strategic reserves will be planned for investment by the Trustees to further the charity's objectives.

Notes (continued)

6. Staff numbers and costs

Group	2024 £	2023 £
Employee costs during the year amounted to:		
Wages and salaries	1,885,171	2,661,105
Social security costs	198,926	264,963
Other pension costs	239,775	207,916
	2,323,872	3,133,984
Average monthly number of persons employed by the Company during the period excluding directors:	46	58

None of the trustees received any remuneration in respect of their services as directors of the Company (2023: £nil). The expenses received by trustees in the year totals £7,049 (2023: £1,414).

Total contributions to the defined contribution scheme amounted to £239,775 (2023: £207,916). Payments of £nil were outstanding as at 30 June 2024 (2023: £nil).

There was one employee paid between £80,000 and £90,000 (2023: nil).

There were two employees paid between £70,000 and £80,000 (2023: three).

There were three employees paid between £60,000 and £70,000 (2023: three).

During 2023-24, employee benefits of the key management personnel of the Company comprising the Director of Community and an average of 7 within the Senior Management Team total £686,694 (2023: £712,367). No restructure costs were included in the calculation of the Senior Management Team total. Trustee roles are voluntary and received £nil remuneration (2023: £nil).

Redundancy costs of £nil (2023: £284,317) are included within Wages and Salaries. Prior year costs relate to the restructure of the organisation. Of these, £nil (2023: £188,450) were ex-gratia.

Notes (continued)

7. Tangible fixed assets

Group	Computer Hardware & Fittings	Computer Software	Office Equipment	Total
	£	£	£	£
Cost				
At 1 July 2023	139,668	97,229	9,243	246,140
Additions	1,479	13,416	2,520	17,415
At 30 June 2024	141,147	110,645	11,763	263,555
Depreciation				
At 1 July 2023	(118,001)	(58,723)	(8,666)	(185,390)
Charge in year	(11,723)	(29,037)	(892)	(41,652)
At 30 June 2024	(129,724)	(87,760)	(9,558)	(227,042)
Net book value				
At 30 June 2023	21,667	38,506	577	60,750
At 30 June 2024	11,423	22,885	2,205	36,513

Notes (continued)

7. Tangible fixed assets (Continued)

Charity	Computer Hardware & Fittings £	Computer Software £	Office Equipment £	Total £
Cost				
At 1 July 2023	139,668	69,225	9,243	218,136
Additions	1,479	13,416	2,520	17,415
At 30 June 2024	141,147	82,641	11,763	235,551
Depreciation				
At 1 July 2023	(118,001)	(30,719)	(8,666)	(157,386)
Charge in year	(11,723)	(29,037)	(892)	(41,652)
At 30 June 2024	(129,724)	(59,756)	(9,558)	(199,038)
Net book value				
At 30 June 2023	21,667	38,506	577	60,750
At 30 June 2024	11,423	22,885	2,205	36,513

Notes (continued)

8. Investments

Group and charitable company	Shares in subsidiary	
	2024	2023
	£	£
Cost and net book value		
Investment in subsidiary	1	1

FLT Community Trading Limited is a wholly owned trading subsidiary of The Football League (Community) Limited and is registered in England and Wales and incorporated in Great Britain. FLT Community Trading Limited received funds from commercial partners which are distributed to community schemes on the partners' behalf, with any surplus gifted to The Football League (Community) Limited.

A summary of the trading results of FLT Community Trading Limited is shown at note 3 above.

Notes (continued)

9. Debtors

	Group		Charitable company	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	615,191	606,622	615,191	477,801
Other debtors	7,860	7,500	7,200	7,500
Prepayments and accrued income	562,615	107,911	508,940	52,300
	<u>1,185,666</u>	<u>722,033</u>	<u>1,131,331</u>	<u>537,601</u>

Accrued income is recognised as an asset where grants have been awarded prior to the receipt of monies from the funding body. The timing of monies received from the funding body is dependent on the contractual terms.

10. Creditors: amounts falling due within one year

	Group		Charitable company	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	147,827	102,515	147,827	102,432
Accruals and deferred income	3,422,893	1,868,717	3,358,816	1,757,117
Social security and other taxes	71,351	72,974	71,351	51,498
	<u>3,642,071</u>	<u>2,044,206</u>	<u>3,577,994</u>	<u>1,911,047</u>

Accruals are recognised where grants have been awarded pre-year end and the monies are paid post year end. Accruals are also recognised on the basis that if distributions were not made then an obligation would exist to return the monies back to the funding body net of any entitlement to retained management charges.

Deferred income is recognised where cash received exceeds grants awarded and the amount of cash received does not meet the criteria to be recognised as voluntary income.

Notes (continued)

11. Analysis of net assets between funds

Group	Unrestricted funds	Designated funds	Restricted funds	Total funds 2024	Total funds 2023
	£	£	£	£	£
Fund balances at 30 June 2024 represented by:					
Fixed assets	-	36,513	-	36,513	60,750
Current assets	-	4,705,651	3,653,471	8,359,122	7,234,006
Current liabilities	-	-	(3,642,071)	(3,642,071)	(2,044,206)
	-	4,742,164	11,400	4,753,564	5,250,549

Charitable company	Unrestricted funds	Designated funds	Restricted funds	Total funds 2024	Total funds 2023
	£	£	£	£	£
Fund balances at 30 June 2024 represented by:					
Fixed assets	-	36,513	-	36,513	60,750
Current assets	-	4,596,124	3,589,393	8,185,517	7,013,740
Current liabilities	-	-	(3,577,993)	(3,577,993)	(1,911,047)
	-	4,632,637	11,400	4,644,037	5,163,443

Notes (continued)

12. Reconciliation of movements in funds

Group	At 1 July 2023	Incoming Resources	Outgoing resources	Transfers	At 30 June 2024
Restricted funds					
Total restricted funds	28,076	9,778,653	(9,795,329)	-	11,400
Designated funds					
Business Development Grants	-	-	(566,402)	720,000	153,598
Strategic reserve	2,325,000	-	-	(175,000)	2,150,000
Designated funds	2,897,473	-	(134,073)	(324,834)	2,438,566
Total designated funds	5,222,473	-	(700,475)	220,166	4,742,164
General funds					
Total general funds	-	3,078,006	(2,857,840)	(220,166)	-
Total Funds	5,250,549	12,856,659	(13,353,644)	-	4,753,564

The net movement of unrestricted funds was a decrease of £480,309 (2023: decrease of £527,759).

The decrease of unrestricted funds included £90,061 which was funds allocated to expenditure agreed to be incurred by the Board of Trustees to help support the Club Community Organisation network. £45,120 were costs incurred in the recruitment of members of the Board of Trustees and a Senior Executive.

£720,000 was allocated in the year ended 30 June 2024 to provide a £10,000 Business Development Grant to support all 72 Club Community Organisations for new projects and infrastructure and is shown within designated funds. The £566,402 relates to the distribution of these New Business Grants, with the balance being distributed in the year ending 30 June 2025.

The net movement of restricted funds was a decrease of £16,676 (2023: increase of £193,547). The restricted funding relates to funds received in 2024, which have been agreed to be allocated against costs which will be incurred in the future. This relates to grant funding, which has been recognised in the financial year, in accordance with The Charities Statement of Recommended Practice, however the expenditure will be incurred after 30 June 2024.

Notes (continued)

12. Reconciliation of movements in funds (Continued)

In order to protect the charitable company from any unforeseen adverse movements in income or expenses, the trustees have designated a sum of £2,150,000 of the free reserves of the charitable company as a strategic reserve. The figure has been calculated using a risk-based scenario approach, considering the financial impact of the most material income retained by the organisation and a provision for reorganisation costs involved in closing down individual projects. This resulted in a £175,000 reduction in the reserve. The trustees will consider the best use of the remaining unrestricted funds over the course of the coming 12 months.

13. Reconciliation of changes in resources to net cash outflow from operating activities

Group	2024 £	2023 £
Net incoming resources	(496,985)	(721,306)
Investment Income	(278,006)	(121,230)
Depreciation	41,652	43,182
Decrease/(Increase) in debtors	(463,632)	2,079,184
Increase/(Decrease) in creditors and deferred income	1,597,864	(4,770,423)
Net cash inflow / (outflow) from operating activities	400,893	(3,490,593)

14. Analysis of cash flows for headings in the cash flow statement

	2024 £	2023 £
Cash inflow from returns on investments and servicing of finance		
Interest receivable and other similar income	278,006	121,230
Cash outflow from capital expenditure and financial investment		
Payments to acquire tangible fixed assets	17,415	-

Notes (continued)

15. Company Limited by guarantee

The Company does not have any share capital. The Company's assets are guaranteed by The Football League Trust Limited (registered company no. 6466997) up to a sum not exceeding £1.

16. Related party transactions

By the charitable company's nature, The Football League (Community) Limited may enter a number of transactions in the normal course of its operations with the Football Association, the Premier League Limited and the Professional Footballers' Association.

Voluntary income includes £2,800,000 (2023: £2,810,000) which was received directly from the Professional Footballers' Association. The balance due at the end of the year was £nil (2023: £nil).

At the year end, FLT Community Trading Limited owed £nil to the Football League Community Limited (2023: £nil).

During the year, the Football League Limited, (the ultimate parent of the Company) and the Football League (Community) Limited entered into a number of transactions in the normal course of business, totalling £2,163,964 (2023: £749,354). At the year end, the Football League (Community) Limited was owed £47,464 by the Football League Limited in 2023 the Football League (Community) Limited owed the Football League Limited £nil.

In addition, the Football League Limited donated goods and services to the charitable company on a free of charge basis to a value of approximately £422,355 (2023: £389,521). In compliance with the requirements of FRS102, these amounts have been added to income and expenditure in the appropriate years.

17. Ultimate parent company and controlling party

The Football League (Community) Limited (Company registered number 6469948) is a wholly owned charitable subsidiary of The Football League Trust Limited (Company registered number 6466997) and is registered in England and Wales and incorporated in Great Britain.

The Football League Trust Limited is, in turn, a wholly owned subsidiary of The Football League Limited (Company registered number 80612).

The Football League (Community) Limited is excluded from consolidation on the grounds that its relationship with The Football League Limited does not meet the criteria for a parent and subsidiary relationship to exist as it does not have the voting rights to have control over the Football League (Community) Limited board or the power to remove or appoint trustees in order to gain such control.

The largest group in which the results of the Company are consolidated is that headed by Football League (Community) Limited. No other group financial statements include the results of the Company. The consolidated financial statements of the Group are available to the public from Companies House, Crown Way, Cardiff, CF14 3UZ.

Notes (continued)

18. Comparative Information

Comparative Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2023

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2023	Total 2022
		£	£	£	£	£
Income from:						
Donations	2	4,355,838	-	-	4,355,838	6,296,479
Charitable activities	2	-	-	7,583,934	7,583,934	19,585,091
Other trading activities	3	-	-	261,100	261,100	100,000
Investments	4	121,230	-	-	121,230	4,764
Total income		4,477,068	-	7,845,034	12,322,102	25,986,334
Expenditure on:						
Raising funds	3	-	-	(173,994)	(173,994)	(63,675)
Charitable activities	5	(4,265,092)	(739,735)	(7,864,587)	(12,869,414)	(25,053,136)
Total expenditure	5	(4,265,092)	(739,735)	(8,038,581)	(13,043,408)	(25,116,811)
Net income/(expenditure)		211,976	(739,735)	(193,547)	(721,306)	869,523
Transfers between funds	12	(211,976)	211,976	-	-	-
Net movement in funds		-	(527,759)	(193,547)	(721,306)	869,523
Reconciliation of funds:		-	5,750,232	221,623	5,971,855	5,102,332
Total funds brought forward		-	-	-	-	-
Total funds carried forward		-	5,222,473	28,076	5,250,549	5,971,855

Notes (continued)

18. Comparative Information (Continued)

Comparative Incoming Resources

Group	Unrestricted funds	Restricted funds	2023	2022
	£	£	£	£
National Citizen Service	1,555,838	3,142,840	4,698,678	14,240,908
Professional Footballers' Association	2,800,000	10,000	2,810,000	2,800,000
University of South Wales	-	2,083,448	2,083,448	2,019,261
Move and Learn	-	631,715	631,715	572,600
Department of Work and Pensions	-	453,073	453,073	3,915,780
English Football League donation "in kind"	-	389,521	389,521	499,751
Lancashire NHS Trust	-	166,855	166,855	71,606
Youth Endowment Fund	-	148,045	148,045	235,186
Home Office	-	123,274	123,274	-
The Football Association of Wales	-	122,750	122,750	-
Football Association	-	117,249	117,249	216,200
National Citizen Service CIC	-	79,385	79,385	-
Other	-	48,529	48,529	55,400
NHS Great Manchester Integrated Care	-	45,000	45,000	-
Greater Sports	-	15,000	15,000	-
Youth Futures Foundation	-	7,250	7,250	136,859
Sport England	-	-	-	778,362
Wembley National Stadium Trust	-	-	-	265,000
Education and Skills Funding Agency	-	-	-	74,657
	4,355,838	7,583,934	11,939,772	25,881,570

Notes (continued)

18. Comparative Information (continued)

Comparative Analysis of net assets between Funds

Group	Unrestricted funds	Designated funds	Restricted funds	Total funds 2023	Total funds 2022
	£	£	£	£	£
Fund balances at 30 June 2023 represented by:					
Fixed assets	-	60,750	-	60,750	106,673
Current assets	-	5,161,723	2,072,282	7,234,005	12,679,811
Current liabilities	-	-	(2,044,206)	(2,044,206)	(6,814,629)
	-	5,222,473	28,076	5,250,549	5,971,855
Charitable company	Unrestricted funds	Designated funds	Restricted funds	Total funds 2023	Total funds 2022
	£	£	£	£	£
Fund balances at 30 June 2023 represented by:					
Fixed assets	-	60,750	-	60,750	106,674
Current assets	-	5,074,617	1,939,123	7,013,740	12,562,647
Current liabilities	-	-	(1,911,047)	(1,911,047)	(6,730,952)
	-	5,135,367	28,076	5,163,443	5,938,369

Notes (continued)

18. Comparative Information (Continued)

Group	At 1 July 2022	Incoming Resources	Outgoing resources	Transfers	At 30 June 2023
Restricted funds					
Total restricted funds	221,623	7,845,034	(8,038,581)	-	28,076
Designated funds					
Business Development Grants	200,687	-	(190,201)	(10,486)	-
Strategic reserve	1,770,000	-	(493,621)	1,048,621	2,325,000
Designated funds	3,779,545	-	(55,913)	(826,159)	2,897,473
Total designated funds	5,750,232	-	(739,735)	211,976	5,222,473
General funds					
Total general funds	-	4,477,068	(4,265,092)	(211,976)	-
Total Funds	5,971,855	12,322,102	(13,043,408)	-	5,250,549

Notes (continued)

Officers for the year ending 30 June 2024

Directors

Liam Scully

Charlotte Hill OBE – resigned 26 February 2024

Roger Davidson

Trevor Birch

Andy Williamson OBE – resigned 15 June 2024

Dave Palmer

Nick Perchard

Louise Gear

Uma Cresswell

Carol Shanahan

Roger Shepherd – appointed 13 May 2024

Ashley Hackett – appointed 13 May 2024

Company Secretary

Andrew Sellers – appointed 21 November 2024

Cathy Abraham – resigned 21 November 2024

Who We Work With

EFL in the Community Registered address and principle address

EFL House, 10-12 West Cliff, Preston, PR1 8HU.

Charity registered number 1132689

Bankers: Barclays Bank PLC, 2-4 Birley Street, Blackpool, Lancashire, FY1 1DU.

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London, WC2A 3LH.

Auditor: Saffery LLP Chartered Accountants and Registered Auditor, 10 Wellington Place, Leeds, LS1 4AP



Notes (continued)

Directors as at 25 November 2024

Liam Scully
Roger Davidson
Trevor Birch
Nick Perchard
Louise Gear
Uma Cresswell
Carol Shanahan OBE
David Palmer
Roger Shepherd
Ashley Hackett
Caroline Artis
Dan Plumley – appointed 18 July 2024

Company Secretary

Andrew Sellers – appointed 21 November 2024

THE FOOTBALL LEAGUE (COMMUNITY) LIMITED

England & Wales - Charity number 1132689

Accounts



The Football League (Community) Limited
Trustees' report and financial statements
30 June 2023

The Football League (Community) Limited Trustees'
Report and Financial Statements for the year ended 30 June 2023



Registered number 6469948.

Charity registered number 1132689.

A note from our Chair

The EFL's annual Week of Action in January 2023 saw a highly significant moment for the EFL Trust and our network of Club Community Organisations (CCOs), as we launched a new report, highlighting the significant role that its 72 Clubs play in supporting communities across England and Wales.

The report was launched at a roundtable in Parliament, with representatives from the EFL, its Clubs and Club Community Organisations, members of the community and Sports Minister, the Rt Hon Stuart Andrew MP.

For the first time ever, a social value has been attributed to the work of EFL Clubs as a collective. Using data from 2019 to 2022, the extensive report shows that EFL Clubs and their Club Community Organisations generate more than £865m (£865,196,135) of social value to towns and cities across the country through ground-breaking community programmes during the season.

It represents the estimated savings to public spending and other forms of social value that Clubs and CCOs have delivered in areas including physical health, mental wellbeing, education, and employment.

The reach of community work delivered by EFL Clubs is vast and during the 2021/22 season, more than 840,000 participants were engaged on EFL Club community programmes over almost 580,000 hours of community sessions and events – this is an 11 per cent increase on 2018/19.

Whilst never in doubt, this report, created in conjunction with Substance, an experienced research and data organisation in the field, has proven the impact and value of our work.

This report was produced and launched against a backdrop of a country struggling to cope under the pressure of the cost-of-living crisis, when the need for support for people in EFL communities has once again shown itself to be a vital lifeline.

The EFL launched *'Together – Supporting Communities'* in November 2022, an initiative to support the communities and fans of the 72 League Clubs during the cost-of-living crisis.

The scheme saw EFL Clubs provide community services and matchday offers to help people in challenging economic times and contributed towards the Government's 'Help for Households' initiative.

In rapid response, EFL Clubs rolled out a variety of support to those hit the hardest, with foodbanks, clothing donations and even 'heat hubs' providing vital support to members of disadvantaged communities in England and Wales. Many of these services continue to be required up and down the country as we move well into 2023/24...

At the heart of EFL's charitable arm, the team have seen a period of significant change. At the close of 2022, Mike Evans stepped down as Chief Executive Officer after 14 years in the organisation and the EFL Trust Board appointed Cathy Abraham as CEO of the EFL Trust, for an interim period. Cathy

has been part of the EFL Trust senior team for 5 years and previously held the position of Director of Operations.

In the following six months, Cathy focused on ensuring that the required organisational restructure was a success and that the team could move forward and provide the right support for the network of over 70 Club Community Organisations, whom it is our mission to serve.

This drove a strategic review process including a reconnection with the ask EFL has of its charitable arm and how best this can be achieved. As we move into development of the 2024 strategy, the outcomes and strengths emerging from this process will serve us well to continue to support the amazing work of our network in 2024 and beyond.

In September 2023 the Senior Leadership Team presented a financial strategy up to the 30 June 2024. The strategy was agreed by the Board of Trustees. The financial performance for the year ended 30 June 2023 is in line with the projection, with the team achieving long term partnerships which will ensure the long-term financial sustainability of the organisation.

All that remains is for me to congratulate Cathy and the team for all their hard work and endeavours in what has been a challenging but highly successful period in the organisation's history and has ensured that we move into our next strategic period in a strong position to support and progress.

Chief Executive Officer's Report

2022/2023 has been a strategically important and eventful period for the EFL Trust. A challenging, yet fruitful time for the EFL's charitable arm as we serve our mission of advising, supporting, representing and resourcing our network of EFL Club Community Organisations (CCOs).

We all know football is more than just a game and touches millions throughout England and Wales. So, to see for the first time the social value the collective power the EFL club badge generates over a season – more than £865m in 2021/22 – was incredible.

Just a couple of weeks into my time as CEO, it was an honour, as part of the EFL Week of Action, to visit Harrison's Hub, a new dedicated warm space for the community at Pride Park Stadium by Derby County. Harrison's Hub is one wonderful example of where the magic of the valuable community programmes occurs. And it's thanks to the commitment of the Clubs, CCOs, staff and volunteers who enable these wonderful facilities and the delivery of our programmes to happen.

Following the success of the Women's Euros tournament in the summer of 2022, our work in unlocking the England pathway for talented female footballers, flourished. The CCOs who run the Talent Inclusion Programme continued to be a vital cog in the development of the girls game. In August 2022, the EFL Trust, along with funders throughout the North West, launched the Headstart programme that supports the mental health of children making the transition from primary school to secondary school with dedicated Mental Health Transformation Officers on hand.

Headstart has since expanded over this period, with eight CCOs delivering the programme in both Lancashire and Greater Manchester, striving to help reduce the strain on the NHS by targeting those children currently accessing or at risk of needing to access children's mental health services. During the summer of 2022, there were many successful NCS stories from CCOs delivering the residential element of the programme, including a group of award-winning young teenagers from Barnsley doing their bit in spreading mental health and environmental awareness.

As our Chair noted in his report, we saw a period of significant change during this period. Our organisation's involvement in the delivery of the NCS residential contract came to an end during the reporting period which resulted in a restructure that significantly reduced the workforce from 73 to 46 people employed going into the start of 2023.

Towards the end of 2022, representatives from EFL Clubs and Club Community Organisations joined us at Wychwood Park in Staffordshire to celebrate the collective work across the network, as well as hearing and engaging with insightful keynote speakers, panel discussions and workshops with partners, organisations and industry leaders.

Our Conference was used as an opportunity to talk to CCOs about the importance of the new EFL equality, diversity and inclusion 'Together' strategy, where the League is using its platform to challenge unwelcome behaviours and promote inclusive practices; to help drive change on the pitch, in Club offices, in the stands, beyond the stadia and into our communities.

We were delighted to receive recognition towards the end of 2022 for our work in providing opportunities and enhancing employability to support youth employment. A Sport For Development Coalition report recognised the EFL Trust's partnership with the Department for Work Pensions as best practice and how sport can play a vital role in tackling youth unemployment and through the cost-of-living crisis.

Phase 1 of the Peer Action Collective delivery in Yorkshire concluded with over 800 young people providing their voice to the social action project. However, we have since been announced as delivery partners for Yorkshire again, and also in the South West, enhancing this valuable programme.

Our Official Soccer Schools website – a valuable e-commerce website to dozens of our CCOs in delivering courses to young people – was awarded Sports, Leisure and Toys, eCommerce Website of the Year.

It was fitting to see the incredible numbers and social value our network is making within our communities via the Measuring the Impact of EFL Clubs in the Community Report. Hearing the impact from the people who are supported by our network is fulfilling, and just a few months later, I had the pleasure of attending and speaking at the EFL Community Awards ceremony at the Houses of Parliament, celebrating the outstanding work that takes place by our CCOs, Clubs and players. Moreover, joining EFL CCO Head of Schemes, the Premier League Charitable Fund and their CCO representatives, at No 10 Downing Street was vitally important in highlighting the immense impact taking place in the lives of millions.

At the EFL Play-Off Finals in May, we were delighted to provide the 'VIP' treatment to six incredibly inspiring individuals who have all supported their communities via their CCO.

During Spring 2023, we were encouraged by expanding our FIT FANS delivery programme. Launching in Wales, supported by funding from the Welsh Government's 'Healthy Weight: Healthy Wales' programme, FIT FANS is now delivered by the charitable arms of Welsh Football Clubs and their community coaching staff to groups of up to 30 people who are hoping to lose weight, joining over 40 EFL Clubs who run the programme in England.

Following the success of delivery in 2022, EFL and Smart Energy GB agreed a two-year partnership extension which has seen football supporters across England and Wales continue to receive help in understanding the benefits of smart meters and their energy spending.

Our ongoing work to engage with the Armed Forces community hit a key milestone in June 2023, with both the EFL and EFL Trust signing the Armed Forces Covenant, pledging to support the veterans, Armed Forces personnel and their families.

We will continue to do everything we can, as influencer and commissioner, to reach people that might not otherwise engage through traditional routes, as well as influence on a national scale and on a local level.

We're steering towards a new strategy in 2024 and remain fully committed to serving our network who serve their communities so well in making them stronger, healthier and more active.

EFL Trust Board

The EFL Trust Board of trustees is responsible for providing the organisation's strategic direction and supporting the Senior Management Team. The Board consists of four ex-officio positions, four EFL nominated positions and four independent positions. The Board members who served during the period are the following:

Liam Scully (EFL Nominated and Chair of the Board of Trustees)

Liam Scully has more than 20 years of experience working in football and communities, having started his career via an apprenticeship and working his way up to become chief executive of Lincoln City.

Prior to joining Lincoln, Liam spent 16 years in various roles at Doncaster Rovers and the wider Club Doncaster group – starting as an apprentice funded by the Professional Footballers Association (PFA) and graduating to a spell as Foundation chief executive then chief operating officer of Club Doncaster. That rise through the ranks culminated in Liam being inducted into the National Apprenticeship Hall of Fame in 2007.

Liam also holds voluntary offices including director of Lincolnshire County FA, director of Lincolnshire County FA, trustee of Lincoln City Foundation, along with ambassador roles at the Asian Sports Foundation and XP Free School Trust.

Trevor Birch (Ex-officio)

Appointed as Chief Executive in January 2021, Trevor Birch has held several prominent roles within football, including Chief Executive at Chelsea, Everton, Leeds United, Sheffield United and Derby County, as well as Chair of Swansea City.

A former professional footballer, Birch started out as an apprentice at Liverpool, aged 16, before going on to represent Shrewsbury Town and Chester before retiring as a player aged 23. Following retirement from the professional game, he gained a first-class degree in Accountancy before qualifying as a chartered accountant and then Partner with EY.

Birch brings a wealth of industry experience, with his acumen and vast expertise being invaluable to the EFL.

Louise Gear (Ex-officio)

Louise is Head of Development at The FA and brings to her role of Trustee a huge amount of experience. She joined the FA as Head of Women's Development in November 2017, and prior to her role at The FA, Louise was Director of Strategic Networks at the Youth Sport Trust.

Dave Palmer (Ex-officio)

Dave is the Professional Footballers Association (PFA) Community Liaison Executive which involves working with various personnel at Football League Clubs, advising on and monitoring player engagement within local communities. He has more than 30 years' experience and has worked with several national organisations supporting the PFA's Corporate Social Responsibility agenda.

Nick Perchard (Ex-officio)

Nick is Director of Community at the Premier League where he is responsible for the delivery of the Premier League's community strategy, which aims to use the inspiration of the Premier League and professional clubs to help young people realise their potential.

Andy Williamson OBE (EFL Nominated)

Andy's career at the EFL began in 1971, when at the age of 17, he joined the Player Administration Department. Andy is a life member of the EFL and was awarded the prestigious 'Contribution to League Football Award' at the EFL Awards in 2016 for 45 years of unbroken service to the EFL. After the reporting period, Andy moved into an independent role on the Board.

Caroline Artis (EFL Nominated)

Caroline was a partner in EY for 24 years, becoming London Office Managing Partner and a member of the UK and Ireland leadership team. She was also a member of the UK remuneration committee and the Next Generation partner assessment panel.

Since stepping down from her role in February, Caroline remains in an ambassadorial role at EY as well as holding two non-executive positions and trusteeships of three charities, where she draws

upon her experience of working in the professional services sector to help on issues such as social equality, business development and governance.

Carol Shanahan OBE (EFL Nominated and Chair of Advisory Group)

Carol Shanahan OBE is Chair of Synectics Solutions and Port Vale FC. Carol has been the driving force behind the Vale's resurgence on and off the field and helped to build the club's reputation with its supporters and nationally within the industry. In the Queen's Birthday Honours 2020, Carol was awarded an OBE for services to the communities of Stoke-on-Trent.

Charlotte Hill OBE (Senior Independent Trustee)

Charlotte Hill OBE has been the CEO at food redistribution charity The Felix Project since January 2022, Charlotte became the Chief Executive of Step Up To Serve in April 2014 and spent part of 2020 on secondment to BBC Children in Need. Previously, she was Chief Executive of UK Youth, having become CEO during the charity's centenary celebrations. Charlotte also Chairs the EFL Trust's Remuneration & Nominations Committee.

Roger Davidson (Independent)

Roger Davidson is Chief Strategy and Transformation Officer at London Ambulance Service NHS Trust, where his responsibilities include strategy development, business planning, communications, engagement and public education, health inequalities, equality diversity and inclusion, and the LAS charity.

Prior to this Roger served in senior national roles with NHS England including being appointed as the organisation's first Director of Communications. He was later appointed Director of System Partnerships, supporting development across England of 42 integrated care systems which were successfully put on a statutory footing in 2022.

Roger joined NHS England from the NHS Confederation where he led influencing on the Coalition Government's Health and Social Care Act 2012, representing all parts of the NHS from acute and ambulance trusts to primary care and mental health.

Prior to this, Roger was Head of External Affairs for the health and care regulator, the Care Quality Commission and spent six years as Head of News for the Confederation of British Industry (CBI), influencing the government on a range of policy areas. He started his career with Oxfam where played a key role in the organisation's response to the international emergency in Rwanda.

Uma Cresswell (Independent)

Uma is a Non-Executive Director serving on a number of boards both in the private and third sector, including here role as Non Executive Board member for Fair for You and Oakleaf Partnership Ltd.

Uma also runs her own international HR consulting business and spent over 25 years in senior HR

roles around the globe. Currently serving as President Emeritus of City Women Network, Uma is passionate about developing talent and in particular, supporting women of colour.

EFL Trust Structure

The Football League (Community) Limited (Charity number 1132689) (the "Company"), operating under the name "EFL Trust", is the official charitable arm of the Football League Limited ("EFL").

The ultimate parent company of The Football League (Community) Limited is The Football League Limited, which is a member of The Football League Trust Limited (a company limited by guarantee). The Football League Trust Limited is the only member of The Football League (Community) Limited, which is a company limited by guarantee which obtained charitable status on 13 November 2009.

The Football League (Community) Limited, in turn, is the sole shareholder of its subsidiary, FLT Community Trading Limited, a company limited by shares which was incorporated on 10th June 2010

The Company operates under the rules of its Memorandum and Articles of Association dated 10 January 2008, as amended on 17th March 2016.

Our current governance structure continues to serve the organisation well and has been instrumental in supporting the delivery of our strategic objectives and helping the organisation and our network successfully navigate through the increasingly challenging external environment. Our governance structure is under review as part of a strategic review, however, it is envisaged that any changes will be in line with our articles of association and will ensure that our network of Club Community Organisations have enhanced opportunity to influence the strategic direction of the organisation at every level within our governance structure. We will continue to work with Sport England to ensure compliance against the new Code of Governance.

Through strong scrutiny of our risk register the Audit and Risk Committee have ensured compliance with organisational policies and in particular our implementation of a significant restructure and financial recovery plan following the end of the organisation's residential contract with the NCS Trust in addition to closely monitoring and challenging the executive on how the organisation's top 5 strategic risks are being managed and mitigated. The top 5 risks continue to focus on the financial impact of funding loss and financial pressures on the CCO network, the committee have worked closely with the executive throughout the year stress testing financial scenarios to mitigate such risks. In addition, the Committee have taken on a more detailed scrutiny role of the EFL Trust's approach to Safeguarding, Health & Safety, Cyber Security and staff health and wellbeing.

The Remuneration and Nominations Committee have played a key part in setting parameters for the review of governance arrangements as part of the strategic review and the interim senior leadership arrangements whilst the strategic review progressed to completion. Following the resignation of the organisations independent trustee with financial expertise the committee facilitated interim temporary arrangements to ensure financial support and assurance was in place whilst the open recruitment of a replacement board member came to completion. It is likely that

this process will not be concluded until early in 2023/24 financial year. The committee decided to employ an external agency for this process who had demonstrable experience with improving the diversity of applications for such roles.

The Committee also managed the process of the organisations salary benchmarking exercise which ensures that the staff remuneration packages remain competitive when benchmarked against similar roles within the charity and public sector.

The EFL Trust Advisory Group continues to provide a formal opportunity for the CCO network to influence the strategic and operational direction of the organisation through their nominated representatives. The Group have input into the strategic review, how to approach business growth opportunities, the use of unrestricted reserves and the content of key engagement events together with how best the EFL Trust can use their position to advocate for the network with key national and local decision makers.

Reserves policy

It is the policy of the charitable company to maintain unrestricted funds at a level that will be adequate to meet unrestricted expenditure for the foreseeable future.

The total net assets of the charitable company at the end of the financial year were £5,250,549 (2022: £5,971,855).

The free reserves of the charity are the unrestricted funds including designated funds less the fixed assets held which in the current year is £5,161,723 (2022: £5,643,559).

The outgoing resources for the year ended 30 June 2023 amounted to £13,043,408 (2022: £25,116,811).

A strategic reserve figure of £2,325,000 (2022: £1,770,000) is considered by the trustees as a reasonable level to retain, to cover up to nine months of budgeted expenditure and used for any unforeseen circumstances. In 2022 considering the current economic outlook, including the impact from the Covid-19 pandemic, it was determined an additional £1,000,000 would be designated as a reserve to ensure the organisation is able to achieve its strategy, the amount in 2023 is £nil and has been integrated into the strategic reserve.

Any residual amount of Unrestricted Reserve including designated funds, above the strategic reserves and allocated funds will be planned by the trustees to be spent to further the charity's objectives. At the year end this was £2,897,473 (2022: £2,779,545).

In the year ending 30 June 2022 £576,000 was allocated to provide a £8,000 New Business Grant to support all 72 Club Community Organisations for new projects and infrastructure. The balance of the New Business Grant as at 30 June 2022 was £200,687. £190,201 was distributed in the year ended 30 June 2023.

As at the 30 June 2023 £28,076 (2022: £221,623) relates to restricted funding, where income has been received in the financial year, but is restricted to be used against costs which will be incurred after 30 June 2023.

Senior Leadership and Management Teams

During the reporting period (July 1st 2022 to June 30th 2023), day to day management of the charity was delegated by the trustees to the Chief Executive Officer and the Senior Leadership Team (SLT).

The SLT is responsible for the overall running of the EFL Trust, including the sanction of organisation policies, investments, and recruitment decisions. The Senior Management Team (SMT) includes three members of the SLT and five Department Heads.

The EFL Trust Senior Management Team is responsible for driving forward and delivering the strategy of the EFL Trust. The team brings together a vast amount of experience across a range of sectors and all team members are committed to improving the lives and opportunities of individuals in EFL communities across the UK.

The remuneration of the SLT and SMT is reviewed annually by the Board. In addition, all salaries are periodically benchmarked against similar charities, considering comparative turnover and staff numbers. From this, a remuneration range is established for each role and level of responsibility. Individual salaries are then negotiated within the applicable range, based on performance. No Trustees received any remuneration for their services as Trustees.

Details of Trustees' expenses are disclosed in note 6.

Cathy Abraham - Chief Executive Officer

With the delegated authority of the Board, Cathy provides leadership and is responsible for the EFL Trust's strategy development and implementation, budget and business plan and ensuring the organisation complies with the law and regulations.

Cathy maintains a close working relationship with the EFL, ensuring strategic alignment between the two organisations. Acting as ambassador for the EFL Trust, Cathy is the public face of the organisation and builds strategic relationships with stakeholders.

Cathy has been part of the EFL Trust senior team for over 5 years and previously held the position of Director of Operations.

Andy Snell - Director of Business Development

Andy is responsible for sustainable business development, effective programme delivery and diversification of income streams. Andy leads and supports the Business Development teams to exceed challenging targets through identifying and securing business opportunities that align with and add value to the EFL Trust's 2019- 2024 strategy.

New projects for 2023-24 Andy is leading on are the Sky Bet EFL Building Foundations Fund and the Kellogg's sponsorship of our 72 CCO's summer football holiday camps.

Andrew Sellers FCCA - Director of Finance and Operations

Andrew is responsible for the EFL Trust financial governance and strategy, ensuring the management and monitoring of all financial activity, including financial analysis, and planning. He also oversees the management of project income, expenditure, and subcontractor distributions for the Trust, and operationally oversees governance, compliance, contracts, risk and business intelligence.

Adrian Bradley - Head of Health & Wellbeing

Adrian is responsible for the strategic development of our work to tackle health inequalities. Adrian oversees our portfolio of award-winning health interventions and represents the network by managing relationships with a range of national stakeholders and partners. He leads our partnership with Sport England and our commitment to play our part in 'Uniting the Movement'.

Dominik Stingas Paczko - Head of Participation & Community Engagement

Dominik oversees the development of the Trust's strategy in supporting the most disadvantaged in society. This involves generating funding opportunities, capacity building within the network, and creating and maintaining key stakeholder relationships.

Much of Dominik's focus is assisting our network on initiatives that support refugees and asylum seekers, young people in care, Armed Forces veterans, violence against women and girls, increasing women and girls' participation in football, youth violence, and other marginalised groups.

Mark Welsh - Head of Education & Employability

Mark leads the strategic development of the Education & Employability programmes of the EFL Trust, working with national organisations and our Higher Education partner, University of South Wales. He and his team develop programmes with key stakeholders and training providers that meet the needs of the CCO Network workforce.

Debbie Williams - Head of People

Debbie oversees all People-related activity involved in our workforce's employee lifecycle; working closely with the EFL and sitting on several employee groups, including our Coaching Culture Group, Wellbeing Group and People Advisory Forum.

Using almost 20 years of experience as a HR professional, Debbie drives the power of employee engagement, development and wellbeing throughout the organisation, as well as ensuring the EFL Trust attracts, develops and retains top talent within its workforce for the benefit of the network.

Michelle Robbins - Head of Marketing & Communications

Michelle is responsible for the communication of the EFL Trust message to a wide variety of stakeholders. She drives the creative leadership of the EFL Trust brand and marketing activities. She is also responsible for the Marketing and amplification of all EFL Trust programmes and the work of the network of 72 CCOs, all contributing to the overall EFL Trust strategy.

What Do We Do?

Our Articles of Association were amended and approved by our board in March 2020. The articles now fully reflect our governance arrangements.

The EFL Trust's objectives are:

- to promote physical activity for the benefit of the individual;
- to promote community participation in healthy recreation by providing activities and programmes for the playing of football and other sports capable of improving physical health and mental wellbeing;
- to assist (whether by providing financial or such other assistance as may be deemed appropriate by the trustees) in providing programmes and activities for sport, recreation or other leisure time occupation of such persons who have need for such support by reason of their youth, age, infirmity or disability, poverty, or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;
- to advance the education and employability of the public and to provide opportunities for them to develop their full capacities, and enable them to raise their aspirations and potential, so that their conditions of life may be improved.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objects, in planning future activities and in setting the donation policy for the year.

Our Themes and Projects

HEALTH & WELLBEING

Joy of moving

Funded by Ferrero UK as part of its commitment to corporate social responsibility, the Joy of moving programme encourages children and their families to be physically active, to eat a balanced diet and to lead a healthy lifestyle.

Delivered by Club Community Organisations in England and Wales, the core programme – Move and Learn - is delivered in schools to Year 5 children over a six-week period and promotes understanding of nutrition, health, and wellbeing.

Joy of moving Festivals are one-day health themed whole-school celebrations in the summer term. The programme has its own digital resource hub that encourages children and families to move and play more through a series of fun based child-centred games. There is also increasing emphasis on learning and development for coaching staff on the Joy of moving approach to child-centred practice.

Headstart

Following the launch of our Headstart pilot programme with funding partners Lancashire and South Cumbria NHS Foundation Trust Charity and NHS Charities Together in 2021/22, we expanded the programme into Greater Manchester with funding and support from the Greater Manchester Integrated Care Partnership, GM Moving and local authorities; Trafford Council, Wigan Council and Bolton Council.

Mental Health Transformation Officers are supporting the mental health of children before and after the transition between primary school and secondary school. We are using the two years as action research and hope also to reach out to CCOs in other parts of the country to create a learning exchange for this theme of work. Our goal is to create a best practice service design that can be replicated (and commissioned) more widely.

FIT FANS

FIT FANS is a 12-week programme, funded by the National Lottery and by local authorities, run at more than 40 Club Community Organisations; providing people aged 35-65 with an opportunity to make lifestyle changes, lose weight, get fitter and lead a more active life.

FIT FANS has helped thousands of people to achieve long-term reductions in weight, waistline, blood pressure and health risk. In the 2022/23 season FIT FANS launched in Wales; a collaboration between the Football Association of Wales and the EFL Trust, supported by funding from the Welsh Government's 'Healthy Weight: Healthy Wales' programme.

Extra Time Hubs

Funded initially by Sport England through the National Lottery, Extra Time Hubs are a growing national social community of people in their retirement years who meet face to face and online to socialise, do things they enjoy, and feel better connected.

About 20 CCOs are operating or developing Extra Time Hubs and we are working with CCOs to develop their support for older people.

British Red Cross partnership

We are working with the EFL and official charity partner British Red Cross to encourage and facilitate local collaboration aimed towards tackling loneliness.

CCOs are being supported to work alongside the British Red Cross local services and to use the Club Connect initiative to build matchday experiences into local support pathways for refugees and older people experiencing chronic loneliness.

Connecting to the health system

An important aspect of our work is supporting our network of CCOs to understand, navigate and collaborate with the health and social care system.

This involves us supporting individual CCOs and CCO consortia to develop their offer and their connections to public health and the NHS.

Over the next year we will be supporting selected CCOs and their local health systems with consultancy support, training, and guidance to better understand each other and to collaborate.

Utilita Girls and Kids Cups

The Utilita Kids Cup is a six-a-side football competition for school children under 11, culminating in 3 finals across the Sky Bet Play-Off finals weekends in May.

The Utilita Girls Cup is a football competition for under 13 girls which culminates in a final before the EFL Trophy final in March.

PARTICIPATION & COMMUNITY ENGAGEMENT

Talent Inclusion Programme

In partnership with the FA, this programme hopes to provide every girl in England the opportunity, access, and entry into the FA Girls' England Talent Pathway to start of her journey to become an England player.

The programme ensures that through the existing community activities female participants can be identified and referred to the Talent Pathway.

Our CCOs are supported by an education and learning programme for their staff developed in partnership with a wide range of expert organisations across the sport, youth, and health / wellbeing sectors. A total of 53 CCOs ran this programme during this reporting period and rolled out further to a total of 63 CCOs as of September 2023.

National Citizen Service (NCS)

NCS is a major government programme, which helps 15 – 17-year-olds with their transition into adulthood. The programme enables young people to broaden their horizons, meet new people, learn skills for life, and make a real difference by becoming active citizens in their local community. Delivery of the EFL Trust's NCS programme, which delivered life changing experiences to more than 100,000 teenagers since 2011.

In 2023, EFL Trust were awarded two new contracts to deliver the new NCS Community Grant programme across the North West and East Midlands regions.

Youth Endowment Fund Peer Action Collective

In 2021, we partnered with the Youth Endowment Fund, #iwill Fund and Co-op on a £5.2 million ground-breaking new youth-led network called the Peer Action Collective (PAC) which involves giving young people, aged 10–25, a voice, and the chance to make their communities safer, fairer places.

Since the launch in 2021, PAC has seen over 6,800 young people across the country taking on the issues affecting their local communities and creating solutions. The EFL Trust supported two CCOs in Yorkshire with hundreds of young people sharing their views on violence, shaping the solutions they want to see in their communities.

Phase 1 of PAC concluded during this reporting period and in September 2023, the next phase of PAC was launched with the EFL Trust as delivery partners in the South West and Yorkshire and Humber regions.

Wildcats

In 2022, we joined forces with The FA to provide an increased opportunity for girls, aged 5-11, across the country to play football through the Weetabix Wildcats programme.

The partnership has inspired over 2,000 girls to take up football in their local community through sessions delivered by 34 CCOs.

A total of 87% of centres are in the 20% most deprived communities in England, and 23% of young people participating are from diverse communities. Through this programme we have launched 32 new centres focused on supporting young girls with disabilities to participate in football activity.

Smart Energy GB

Through the EFL partnership with Smart Energy GB, the not-for-profit campaign helping everyone in Britain understand the importance of smart meters and their benefits to people and the environment, more than 70 CCOs help deliver smart meter messaging within their communities via a range of projects, including, health programmes, social projects and Holiday Activity Fund programmes.

In May 2023, the partnership was renewed for a further two years, focused on helping to tackle fuel poverty, especially those who have been impacted by the cost-of-living crisis.

EDUCATION & EMPLOYABILITY

University of South Wales Partnership

Higher Education courses and programmes have been running since 2013, developed by the EFL Trust and the University of South Wales (USW).

These include Foundation Degrees in Community Football Coaching & Development; Sports Coaching and Development and a top-up degree in both BSc (Hons) Football Coaching, Development and Administration, and BSc (Hons) Sports Coaching and Development.

They are delivered using a 'flipped classroom' model, with students based at their home club completing work-based learning relevant to their course while following the high-quality academic programme provided by USW.

Graduates from the programme have gone on to a range of roles both within their CCO and the wider sector.

In May 2023, a new BA Hons degree in Sports Business Management was launched, which became available at 17 EFL Clubs from September 2023. The degree is specifically designed for students who are looking for a career in business and management within the sports industry.

Employability Programmes

In November 2020, the EFL Trust became a gateway for the Kickstart Scheme, supporting the network of CCOs and Clubs to recruit young people into fully funded 6-month job placements, equipping them with the skills and experience they need for work.

These placements were across a range of departments and young people in these roles have gone on to full-time work and apprenticeships either within the Club, CCO or with another local employer.

Kickstart was launched in November 2020 and placements were due to conclude during the 2021/22 reporting period, the final year of the project. However, final placements were extended between this reporting period (1st July 2022 to 30th June 2023), with 186 young people involved.

Programme Participants Numbers content

Department	Programme	2022	2023
Education & Employability	USW HE Programme	635	632
Education & Employability	Kickstart	714*	186*
Community Engagement	NCS	10,880	11,015^
Community Engagement	Female Talent ID	2,993 Observations 123 Referrals	N/A Observations 47 Referrals**

Department	Programme	2022	2023
Community Engagement	Youth Endowment Fund Peer Action Collective (YEF PAC) Research Participants	348	538
Community Engagement	YEF PAC Changemakers	27	197
Community Engagement	YEF PAC Peer Researchers	14	1
Community Engagement	Wildcats	218	1,669
Community Engagement	Safer Streets Fund Peer Researchers	N/A	6
Community Engagement	Safer Streets Fund Unique Participants	N/A	203
Health & Wellbeing	Extra Time Hubs	2,672	1,766
Health & Wellbeing	Joy of Moving (Move & Learn)	33,848	35,794
Health & Wellbeing	Joy of Moving (Festivals)	13,406	34,927
Health & Wellbeing	Headstart (CCO delivery in Lancashire)	N/A	1,021 Group Sessions 205 students on 1-2-1 support
Health & Wellbeing	Headstart (CCO delivery in Greater Manchester)	N/A	312 Group Sessions 56 students on 1-2-1 support
Health & Wellbeing	Kids Cup	7,592	12,592
Health & Wellbeing	Girls Cup	5,440	6,368
Health & Wellbeing	FIT FANS (England delivery)	3,043	2,310
Health & Wellbeing	FIT FANS (Wales delivery)	N/A	217^^

Notes:

* Participants engaged between those dates, not new starters during that time period. Kickstart project's final year was during the 2021/22 period but final placements were extended during this 2022/23 reporting period.

^ End of project Dec 2022.

**Observations not counted for 2022 season.

^^ Launched in Wales in April 2023.

Strategic Risks and Risk Management

Our Risk Management approach is well embedded into our operations and governance structure. To support our Audit and Risk Committee an operational risk management steering group meets on a quarterly basis to assess existing risks and identify new and emerging risks. The steering group establishes appropriate mitigating actions against all risks and monitor progress in ensuring these are in place across the business.

The group has reporting lines directly into the Senior Leadership and Management Teams (SLT / SMT) and the Audit and Risk Committee (ARC), facilitating the regular discussion of risk management at the most senior level of the organisation.

Minutes of each Audit and Risk Committee meeting are included in every Board pack and the top 5 strategic risks are a standing agenda item at the start of every Board meeting.

This last 12 months the committee have been integral to the executive's management of the key financial risks facing the organisation and our network, in particular navigating the increasing challenges posed by the cost-of-living crisis and ensuring the development of an organisational financial recovery plan following the end of the NCS residential contract and subsequent restructure.

During the year, the ARC members have challenged the executive and closely scrutinised the organisations approach to safeguarding, Health & Safety and cyber security to ensure continued best practice in this area. Following the restructure the committee worked with the executive to ensure any potential negative impact from the organisational restructuring did not detrimentally impact on performance.

The Committee also took on a closer monitoring of the standards of capability across our network of Community Club Organisations by overseeing the levels of compliance against the Capability Code of Practice. This provides further assurance to our Board that risks in these areas are effectively controlled.

The executive from the EFL Trust and the EFL continue to meet on a regular basis to ensure the top strategic risks of both organisations are reviewed to ensure any cross-cutting issues are identified.

The EFL Trust strategic risks have been grouped under the following key themes, and included here is a summary of risk mitigation controls in place:

Business growth in line with strategic aims and objectives :

A focus on business growth remained a key mitigating control during 2022/23 following the end of the NCS residential contract and organisational restructuring. Diversification of income has long been a key strategic risk identified and monitored through our risk management approach, working closely with the Audit and Risk Committee the executive developed a series of financial models based on the potential outcomes of loss of key income. This enabled detailed plans to be put in place for each scenario which were signed off by our Board. As a result of this the organisation was quickly able to mobilise plans to instigate the necessary actions to ensure business continuity and financial viability going forward following the end of the contract.

Refer to the financial summary (Page 24) for further details.

Our key priority during 2022/23 remained a partnership with Sport England, which would facilitate a multi-year investment into our ability to advise, support, and represent the CCO network. This investment would provide greater financial certainty to help us foster stronger relationships, not only with Sport England, but with other organisations across the health and wellbeing sector. Towards the end of the financial year, we received the extremely positive news that we had been successful in this objective, although formal completion of the contract was likely to take place early in the 2023/24 financial year.

We were successful in supporting our CCOs to secure 2 regions of the NCS Community grants programme. We will maintain a broad pipeline of applications for funding, responses to invitation to tender and develop collaborations with public and private sector organisations that align to our strategy and values, that can bring investment into communities that our CCOs serve.

It was also our aim to work closely with the EFL Commercial team to explore opportunities during commercial sponsorship and partnering discussions for CSR projects that could be delivered and / or supported by the EFL trust and network of Club Community Organisations.

Financial / Funding Financial Performance / Financial Viability:

Financial Recovery plan and Cost of Living Crisis - The trustees have closely monitored the ongoing financial recovery plan and the impact of the Cost-of-Living Crisis on the Trust and the impact on its ability to continue as a going concern. Following a review of the Trust's cash flow the trustees believe the organisation is on a positive trajectory and can mitigate any risk impacting the Trust's financial stability.

This is regularly discussed at the weekly Senior Leadership meeting, Senior Management Team, Audit and Risk Committee and Board level, ensuring that management decisions are based on accurate current financial information, with management accounts produced on an increasingly regular basis.

The Audit and Risk Committee continue to challenge and maintain assurance on the organisations approach to financial management and have oversight of the organisation's control environment. A full set of financial policies and procedures are in place to which staff have full access. A standing agenda item at each weekly Senior Leadership meeting allows for review and challenge of any new business opportunities and provides the CEO and Directors with more in-depth information and option appraisals on future funding applications.

The release of funding to the EFL Trust network of CCOs is subject to a series of checks aligned with compliance with core organisational standards contained within our Capability Code of Practice. This process is subject to segregation of authorisation responsibility in line with the organisation's financial regulations. The EFL Trust does not currently use any external fundraisers or any other direct public fundraising methods and is therefore not regulated by the Fundraising Regulator

Staffing

A salary benchmarking review was completed in 2022/23 to ensure that the remuneration package offered to staff remains competitive when benchmarked against comparable roles across the charity and public sector.

Our People Advisory Forum meets on a regular basis and continue to influence the review and development of key people policies, communications, and the organisation of staff events.

The People Advisory Forum have helped shape the development of our next staff satisfaction survey which will be carried out independently during the early part of 2023/24 financial year. The last survey was carried out in 2021 and we hope for a similar level of engagement and positive results whilst recognizing that the organisation has been through significant change this financial year.

We continue to have a strong focus on staff Health and Wellbeing both through our sponsorship at a senior level and the staff Health and Wellbeing Group. We have held a comprehensive programme of events throughout the year to raise awareness of the importance of both good physical and mental health within our workforce.

As a result of the strategic review we paused our plans to implement a coaching culture throughout the organisation, however, plans have been put in place to restart this project commencing with all staff and manager training in the early part of 2023/24. A comprehensive annual training and development programme is in place which is reviewed and approved by Remuneration and Nomination Committee.

Reputation

The EFL Trust adopts a proactive approach to mitigating reputational damage through comprehensive communications and marketing planning in addition to maintaining positive relationships with key stakeholders. The appointment of a specialist public affairs agency by the EFL in 2021 continues to have a positive impact on the access to key policy makers across both the

EFL and EFL Trust. This has helped maintain our reputation as a trusted partner with a strong reputation on delivering real impact through our network of Clubs and CCOs.

The EFL Trust continues its close working relationship with the EFL regarding mitigation of potential reputational damage because of any incidents within the EFL or the EFL Trust network of Clubs and CCOs.

The EFL Trust continues to work very closely with the EFL to deliver improvements and community impact in the areas of Equality, Diversity and Inclusion, Environmental sustainability and measuring Community Impact. Close working to promote the excellent work of the Clubs and their CCOs in the community resulted in another highly successful "Week of Action" early in 2023 the week coincided with the launch of the Community Impact Report which detailed the social return on investment and positive impact that football clubs are having in their communities. We were also able to provide all Clubs and CCOs with individual impact reports which will be integral to providing evidence to key funders and decision makers at a local and regional level.

We continue to work with the EFL to produce the "Clubs in the Community" publication which amplifies the Club and CCO story of the positive impacts being achieved across the country.

There is a social media policy in place with mature and embedded processes, which includes the regular monitoring of all channels, together with guidelines for staff relating to the use of social media linked to the organisation. Staff have received media training, and a crisis communications procedure is in place that would be executed in the event of an incident that emerges within the public domain that could cause reputational damage.

Governance

The EFL Trust has a comprehensive suite of governance policies and procedures that are reviewed and approved by the Board. A governance framework is in place that allows the Board to work collaboratively with the executive whilst maintaining the boundaries between the role of trustees and the executive.

The Board and each subcommittee have an approved Terms of Reference in place and minutes of all meetings are available at each Board meeting. The EFL Trust is compliant with all elements of the Sport England Code of Governance (Tier 3), and are working with Sport England to develop an action plan that will ensure compliance with the requirements of the new code can be achieved.

The EFL Trust has a strategic plan which covers the period 2019 – 2024. The plan is currently under review and the aim is to launch our new strategy in spring 2024. During 2022/23 we have developed a comprehensive stakeholder engagement plan to ensure that the new strategy reflects the needs of the Club and CCO network together with key partners.

During 2022/23 the CCO network continued with their governance and management improvements following the assessments against the revised Capability Code of Practice, the levels of overall compliance with the code increased throughout the year with only a very small number of CCOs whose clubs were promoted into the EFL from the National League still in the early stages of their

improvement journey. We continue to provide support and guidance to specific CCOs on areas of the code that have been identified for improvement.

The EFL Trust requires all potential delivery partners to comply with the code before funding is released, this now includes organisations that are outside of the CCO network on a risk-based approach. A Procurement and Contract Management policy is in place which provides clarity to staff on each stage in procuring goods or services through to awarding and managing contracts. All staff and trustees are mandated to complete an annual declaration of interest to consider and manage any potential conflicts as they arise. Independent Trustees are recruited based on their experience, knowledge, and expertise through an open recruitment process.

The EFL Trust will discuss with the EFL annually the skills expertise and diversity needs of the Board to assist with decisions about the nominated places on the Board.

A trustee skills audit forms the basis of a skills matrix to identify any skills gaps. In addition to internal expertise along with the provision of training where required, trustees are assisted by external professional advisors, as appropriate, who advise trustees to enable them to discharge their duties effectively in line with legal obligations and sectoral best practice.

Data security

A suite of Board approved policies are in place relating to data protection and information security and incorporating the requirements of all current applicable legislation.

An information risk register is in place, documenting the risk related to the processing of both personal and business sensitive information. An Information Risk Register is monitored by the Risk Management steering group which has an approved terms of reference and reports directly into SLT, SMT and the Audit and Risk Committee. Data protection and information security is a standing agenda item at both SMT and Board, demonstrating accountability at the EFL Trust in relation to the management of information risk.

The EFL Trust network is Cyber Essentials Plus certified.

Our Environmental Sustainability Work

Our work on environmental sustainability has continued to grow during the reporting period of July 2022 to June 2023.

The EFL Trust continues to support our immediate supply chain network of Club Community Organisations to meet the environmental governance requirements in our Capability Code of Practice due diligence process. In addition, there have been notable developments in our own environmental governance and reporting.

Since October 2022, we have adopted a shared approach to environmental sustainability with the EFL, supporting an Environmental Sustainability Officer to work across both organisations.

This is helping to align our organisational approaches and supports our objective of fostering greater collaboration between Football Clubs and their Community Organisations on issues such as environmental sustainability.

We have focused on the following initiatives this year to reduce our environmental impact:

- Continued hybrid working and online meeting arrangements for the entire organisation.
- Continued participation in the workplace electric vehicle salary sacrifice scheme.
- Supporting the EFL in sharing energy reduction messages in our shared office space at EFL House in Preston.
- Increasing the scope and robustness of the environmental data we collect to understand our impact.
- Introduction of staff engagement initiatives; including placing 'Environmental Sustainability' as a standing item on the Trust's People Advisory Forum, as well as running a variety of education and engagement activities throughout the year.

We also increased the support for sharing environmental messaging in the communities we serve. This was achieved through joint support with EFL of the "Green Football Weekend", which saw many of our Club Community Organisations supporting their Clubs in engaging local fans and communities on environmental sustainability issues.

Although this influence is not measured in absolute terms via our carbon footprint, we view community outreach as a particularly important avenue for our ongoing commitment to environmental sustainability.

Carbon Footprint

During the reporting period of July 1st 2022 and June 30th 2023, the EFL Trust's absolute carbon footprint was 84.8 tonnes of carbon dioxide equivalent (tCO₂e).

This is a reduction of 17 tCO₂e on last year's footprint. Our overall emissions reduction on our 2019 baseline are 64.77 tCO₂e (43.3%).

Our footprint per FTE employee in 2022/23 was 1.38 tCO₂e, the same as for 2021/22. This is a reduction of 1 tCO₂e per head since 2019 (42.05%).

The carbon footprint covers all Scope 1 (direct) and Scope 2 (indirect) emissions, and significant categories of Scope 3 (value chain)*

* Scope 1, 2 and 3 are categories of carbon emissions and their sources, as outlined by the [Greenhouse Gas Protocol](#).

Our footprint findings and initial Carbon Reduction Plan can be accessed on our website: <https://www.efltrust.com/wp-content/uploads/2022/08/Carbon-Reduction-Plan-.pdf>

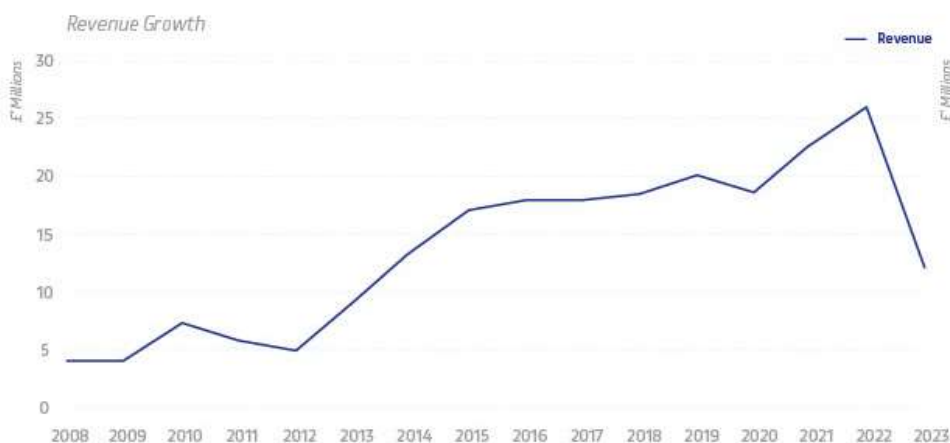
Financial Review

OUR FINANCES – SUMMARISED

Our Growth

Since incorporation, income has increased from £4.0m in 2008 to £12.3m in 2023. Total revenue has reduced by £13.7m from £26.0m in 2023.

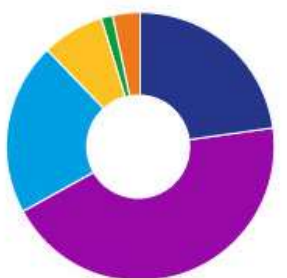
Graph 1 below illustrates EFL Trust's movement year on year.



Our Income

Graph 2 - EFL Trust - Income By Department Year Ending June 2023 (2022)

Overall income decreased by 53%, there were substantial decreases of income in Community and Participation and Health and Wellbeing. The two most significant reductions in revenue are £9.5m due to non renewal of the National Citizen Service residential contract and £3.5m due to the end of funding received from the Department of Work and Pensions in relation to Kick Start.

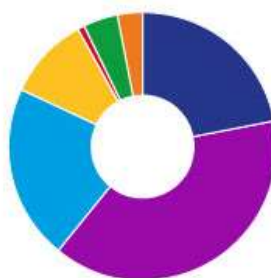


	2023	2022
PFA & EPL	22.8%	(10.8%)
COMMUNITY AND PARTICIPATION	44.4%	(56.9%)
EDUCATION AND EMPLOYABILITY	20.6%	(23.7%)
HEALTH & WELLBEING	7.6%	(6.5%)
Other / Interest	1.4%	(0.2%)
EFL "in kind" support	3.2%	(1.9%)

Our Spend

Graph 3 - EFL Trust - Expenditure By Department Year Ending June 2023 (2022)

Expenditure totals £13.0m in 2022/23 (£25.1m; 2021/22). This is a decrease of £12.1m from 2021/22.



	2023	2022
PFA & EPL	22%	(11%)
COMMUNITY AND PARTICIPATION	39%	(54%)
EDUCATION AND EMPLOYABILITY	21%	(24%)
HEALTH & WELLBEING	10%	(8%)
NETWORK GRANTS	1%	(2%)
Other / Interest	4%	(0%)
EFL "in kind" support	3%	(2%)

Statement of Trustees' responsibilities

The Trustees (who are also directors of The Football League (Community) Limited for the purposes 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the trustees are aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to Auditor

The Trustees who held office at the date of approval of this Trustees' report confirm that:

- so far as they are each aware, there is no relevant audit information of which the charitable company's auditor is unaware; and

- each Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Saffery LLP will therefore continue in office. The Trustees Report, including the Strategic Report, has been approved by the Board of Trustees and signed on behalf of the Board on 20th March 2024

A handwritten signature in black ink, appearing to read "L Scully", with a long horizontal flourish extending to the right.

L Scully

Trustee

Company registration number 6469948

Charity registration number 1132689

Independent auditor's report to the members

Opinion

We have audited the financial statements of The Football League (Community) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 30 June 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the affairs of the group and the parent charitable company as at 30 June 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 25 the Trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and

regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 parent 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 parent charitable company's members 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery LLP

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Sally Appleton (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Chartered Accountants

Statutory Auditors

Mitre House

North Park Road

Harrogate

North Yorkshire

HG1 5RX

Date: 20/03/2024

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2023

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2023	Total 2022
		£	£	£	£	£
Income from:						
Donations	2	4,355,838	-	-	4,355,838	6,296,479
Charitable activities	2	-	-	7,583,934	7,583,934	19,585,091
Other trading activities	3	-	-	261,100	261,100	100,000
Investments	4	121,230	-	-	121,230	4,764
Total income		4,477,068	-	7,845,034	12,322,102	25,986,334
Expenditure on:						
Raising funds	3	-	-	(173,994)	(173,994)	(63,675)
Charitable activities	5	(4,265,092)	(739,735)	(7,864,587)	(12,869,414)	(25,053,136)
Total expenditure	5	(4,265,092)	(739,735)	(8,038,581)	(13,043,408)	(25,116,811)
Net income/(expenditure)		211,976	(739,735)	(193,547)	(721,306)	869,523
Transfers between funds	12	(211,976)	211,976	-	-	-
Net movement in funds		-	(527,759)	(193,547)	(721,306)	869,523
Reconciliation of funds:						
Total funds brought forward		-	5,750,232	221,623	5,971,855	5,102,332
Total funds carried forward		-	5,222,473	28,076	5,250,549	5,971,855

All transactions derive from continuing activities.

There are no other gains/losses other than those included in the statement of financial activities.

The notes on pages 35 to 57 form an integral part of these financial statements.

Balance sheet as at 30 June 2023

	Notes	Group		Charitable company	
		2023	2022	2023	2022
		£	£	£	£
Fixed assets					
Tangible fixed assets	7	60,750	106,673	60,750	106,673
Investments	8	-	-	1	1
Current assets					
Debtors	9	722,033	2,801,217	537,601	2,890,443
Cash at bank and in hand		6,511,972	9,878,594	6,476,138	9,672,207
		<u>7,234,005</u>	<u>12,679,811</u>	<u>7,013,739</u>	<u>12,562,650</u>
Creditors: amounts falling due within one year	10	(2,044,206)	(6,814,629)	(1,911,047)	(6,730,955)
Net current assets		<u>5,189,799</u>	<u>5,865,182</u>	<u>5,102,692</u>	<u>5,831,695</u>
Net assets		<u>5,250,549</u>	<u>5,971,855</u>	<u>5,163,443</u>	<u>5,938,369</u>
Funds:					
Unrestricted funds		-	-	-	-
Restricted funds		28,076	221,623	28,076	221,623
Designated funds		5,222,473	5,750,232	5,135,367	5,716,746
	12	<u>5,250,549</u>	<u>5,971,855</u>	<u>5,163,443</u>	<u>5,938,369</u>

The notes on pages 35 to 57 form an integral part of these financial statements.

These financial statements were approved by the Board of trustees on 20/03/ 2024

Signed on behalf of the Board of Directors



L Scully

Trustee

Company registration number 6469948



Charity registration number 1132689

Consolidated cash flow statement *for the year ended 30 June 2023*

	Note	2023 £	2022 £
Net cash inflow/ (outflow) from operating activities	13	(3,490,593)	1,223,521
Returns on investments and servicing of finance	14	121,230	4,764
Capital expenditure and financial investment	14	2,741	(95,107)
Cash inflow/(outflow) before use of liquid resources and financing		(3,366,622)	1,133,178
Financing		-	-
Increase / (decrease) in cash in the year		(3,366,622)	1,133,178
		2023	2022
Reconciliation of net cash flow to movement in net funds			£
Increase / (decrease) in cash in the year		(3,366,622)	1,133,178
Cash at bank and in hand:			
At 1 July 2022		9,878,594	8,745,416
At 30 June 2023		6,511,972	9,878,594

The notes on pages 34 to 57 form an integral part of these financial statements.

Notes to the accounts for the year ended 30 June 2023

1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Basis of preparation

The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice applicable to charities (FRS 102) and applicable accounting standards and under the historical cost convention.

The consolidated financial statements incorporate the financial statements for the Charity and its subsidiary FLT Community Trading Ltd on a line-by-line basis. The Charitable company is taking advantage of the exemption in s408 of the Companies Act 2006 not to present its individual Statement of Financial Activities.

Reconciliation with Generally Accepted Accounting Practice

In applying the accounting policies required by FRS102 and the Charities SORP, a sum of £389,521 of "in kind" support by EFL has been added to both income and expenditure in the 2023 figures and £499,751 in the 2022 comparative figures.

Going Concern

The Company's business activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report on pages 2 to 29. The company has considerable financial resources and as a consequence, the trustees believe that the company is well placed to manage its business risks successfully despite the current uncertain economic outlook. Following review of the Trust's cash flow the trustees believe the organisation can mitigate any risk impacting the Trust's financial stability. The trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Voluntary income

Voluntary income made up of donations from football funding bodies is included in the year in which it is receivable, which is when the company becomes entitled to the resource.

Activities for generating funds

Income received relates to amounts gifted to the charitable company from FLT Community Trading Limited.

Notes (continued)

1. Accounting policies (continued)

Investment income

Investment income relates to interest receivable from the investment of cash surpluses in bank accounts. Investment income from these funds is transferred to unrestricted funds in accordance with the terms of the relevant fund.

Resources expended

Resources expended have been charged to the statement of financial activities on an accruals basis. Direct charitable expenditure relates to the distribution of funds. Support costs are also incurred to enable the charitable company to provide these activities.

Unrestricted funds

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

Designated funds

Designated funds are unrestricted funds which are earmarked by the trustees for particular purposes.

Restricted funds

Restricted funds are funds that can only be used for restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for a restricted purpose.

Awards of funding to delivery partners

Funding and donations are awarded by management on a case-by-case basis, upon application. Applications are accepted if they meet all the required criteria and otherwise rejected. Funding would be treated as binding upon written confirmation of acceptance, sent to the recipient.

Investments

Investments are stated at cost net of any provision for impairment.

Depreciation and tangible fixed assets

Capital purchases of £250 or more are charged to tangible fixed assets.

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation on tangible fixed assets is calculated on a straight line basis and aims to write down their cost to their estimated residual value over their expected useful lives as follows:

Computer software	3 years
Computer hardware and fixtures and fittings	4 years

Debtors

Trade and other debtors are recognised at the settlement amount. No trade discounts are offered.

Notes (continued)

1. Accounting policies (continued)

Creditors

Creditors and provisions are recognised where the charity has an obligation resulting from a past event that will probably result in the transfer of funds to a third party. Creditors are recognised at the settlement amount after allowing for any trade discounts due.

Pension costs

The company contributes to defined contribution pension schemes on behalf of employees. The amount charged in the statement of financial activities is the amount payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

The entity, as a registered charity, is exempt from taxation on its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No tax charge has arisen in the year.

Notes (continued)

2. Income from Donations and Charitable Activities

Group	Unrestricted funds	Restricted funds	2023	2022
	£	£	£	£
National Citizen Service	1,555,838	3,142,840	4,698,678	14,240,908
Professional Footballers' Association	2,800,000	10,000	2,810,000	2,800,000
University of South Wales	-	2,083,448	2,083,448	2,019,261
Move and Learn	-	631,715	631,715	572,600
Department of Work and Pensions	-	453,073	453,073	3,915,780
English Football League donation "in kind"	-	389,521	389,521	499,751
Lancashire NHS Trust	-	166,855	166,855	71,606
Youth Endowment Fund	-	148,045	148,045	235,186
Home Office	-	123,274	123,274	-
The Football Association of Wales	-	122,750	122,750	-
Football Association	-	117,249	117,249	216,200
National Citizen Service CIC	-	79,385	79,385	-
Other	-	48,529	48,529	55,400
NHS Great Manchester Integrated Care	-	45,000	45,000	-
Greater Sports	-	15,000	15,000	-
Youth Futures Foundation	-	7,250	7,250	136,859
Sport England	-	-	-	778,362
Wembley National Stadium Trust	-	-	-	265,000
Education and Skills Funding Agency	-	-	-	74,657
	4,355,838	7,583,934	11,939,772	25,881,570

Unrestricted funds in 2023 were received from the Professional Footballers Association £2,800,000 (2022: £2,800,000 and miscellaneous sources amounting to £nil (2022: 41,200)).

A Management Fee totalling £1,555,838 (2022: £3,455,279) received for National Citizen Service is classified as unrestricted funds.

The Football League Limited provided "in kind" donations of goods and services £389,521 (2022: £499,751).

Notes (continued)

3. Activities for generating funds

The charitable company has one trading subsidiary, FLT Community Trading Limited, a company incorporated in England and Wales. The charitable company owns the entire share capital of this company being £1 ordinary share. FLT Community Trading Limited obtains funding from commercial partners and distributes this to club community trusts on the partners' behalf throughout the year. Any surplus at the end of the year is gifted to The Football League (Community) Limited.

A summary of the trading result of FLT Community Trading Limited is shown below. Audited financial statements for the year ended 30 June 2023 are filed with the Registrar of Companies. A Gift Aid donation of the taxable profit of £87,106 (2022: £33,486) was made to The Football League (Community) Limited.

	2023 £	2022 £
Turnover	261,100	100,000
Cost of sales	(170,625)	(60,375)
Gross profit	90,475	39,625
Administrative expenses	(3,369)	(3,300)
Operating profit	87,106	36,325
Gift aid donation to The Football League (Community) Limited	(87,106)	(33,486)
Profit/(Loss) for the year	-	2,839

The aggregate of the assets, liabilities and funds was:

	2023 £	2022 £
Assets	370,914	206,388
Liabilities	(370,913)	(206,387)
Funds	1	1

Notes (continued)

4. Investment income

	2023	2022
	£	£
Bank interest receivable	121,230	4,764

5. Resources expended

Group	2023	2022
	£	£
(i) Analysis of total resources expended		
Staff costs	3,133,984	2,861,292
Support costs	1,084,539	1,372,486
Other direct costs	8,824,885	20,883,033
	<u>13,043,408</u>	<u>25,116,811</u>
	£	£
(ii) Analysis of support costs		
Telephone, postage, stationery and printing	63,730	82,684
Employee medical costs	33,918	57,789
Motor, meeting and travel costs	170,924	225,931
Staff training and advertising	69,169	142,802
Subscriptions and printing	43,965	36,383
Marketing	87,026	180,257
Legal & professional costs	306,652	278,862
Depreciation and financial costs	83,948	88,190
Computer system support	111,184	152,701
Rent, rates, light, heat & cleaning costs	91,823	91,277
Governance Costs	22,200	35,610
	<u>1,084,539</u>	<u>1,372,486</u>

Notes (continued)

5. Resources expended (Continued)

(iii) Analysis of other direct costs

	2023	2022
	£	£
Donations to schemes	8,802,685	20,847,423
Other costs	22,200	35,610
	8,824,885	20,883,033

(iv) This is stated after charging

	£	£
Auditors remuneration	21,000	21,000
Depreciation	43,182	28,014
Trustees expenses	1,415	2,212
	65,597	51,226

All donations to schemes relate to donations made to the community trusts of football clubs and other third sector organisations to support the promotion of, and participation in, healthy recreation by the general public. Projects supported include schemes to develop the social and life skills of young persons; to provide educational opportunities for young people; and to improve health and fitness for all in local communities.

Within other direct costs there was a reduction of £310,771 relating to a reclassification of management charges which had historically been included within costs. In line with the charity's reserves policy, any amounts in excess of the strategic reserves will be planned for investment by the Trustees to further the charity's objectives.

Notes (continued)

6. Staff numbers and costs

Group	2023 £	2022 £
Employee costs during the year amounted to:		
Wages and salaries	2,661,105	2,374,488
Social security costs	264,963	264,509
Other pension costs	207,916	222,295
	3,133,984	2,861,292
Average monthly number of persons employed by the Company during the period excluding directors:	58	70

None of the trustees received any remuneration in respect of their services as directors of the Company (2022: £nil). The expenses received by trustees in the year totals £1,414 (2022: £2,212).

Total contributions to the defined contribution scheme amounted to £207,916 (2022: £222,295). Payments of £nil were outstanding as at 30 June 2023 (2022: £nil).

There was no employees paid between £100,000 and £110,000 in the period (2022: one).

There were three employees paid between £70,000 and £80,000 (2022: two)

There were three employees paid between £60,000 and £70,000 (2022: two)

During 2022-23, employee benefits of the key management personnel of the Trust comprising the Chief Executive Officer and an average of 8 within the Senior Management Team total £712,367 (2022: £787,683). No restructure costs were included in the calculation of the Senior Management Team Total. Trustee roles are voluntary and received £nil remuneration (2022: £nil).

Redundancy costs of £284,317 (2022: £nil) are included within Wages and Salaries, due to the restructure of the organisation. Of these, £188,450 (2022: £nil) were ex-gratia payments. Additional information on the total restructuring costs incurred by the company can be found at Note 12.

Notes (continued)

7. Tangible fixed assets

Group	Computer Hardware & Fittings £	Computer Software £	Office Equipment £	Total £
Cost				
At 1 July 2022	150,461	97,229	9,243	256,933
Disposals	(10,793)	-	-	(10,793)
At 30 June 2023	139,668	97,229	9,243	246,140
Depreciation				
At 1 July 2022	(108,231)	(35,674)	(6,355)	(150,260)
Charge in year	(17,822)	(23,049)	(2,311)	(43,182)
Depreciation Eliminated of Disposal	8,052	-	-	8,052
At 30 June 2023	(118,001)	(58,723)	(8,666)	(185,390)
Net book value				
At 30 June 2022	42,230	61,555	2,888	106,673
At 30 June 2023	21,667	38,506	577	60,750

Notes (continued)

7. Tangible fixed assets (Continued)

Charity	Computer Hardware & Fittings £	Computer Software £	Office Equipment £	Total £
Cost				
At 1 July 2022	150,461	69,225	9,243	228,929
Disposals	(10,793)	-	-	(10,793)
At 30 June 2023	139,668	69,225	9,243	218,136
Depreciation				
At 1 July 2022	(108,231)	(7,670)	(6,355)	(122,256)
Charge in year	(17,822)	(23,049)	(2,311)	(43,182)
Depreciation Eliminated of Disposal	8,052	-	-	8,052
At 30 June 2023	(118,001)	(30,719)	(8,666)	(157,386)
Net book value				
At 30 June 2022	42,230	61,555	2,888	106,673
At 30 June 2023	21,667	38,506	577	60,750

Notes (continued)

8. Investments

Group and charitable company	Shares in subsidiary	
	2023	2022
	£	£
Cost and net book value		
Investment in subsidiary	1	1

FLT Community Trading Limited is a wholly owned trading subsidiary of The Football League (Community) Limited and is registered in England and Wales and incorporated in Great Britain. FLT Community Trading Limited received funds from commercial partners which are distributed to community schemes on the partners' behalf, with any surplus gifted to The Football League (Community) Limited.

A summary of the trading results of FLT Community Trading Limited is shown as note 3 above.

Notes (continued)

9. Debtors

	Group		Charitable company	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	606,622	1,011,530	477,801	1,011,530
Other debtors	7,500	18,219	7,500	18,219
Amount due from intercompany debtors	-	-	-	89,226
Prepayments and accrued income	107,911	1,771,468	52,300	1,771,468
	<u>722,033</u>	<u>2,801,217</u>	<u>537,601</u>	<u>2,890,443</u>

Accrued income is recognised as an asset where grants have been awarded prior to the receipt of monies from the funding body. The timing of monies received from the funding body is dependent on the contractual terms.

10. Creditors: amounts falling due within one year

	Group		Charitable company	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	102,515	56,927	102,432	56,927
Other creditors	-	-	-	-
Accruals and deferred income	1,868,717	6,660,699	1,757,117	6,597,021
Amount due to intercompany creditors	-	-	-	-
Social security and other taxes	72,974	97,003	51,498	77,007
	<u>2,044,206</u>	<u>6,814,629</u>	<u>1,911,047</u>	<u>6,730,955</u>

Accruals are recognised where grants have been awarded pre-year end and the monies are paid post year end. Accruals are also recognised on the basis that if distributions were not made then an obligation would exist to return the monies back to the funding body net of any entitlement to retained management charges.

Deferred income is recognised where cash received exceeds grants awarded and the amount of cash received does not meet the criteria to be recognised as voluntary income.

Notes (continued)

11. Analysis of net assets between funds

Group	Unrestricted funds	Designated funds	Restricted funds	Total funds 2023	Total funds 2022
	£	£	£	£	£
Fund balances at 30 June 2023 represented by:					
Fixed assets	-	60,750	-	60,750	106,673
Current assets	-	5,161,723	2,072,282	7,234,005	12,679,811
Current liabilities	-	-	(2,044,206)	(2,044,206)	(6,814,629)
	-	5,222,473	28,076	5,250,549	5,971,855
Charitable company	Unrestricted funds	Designated funds	Restricted funds	Total funds 2023	Total funds 2022
	£	£	£	£	£
Fund balances at 30 June 2023 represented by:					
Fixed assets	-	60,750	-	60,750	106,674
Current assets	-	5,074,617	1,939,123	7,013,740	12,562,647
Current liabilities	-	-	(1,911,047)	(1,911,047)	(6,730,952)
	-	5,135,367	28,076	5,163,443	5,938,369

Notes (continued)

12. Reconciliation of movements in funds

Group	At 1 July 2022	Incoming Resources	Outgoing resources	Transfers	At 30 June 2023
Restricted funds					
Total restricted funds	221,623	7,845,034	(8,038,581)	-	28,076
Designated funds					
Business Development Grants	200,687	-	(190,201)	(10,486)	-
Strategic reserve	1,770,000	-	(493,621)	1,048,621	2,325,000
Designated funds	3,779,545	-	(55,913)	(826,159)	2,897,473
Total designated funds	5,750,232	-	(739,735)	211,976	5,222,473
General funds					
Total general funds	-	4,477,068	(4,265,092)	(211,976)	-
Total Funds	5,971,855	12,322,102	(13,043,408)	-	5,250,549

The net movement of unrestricted funds was a decrease of £527,759 (2022: increase of £737,967).

The decrease of unrestricted funds included £493,691 of restructuring costs, which were utilised from the strategic reserve following the loss of the National Citizen Service residential income. £20,000 was funds distributed to towards the delivery of programmes. £35,913 was utilised against expenses towards the future strategy of the organisation. £190,201 was released to Club Community Organisations for Business Development Grants.

£576,000 was allocated in the year ended 30 June 2022 to provide a £8,000 Business Development Grant to support all 72 Club Community Organisations for new projects and infrastructure and is shown within designated funds. The £190,201 relates to the distribution of these New Business Grants, distributed in the year ending 30 June 2023. The movement of £10,486 is an underspend from the total allocation, which the has been transferred to Designated Funds to be determined how to be utilised by the Board of Trustees.

The net movement of restricted funds was a decrease of £193,547 (2022: increase of £131,556). The restricted funding relates to funds received in 2023, which have been agreed to be allocated against costs which will be incurred in the future. This relates to grant funding, which has been recognised in the financial year, in accordance with The Charities Statement of Recommended Practice, however the expenditure will be incurred after 30 June 2023.

Notes (continued)

12. Reconciliation of movements in funds (Continued)

In order to protect the charitable company from any unforeseen adverse movements in income or expenses, the trustees have designated a sum of £2,325,000 of the free reserves of the charitable company as a strategic reserve, being 9 months of budgeted expenses. The trustees will consider the best use of the remaining unrestricted funds over the course of the coming 12 months.

13. Reconciliation of changes in resources to net cash outflow from operating activities

Group	2023 /£	2022 £
Net incoming resources	(721,306)	869,523
Investment Income	(121,230)	(4,764)
Depreciation	43,182	28,014
Decrease/(Increase) in debtors	2,079,184	(1,790,375)
Increase/(Decrease) in creditors and deferred income	(4,770,423)	2,121,123
Net cash inflow / (outflow) from operating activities	(3,490,593)	1,223,521

14. Analysis of cash flows for headings in the cash flow statement

	2023 £	2022 £
Cash inflow from returns on investments and servicing of finance		
Interest receivable and other similar income	121,230	4,764
Cash outflow from capital expenditure and financial investment		
Payments to acquire tangible fixed assets	-	95,107

Notes (continued)

15. Company Limited by guarantee

The Company does not have a share capital. The Company's assets are guaranteed by The Football League Trust Limited (registered company no. 6466997) up to a sum not exceeding £1.

16. Related party transactions

By the charitable company's nature, The Football League (Community) Limited may enter into a number of transactions in the normal course of its operations with the Football Association, the Premier League Limited and the Professional Footballers' Association.

Voluntary income includes £2,800,000 which was received directly from the Professional Footballers' Association. The balance due at the end of the year was £nil (2022: £nil).

At the year end, FLT Community Trading Limited owed £nil to the Football League Community Limited (2022: £89,226).

During the year, the Football League Limited, (the ultimate parent of the Company) and the Football League (Community) Limited entered into a number of transactions in the normal course of business, totalling £749,354 (2022: £378,777). At the year end the Football League (Community) Limited was owed £nil by the Football League Limited in 2022 the Football League (Community) Limited owed the Football League Limited £nil.

In addition, the Football League Limited donated goods and services to the charitable company on a free of charge basis to a value of approximately £389,521 (2022: £499,751). In compliance with the requirements of FRS102, these amounts have been added to income and expenditure in the appropriate years.

17. Ultimate parent company and controlling party

The Football League (Community) Limited (Company registered number 6469948) is a wholly owned charitable subsidiary of The Football League Trust Limited (Company registered number 6466997) and is registered in England and Wales and incorporated in Great Britain.

The Football League Trust Limited is, in turn, a wholly owned subsidiary of The Football League Limited (Company registered number 80612).

The Football League (Community) Limited is excluded from consolidation on the grounds that its relationship with The Football League Limited does not meet the criteria for a parent and subsidiary relationship to exist as it does not have the voting rights to have control over the Football League (Community) Limited board or the power to remove or appoint trustees in order to gain such control.

Notes (continued)

17. Ultimate parent company and controlling party (Continued)

The largest group in which the results of the Company are consolidated is that headed by Football League (Community) Limited. No other group financial statements include the results of the Company. The consolidated financial statements of the Group are available to the public from Companies House, Crown Way, Cardiff, CF14 3UZ.

Notes (continued)

18. Comparative Information

Comparative Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2022

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2022	Total 2021
		£	£	£	£	£
Income from:						
Donations	2	6,296,479	-	-	6,296,479	6,414,666
Charitable activities	2	-	-	19,585,091	19,585,091	15,316,534
Other trading activities	3	-	-	100,000	100,000	-
Investments	4	4,764	-	-	4,764	4,722
Total income		6,301,243	-	19,685,091	25,986,334	21,735,922
Expenditure on:						
Raising funds	3	(63,675)	-	-	(63,675)	(20)
Charitable activities	5	(5,002,364)	(497,237)	(19,553,535)	(25,053,136)	(20,137,705)
Total expenditure	5	(5,066,039)	(497,237)	(19,553,535)	(25,116,811)	(20,137,725)
Net income/(expenditure)		1,235,204	(497,237)	131,556	869,523	1,598,197
Transfers between funds	12	(1,235,204)	1,235,204	-	-	-
Net movement in funds		-	737,967	131,556	869,523	1,598,197
Reconciliation of funds:						
Total funds brought forward		-	5,012,265	90,067	5,102,332	3,504,135
Total funds carried forward		-	5,750,232	221,623	5,971,855	5,102,332

Notes (continued)

18. Comparative Information (Continued)

Comparative Incoming Resources

Group	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
National Citizen Service Trust	3,455,279	10,785,629	14,240,908	12,429,398
Department of Work and Pensions		3,915,780	3,915,780	519,854
Professional Footballers' Association	2,800,000		2,800,000	2,800,000
University of South Wales		2,019,261	2,019,261	1,657,475
Sport England		778,362	778,362	1,103,827
Move and Learn/Joy of Moving		572,600	572,600	556,500
English Football League donation "in kind"		499,751	499,751	345,302
Wembley National Stadium Trust		265,000	265,000	-
Youth Endowment Fund		235,186	235,186	-
Football Association		216,200	216,200	140,000
Youth Futures Foundation		136,859	136,859	180,333
Education and Skills Funding Agency		74,657	74,657	247,615
National Health Service		71,606	71,606	-
Other	41,200	14,200	55,400	3,448
Department of Culture Media and Sport			-	1,310,000
MHCLG			-	287,737
Network Rail			-	116,318
Warwickshire College Group			-	12,500
Government Furlough Grant			-	19,243
Women In Sport			-	1,650
	6,296,479	19,585,091	25,881,570	21,731,200

Notes (continued)

18. Comparative Information (Continued)

Comparative Analysis of net assets between Funds

Group	Unrestricted funds	Designated funds	Restricted funds	Total funds 2022	Total funds 2021
	£	£	£	£	£
Fund balances at 30 June 2022 represented by:					
Fixed assets	-	106,673	-	106,673	39,580
Current assets	-	5,643,559	7,036,252	12,679,811	9,756,258
Current liabilities	-	-	(6,814,629)	(6,814,629)	(4,693,506)
	-	5,750,232	221,623	5,971,855	5,102,332
Charitable company	Unrestricted funds	Designated funds	Restricted funds	Total funds 2022	Total funds 2021
	£	£	£	£	£
Fund balances at 30 June 2022 represented by:					
Fixed assets	-	106,674	-	106,674	39,581
Current assets	-	5,610,072	6,952,575	12,562,647	9,759,096
Current liabilities	-	-	(6,730,952)	(6,730,952)	(4,693,506)
	-	5,716,746	221,623	5,938,369	5,105,171

Notes (continued)

18. Comparative Information (Continued)

Group	At 1 July 2021	Incoming Resources	Outgoing resources	Transfers	At 30 June 2022
Restricted funds					
Total restricted funds	90,067	19,685,092	(19,553,536)	-	221,623
Designated funds					
Infrastructure grants	-	-	(375,313)	576,000	200,687
Strategic reserve	1,770,000	-	-	-	1,770,000
Designated funds	3,242,265	-	(121,924)	659,204	3,779,545
Total designated funds	5,012,265	-	(497,237)	1,235,204	5,750,232
General funds					
Total general funds	-	6,301,243	(5,066,039)	(1,235,204)	-
Total Funds	5,102,332	25,986,335	(25,116,812)	-	5,971,855

Notes (continued)

Officers for the year ending 30 June 2023

Directors

Liam Scully

Charlotte Hill OBE

Roger Davidson

Robbie Drye – resigned 26 September 2022

Trevor Birch

Deborah Jevans CBE – resigned 8 June 2023

Andy Williamson OBE

John Hudson – resigned 18 July 2022

Dave Palmer – appointed 18 July 2022

Nick Perchard

Louise Gear

Uma Cresswell

Carol Shanahan

Company Secretary

Catherine Abraham

Who We Work With

EFL Trust Registered address and principle address

EFL House, 10-12 West Cliff, Preston, PR1 8HU.

Charity registered number 1132689

Secretary: Cathy Abraham

Chief Executive Officer: Mike Evans – resigned 28 February 2023

Bankers: Barclays Bank PLC, 2-4 Birley Street, Blackpool, Lancashire, FY1 1DU.

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London, WC2A 3LH.

Notes (continued)

Auditor: Saffery LLP Chartered Accountants and Registered Auditor, Mitre House, North Park Road, Harrogate HG1 5RX.

Post Balance sheet Events

Directors

Liam Scully
Charlotte Hill OBE – resigned 26 February 2024
Roger Davidson
Trevor Birch
Andy Williamson OBE
Nick Perchard
Louise Gear
Uma Cresswell
Carol Shanahan OBE
David Palmer
Caroline Artis – appointed 28 November 2023

Company Secretary

Catherine Abraham

Senior Management Team

Debbie Cook – Appointed Director of Community – appointed 26 February 2024
Catherine Abraham - Appointed interim CEO – 1 January 2023 to 25 February 2024
Andy Snell - Director of Business Development
Andrew Sellers – Director of Finance
Adrian Bradley – Head of Health & Wellbeing
Dominik Stingas Paczko - Appointed Head of Participation and Community Engagement – appointed January 2023
Michelle Robins – Head of Marketing & Communications
Debbie Williams – Head of People – appointed September 2022
Mark Walsh – Head of Education & Employability – appointed April 2023

THE FOOTBALL LEAGUE (COMMUNITY) LIMITED

England & Wales - Charity number 1132689

Accounts



The Football League (Community) Limited
Trustees' report and financial statements
30 June 2022

The Football League (Community) Limited Trustees'
Report and Financial Statements for the year ended 30 June 2022



Registered number 6469948.

Charity registered number 1132689.



The Football League (Community) Limited Trustees' Report and Financial Statements for the year ended 30 June 2022

Registered number 6469948

Charity registered number 1132689

A word from our Chair, Liam Scully

When I became Chair of the EFL Trust in September 2021, our network of Club Community Organisations had experienced a period of significant change, as had the rest of England and Wales, with the need to adapt and flex previous methods of support, working practices and indeed lifestyles at the forefront of organisational priorities. There was also still a strong sense of uncertainty, following the initial impact of the COVID-19 pandemic.

One thing that was clear, however, was that our Football Club based charity network had, throughout that period adapted and delivered what their communities needed phenomenally, and had remained trusted, high-quality deliverers of projects and services that addressed the ever more complex needs of the communities we serve.

I must firstly commend John Nixon for his performance, time and commitment to the EFL Trust during his tenure as Chair, and also his personal time spent providing me with the knowledge he could share, prior to handing over the reins. John was Chair from December 2011 to July 2021 and helped guide the organisation from a turnover of £4.9m to £21.7m

As many organisations do, we find ourselves working against a continuing backdrop of a change, both for Football and for our communities, and as a result, it has never been more important for us to understand them and the value that we can deliver to them as anchor institutions.

Many of the financial issues Football faces, were in fact catalysts for the Fan-Led Review and the subsequent recommendation that the game introduces an independent regulator. The failure of English football to operate in a financially sustainable way has pushed the game to its limit, and that is why the EFL has backed the Review recommendations so that we can set the game on stable footing for the next generation.

In our communities, the ongoing outcomes from the pandemic affecting health, wellbeing, employment and isolation have been compounded by an economic and cost of living crisis. The people in EFL communities, who are amongst the most deprived across the country, have never needed us more.

At the EFL Trust, we know what we do well, but we are also conscious of the ongoing requirement to adapt to the changing needs of our Clubs, CCOs and their communities, funders and wider stakeholders.

During this period, we have seen the continuation of strong delivery across a range of existing projects - NCS, USW degree programme, Fit Fans, Extra Time Hubs, Kickstart, Joy of moving and

Every Player Counts. The development and success of these programmes, has ensured that the EFL Trust has delivered a strong financial period, enabling the organisation to further invest in the network of Club Community Organisations both financially, and through ensuring governance and best practice by working with the Premier League to carry out CCOP.

Along with this delivery, we have seen a continuation of key partnerships and the strengthening of our relationships with key industry stakeholders such as Department of Work and Pensions and Sport England. Of course, none of what we achieve would be possible without the support of our key football partners, the Professional Footballers' Association, the Premier League and The FA.

During the 2021/22 financial year, we have been delighted to strengthen our Board further and welcome Carol Shanahan, Chair of Port Vale FC; Uma Cresswell, International HR consultant; and Dave Palmer, Community Liaison Executive at the PFA (post year-end). All bring extensive experience to the Board and we are excited to move the organisation forward together.

As they depart from the Board, I must also extend sincere thanks to Robbie Drye and John Hudson for their commitment to our vision and objectives during their time on the Board.

John Hudson joined the EFL Trust Board in 2018 and has played a significant role in the development of the EFL Trust. John provided extensive knowledge and brought over 20 years' experience within the football industry. As Chair of the Audit and Risk Committee he drove the standards and ensured best practice of governance across the organisation, providing expert advice to the EFL Trust executive.

Robbie Drye joined the EFL Trust in 2018. In his role as Trustee and member of the Audit and Risk Committee, his extensive financial knowledge gave guidance and assurance to the Board of Trustees. Robbie also provided extensive support to the EFL Trust executive.

All that remains to be said is a massive thank you to Mike Evans for his leadership of the EFL Trust for the past 11 years, since his appointment to General Manager in 2011. Under Mike's guidance and project management, we saw the Trust secure its first significant multi-Club Community Organisation (CCO) contract; significant growth from a charity with just ten employees in 2012 to over 70 in 2021. Financial growth has followed a similar trajectory. Between 2011 and 2021 the turnover of the Trust increased from £5.7m to £21.7m, allowing the Trust to provide more funding to CCOs in order to effectively deliver its vision. Mike should be extremely proud of everything he has achieved during his tenure and the Board wished to extend their sincere thanks.

As we moved into the 2022/23 financial year, significant challenges have faced the EFL Trust, with a new structure applied to the National Citizen Service programme for 2023 onwards, resulting in an unsuccessful bid from the EFL Trust to maintain residential contract services going forward. Whilst this outcome has a determinantal impact on the growth seen over the past 12 years, with a significant reduction in income, the EFL Trust Board and team have worked hard to restructure the organisation, which has been designed to ensure that there is effective support of the Club Community Club network continues with experienced subject matter experts retained in key roles, as we explore a number of exciting opportunities. The Board and I have absolute faith that we will achieve this continued support and grow once more.

We look forward to developing our strategy for 2025 onwards, with our long term, strong partnerships and an experienced committed team at the heart of our ongoing vision to create stronger, healthier, more active communities.

Chief Executive Officer's Report

The period since The EFL Trust's inception in 2008, when we were established to support the growing amount of community work carried out by football clubs within the EFL, has been phenomenal, rewarding and never ceases to amaze me.

The impact our Club Community Organisations (CCOs) have on a diverse range of communities across England and Wales was already immense but when the Covid-19 pandemic struck, the impact reached higher and unprecedented levels.

This is reflected in the charity posting its highest ever turnover for the year at £26 million and enabling us to bolster our reserves for what we know is likely to be a challenging period moving forwards.

As the summer of 2021 arrived, most legal limits on social contact had lifted and our communities began to face uncertain and impactful outcomes. EFL Clubs and their CCOs continued to adapt and develop, as did the EFL Trust, with us all keeping people at the heart of our priorities both within our wider communities and our own organisations.

Even though we all faced hardship and challenging times, what we are delighted to highlight in this report is a proud reflection of the incredible work across the network between July 2021 to June 2022.

Ten years on from the first pilots for NCS within the network, over the Summer, the EFL Trust supported more than 10,000 young people who delivered over 33,000 hours of social action.

We found new ways to support young people as we became a trusted gateway organisation for the Government scheme Kickstart, developed in response to the challenges faced by young people - a demographic hit hard by unemployment during the pandemic. By the Summer of 2021, over 150 young people were engaged in paid work via the Kickstart scheme across our network. Twelve months on, more than 700 Kickstart placements had been provided to young unemployed people at 65 EFL Clubs and CCOs across the country as part of our commitment to supporting young people into employment, offering an important step to begin careers and build key life skills.

During the Summer, the EFL Trust was also delighted to announce the expansion of its Talent Inclusion Programme work with the FA. Twenty-four new EFL CCOs – making 34 in total – pledge their support to the programme which ensures that through existing community activities, talented female participants can be identified and referred to the FA England Women's Talent Pathway.

At this point, we had little idea of the surge of interest and opportunities that were to come when the Women's Euros, and England's historic winning performance, hit the country the following Summer. We remain proud of our network and its integral role in the early days as well as the ongoing development of the women's and girls' game in England.

Moreover, our network continued to reach tens of thousands of people to help them enjoy their retirement years and maximise the positive changes in getting older. Our EFL Trust Extra Time Hubs, funded with the support of Sport England's Active Ageing fund from the National Lottery, provide the opportunity to meet people, socialise, form new friendships, and do the things they enjoy.

For Lynn in Greenwich, Lee in Derby, Avril in Wigan, David in Lincoln, and many other members across the country, for example, the sense of community and togetherness of the Hubs has seen them through tough times. Members tell us they feel valued, supported, have a purpose, and have something to look forward to. Many have called the Hubs, run at CCOs in Bolton, Burton upon Trent, Charlton, Crawley, Derby, Lincoln, Northampton, Plymouth, Shrewsbury, Sunderland and Wigan, a "lifeline."

And our long-term programmes continued to grow in the period...

Our partnership with the University of South Wales goes from strength to strength with 635 students studying for their degrees during this period, all based at our CCOs and new degree subjects being developed for launch in the future.

Our longest commercial partnership with Ferrero UK has been extended again, demonstrating their commitment to getting young people more active through play. The Joy of moving programme, now in its ninth season, engaged with almost 50,000 children during the previous year.

Our successful FIT FANS programme continued to impress and support people who have made massive improvements to their health and lifestyle. The free health programme, which enables people to learn and put into practice small, consistent changes to improve their health and lead more active lives, grew during this period, and runs at around 40 EFL Clubs across England. Looking forward to 2022/23, we are optimistic that there will be further growth into new areas and with new partnerships developed across the United Kingdom.

In the Autumn, the EFL Trust National Conference 2021 was back at St. George's Park, Burton. CCOs came together to celebrate their collective work across the nation. Hosted by two inspirational young people who have benefitted from EFL Trust programmes, Maya Rajab from NCS and Henry Whitaker who came through the Kickstart Scheme, the Conference was a success and was used to launch 'EFL Green Clubs', a League-wide initiative to support Clubs in becoming more environmentally sustainable.

Not long after, the EFL's relationship with partner Smart Energy GB was extended to include a community focus, increasing education and awareness around the benefits of smart meters for people in our communities.

With one eye on energy usage and another on the emerging cost of living crisis, more than 70 CCOs reached out to their communities to provide support and help people find ways to feel more in control of their energy bills.

Always a favourite annual occasion for me, I once again sat on the judging panel for the Community EFL Awards, as we reviewed and honoured the incredible work of our Clubs in the Community. Regional winners this year included Blackpool, Middlesbrough, Derby County, MK Dons and Plymouth Argyle, all fantastic examples of the incredible impact their diverse and innovative work has on their communities.

After winning the Regional Award for London, AFC Wimbledon were named the Your Move Community Club of the Season. The Club's significant volunteering numbers and scale of impact in the community made them a winner with this year's judges, with 850 local people volunteering on its projects over the last year.

Moreover, we were delighted to see EFL Clubs and CCOs also recognised at both the Leaders Sports Awards and Sports Business Awards for the important and unique role they played in supporting their local communities during the pandemic.

In April, we also supported the EFL's first ever Week of Action which showcased the work of EFL Clubs and CCOs who collectively invest over £100m in their communities every year, engaging with some of the most vulnerable members of society.

None of this would be possible without the commitment of our fantastic team of staff who have as ever worked relentlessly through the year to support our CCOs and seek out new opportunities for them to develop.

As we look forward, we are aware and preparing for significant challenges on the horizon. Our communities will be under more pressure than ever before as they continue to navigate through the post pandemic era, the NCS Trust looks to review and create a new future for the programme and increasingly, a devolved approach to funding emerges more strongly.

These will however be my last notes as CEO in an annual report, as I have decided to stand down in the early part of 2023 and Cathy Abraham (formerly Director of Operations) has been appointed as CEO of the EFL Trust for an interim period.



I would just like to take this opportunity to thank the Board and all our staff who have made this role such a pleasure over the past 11 years, and also to our incredible Club Community Organisations - at the heart of everything we do to create stronger, healthier, more active communities...

Mike Evans

Chief Executive Officer

EFL Trust Structure

The Football League (Community) Limited (Charity number 1132689) (the "Company"), operating under the name "EFL Trust", is the official charitable arm of the Football League Limited ("EFL").

The ultimate parent company of The Football League (Community) Limited is The Football League Limited, which is a member of The Football League Trust Limited (a company limited by guarantee).

The Football League Trust Limited is the only member of The Football League (Community) Limited, which is a company limited by guarantee which obtained charitable status on 13 November 2009.

The Football League (Community) Limited, in turn, is the sole shareholder of its subsidiary, FLT Community Trading Limited, a company limited by shares which was incorporated on 10th June 2010.

The Company operates under the rules of its Memorandum and Articles of Association dated 10 January 2008, as amended on 17th March 2016. The Company undertook a review of its Articles of Association to ensure they fully reflect the governance improvements; these were approved by our Board in March 2020 and have been updated at Companies house following approval from the Charities Commission.

The new governance structure is fully operational and has been instrumental in supporting the delivery of our strategic objectives and helping the organisation and our network successfully navigate through the COVID-19 pandemic and post pandemic period. We are fully compliant with Sport England Tier 3 code of Governance and will be working with Sport England to plan our approach to achieving the requirements within the revised code that was launched in the latter stages of 2022. The Audit and Risk Committee has managed the process of reviewing our approaches to procurement and contract management, the Service Level Agreement with the EFL and implementation of EFL Trust's Reserves policy. Through strong scrutiny of our risk register the committee have ensured compliance with Data Protection and Information Technology security policies and closely monitored the organisation's top 5 strategic risks. The top 5 risks continue to focus on the financial impact of funding loss and financial pressures on the CCO network, the

committee have worked closely with the executive throughout the year stress testing financial scenarios to mitigate such risks.

In addition, the Committee have taken on a more detailed scrutiny role of EFL Trusts' Safeguarding approach to support the Board in ensuring continued best practice in this area.

The Remuneration and Nominations Committee have played a key part in the recruitment of a new Chair and Independent trustee to ensure continued good governance of the organisation, the process was also an opportunity to improve the diversity of board membership. The Committee also managed the process of reviewing the EFL Trust's Remuneration policy to ensure this remains fair and competitive with the wider charity sector.

The EFL Trust Advisory Group continues to provide a formal opportunity for the CCO network to influence the strategic and operational direction of the organisation through their nominated representatives. The Group have input into how the use of unrestricted reserves should be prioritised to benefit the network, the content of key engagement events together with how best the EFL Trust can use their position to advocate for the network with key national and local decision makers.

Reserves policy

It is the policy of the charitable company to maintain unrestricted funds at a level that will be adequate to meet unrestricted expenditure for the foreseeable future.

The total net assets of the charitable company at the end of the financial year were £5,971,855 (2021: £5,102,332).

The free reserves of the charity are the unrestricted funds including designated funds less the fixed assets held which in the current year is £5,643,559 (2021: £4,972,685).

The outgoing resources for the year ended 30 June 2022 amounted to £25,116,811 (2021: £20,137,725).

A strategic reserve figure of £1,770,000 (2021: £1,770,000) is considered by the trustees as a reasonable level to retain, to cover up to six months of wages and salaries, plus a provision for other closure costs. In considering the current economic outlook, including the continuing impact from the Covid-19 pandemic, it was determined an additional £1,000,000 would be designated as a reserve to ensure the organisation is able to achieve its strategy. The amount is included with the £3,779,545 new designated reserve figure.

Any residual amount of Unrestricted Reserve including designated funds, above the strategic reserves and allocated funds will be planned by the trustees to be spent to further the charity's objectives. At the year end this was £2,779,545 (2021: £3,242,265). In the year ending 30 June 2022 £576,000 was allocated to provide a £8,000 New Business Grant to support all 72 Club Community Organisations for new projects and infrastructure. The balance of the New Business Grant at 30 June 2022 is £200,687, which will be distributed in the year ending 30 June 2023.

As at the 30 June 2022 £221,623 (2021: £90,067) relates to restricted funding, where income has been received in the financial year, but is restricted to be used against costs which will be incurred after 30 June 2022.

EFL Trust Board

The EFL Trust Board of trustees is responsible for providing the organisation's strategic direction and supporting the Senior Management Team. The Board consists of four ex-officio positions, four EFL nominated positions and four independent positions. John Nixon was Chair of the Board until September 2021, where he was then replaced by Liam Scully. The Board is as follows:

Liam Scully (Chair)

Liam Scully has more than 20 years of experience working in football and communities, having started his career via an apprenticeship and working his way up to become chief executive of Lincoln City.

Prior to joining Lincoln, Liam spent 16 years in various roles at Doncaster Rovers and the wider Club Doncaster group – starting as an apprentice funded by the Professional Footballers Association (PFA) and graduating to a spell as Foundation chief executive then chief operating officer of Club Doncaster. That rise through the ranks culminated in Liam being inducted into the National Apprenticeship Hall of Fame in 2007.

Liam also holds voluntary offices including director of Lincolnshire County FA, trustee of Lincoln City Foundation, along with ambassador roles at the Asian Sports Foundation and XP Free School Trust.

Trevor Birch (Ex-officio)

Trevor was appointed Chief Executive of the EFL and replaced David Baldwin on the EFL Trust Board in January 2021. Trevor Birch has held several prominent roles within football, including Chief Executive at Chelsea, Everton, Leeds United, Sheffield United and Derby County, as well as Chair of Swansea City and most recently, Director of Football Operations at Tottenham Hotspur.

Louise Gear (Ex-officio)

Louise is Head of Development at The FA and brings to her role of Trustee a huge amount of experience. She joined the FA as Head of Women's Development in November 2017, prior to her role at The FA Louise was Director of Strategic Networks at the Youth Sport Trust.

Dave Palmer (Ex-officio)

Dave is the PFA Community Liaison Executive which involves working with various personnel at Football League clubs, advising on and monitoring player engagement within local communities. He has more than 30 years' experience and has worked with several national organisations supporting the PFA's Corporate Social Responsibility agenda.

Nick Perchard (Ex-officio)

Nick is Head of Community Development and Football Policy at the Premier League where he is responsible for the delivery of the Premier League's community strategy, which aims to use the inspiration of the Premier League and professional clubs to help young people realise their potential.

Andy Williamson OBE (EFL Nominated)

Andy's career at EFL began in 1971, when at the age of 17, he joined the Player Administration Department before rising through the ranks to become Chief Operating Officer. Andy is a life member of the EFL and was awarded the prestigious 'Contribution to League Football Award' at the EFL Awards in 2016 for 45 years of unbroken service to the EFL.

Debbie Jevans CBE (EFL Nominated)

Debbie Jevans CBE has been a leading figure in sports management and administration for over 30 years. She was the first female to be appointed as the Director of Sport for an Olympic Games. She is currently also a Trustee of the Invictus Games, Vice Chair of the All England Lawn Tennis Club and Independent Non-Executive Director of the EFL.

Carol Shanahan OBE (EFL Nominated and Chair of Advisory Group)

Carol Shanahan OBE is Chair of Synectics Solutions and Port Vale FC. Carol has been the driving force behind the Vale's resurgence on and off the field and helped to build the club's reputation with its supporters and nationally within the industry. In the Queen's Birthday Honours 2020 Carol, aged 62, was awarded an OBE for services to the communities of Stoke-on-Trent.

Charlotte Hill OBE (Senior Independent Trustee)

Charlotte Hill OBE has been the CEO at food redistribution charity The Felix Project since January 2022, Charlotte became the Chief Executive of Step Up To Serve in April 2014 and spent part of 2020

on secondment to BBC Children in Need. Previously, she was Chief Executive of UK Youth, having become CEO during the charity's centenary celebrations. Charlotte also Chairs the EFL Trust's Remuneration & Nominations Committee.

Roger Davidson (Independent)

Roger is Director of Strategy and Transformation for the London Ambulance Service NHS Trust. Since the start of 2016, Roger has worked with health and care leaders across the country on system transformation strategy and policy, system leadership development, clinical and professional leadership, local government and voluntary sector partnerships, public involvement, communications, and stakeholder relationships.

Uma Cresswell (Independent)

Uma is a Non-Executive Director serving on several boards both in the private and third sector, including her role as Non-Executive Board member for Fair for You.

Uma also runs her own international HR consulting business and spent over 25 years in senior HR roles around the globe. Currently serving as President Emeritus of City Women Network, Uma is passionate about developing talent and, supporting women of colour.

Robbie Drye (Independent)

Robbie is Head of Financial Planning and Analysis at London Marathon Group after over 4 years as Deputy Head of Financial Management at Great Ormond Street Hospital for Children. He trained as a Chartered Accountant at Ernst & Young in London.

Note: Robbie stepped down from his Board position during October 2022.

Senior Leadership and Management Teams

During the reporting period (July 1st 2021 to June 30th 2022), day to day management of the charity was delegated by the trustees to Mike Evans (Chief Executive Officer) and the Senior Leadership Team (SLT).

The SLT is responsible for the overall running of the EFL Trust, including the sanction of organisation policies, investments, and recruitment decisions.

The Senior Management Team (SMT) includes four members of the SLT and six Department Heads. The EFL Trust Senior Management Team is responsible for driving forward and delivering the strategy of the EFL Trust.

The team brings together a vast amount of experience across a range of sectors and all team members are committed to improving the lives and opportunities of individuals in EFL

communities across the UK. The remuneration of the SLT and SMT is reviewed annually by the Board. In addition, all salaries are periodically benchmarked against similar charities, considering comparative turnover and staff numbers. From this, a remuneration range is established for each role and level of responsibility. Individual salaries are then negotiated within the applicable range, based on performance. No trustees received any remuneration for their services as trustees.

Details of Trustees' expenses are disclosed in note 6.

Mike Evans

Chief Executive Officer

Mike has been with the EFL Trust since it was formed in 2008, working in a variety of senior management positions before becoming Director of Operations in October 2011 and then CEO in 2019. During that time, the organisation has grown from a team of seven to a team of over 60 full time staff, and turnover has grown from £4m to £20m.

In August 2022, Mike announced he will step down from his role before the end of the 2022/23 season, and with the delegated authority of the Board, Mike continues to provide leadership and is responsible for the EFL Trust's strategy development and implementation, budget and business plan and ensuring the organisation complies with the law and regulations.

He maintains a close working relationship with the EFL, ensuring strategic alignment between the two organisations. Acting as ambassador for the EFL Trust, Mike will continue to be the public face of the organisation and builds strategic relationships with stakeholders in football, politics, the media, and business.

Cathy Abraham

Director of Operations

Cathy is responsible for the strategic management of the business services which support the development of the EFL Trust and its network. Cathy supports the CEO and Director of Business Development with the overall executive leadership and growth of the organisation and ensures efficient and effective collaboration between the EFL Trust's Business Services teams and the Business Development team, effectively communicating priorities and delivering the support required to drive up standards of operation and grow the business.

Note: Cathy became interim CEO of EFL Trust in January 2023.

Andy Snell

Director of Business Development

Andy is responsible for sustainable business development, effective programme delivery and diversification of income streams. Andy leads and supports the Business Development team to exceed challenging targets through identifying and securing business opportunities that align with and add value to the EFL Trust's ambitious 2019-2024 strategy.

Andrew Sellers FCCA

Director of Finance

Andrew is responsible for the EFL Trust financial governance and strategy, ensuring the management and monitoring of all financial activity, including financial analysis, and planning. The Director of Finance also oversees the management of project income, expenditure, and subcontractor distributions.

Adrian Bradley

Head of Health & Wellbeing

Adrian is responsible for the strategic development of our health and wellbeing offer. He represents the network by managing relationships with national stakeholders including NHS England, Sport England, and leading health charities, manages our expanding portfolio of health interventions, and generates funding opportunities for the CCO network.

Loo Brackpool

Head of Participation & Community Engagement

Loo oversees the development of the Trust's strategy on engaging all sections of the community in active and inclusive citizenship, incorporating integration and diversity issues including the User / Youth Voice. This involves generating funding opportunities, capacity building the network and creating and maintaining key stakeholder relationships.

Adrian Tallon

Head of Education & Employability

Adrian leads the strategic development of the Education & Employability programmes of the EFL Trust, working with the Department for Education, The Department for Work & Pensions, the Education & Skills Funding Agency and our Higher Education partner, University of South Wales. He and his team develop programmes with key stakeholders and training providers that meet the needs of the CCO Network workforce and the employed and unemployed in local communities.

Dominik Stingas Paczko

Head of NCS

Dominik is responsible for the leadership and management of our national NCS programme, which supported and managed 65 community organisations to deliver life changing experiences to more than 10,000 teenagers.

Debbie Williams

Head of People

Debbie has responsibility for the development and management of the EFL Trust central business support functions which includes contract management, data management and human resource services including the wellbeing of the EFL Trust team.

Michelle Robbins

Head of Marketing & Communications

Michelle is responsible for the communication of the EFL Trust message to a wide variety of EFL Trust stakeholders. She drives the creative leadership of the EFL Trust brand and marketing activities. She is also responsible for the Marketing and amplification of all EFL Trust programmes and the work of the network of 72 CCOs, all contributing to the overall EFL Trust strategy.

Strategic Risks and Risk Management

Our Risk Management approach is well embedded into our operations and governance structure. To support our Audit and Risk Committee an operational risk management steering group meets on a quarterly basis to assess existing risks and identify new and emerging risks. The steering group establish appropriate mitigating actions against all risks and monitor progress in ensuring these are in place across the business.

The group has reporting lines directly into the Senior Management Team (SMT) and the Audit and Risk Committee (ARC), facilitating the regular discussion of risk management at the most senior level of the organisation. Minutes of each Audit and risk Committee meeting are included in every Board pack and the top 5 strategic risks are a standing agenda item at every Board meeting.

This last 12 months the committee have been integral to the executive's management of the key financial risks facing the organisation and our network, in particular navigating the external environment post pandemic.

During the year, the ARC members agreed to take on the role of closely scrutinising the organisations approach to safeguarding to ensure continued best practice in this area. This provides further assurance to our Board that risks in this area are effectively controlled. The

Committee also took on a closer monitoring of the standards of capability across our network of community club organisations by overseeing the levels of compliance against the Capability Code of Practice.

In addition, during the last 12 months the executive from the EFL Trust and the EFL met monthly, and the top strategic risks of both organisations are reviewed to ensure any cross-cutting issues are identified.

EFL Trust strategic risks have been grouped under the following key themes, and included here is a summary of risk mitigation controls in place:

Business growth in line with strategic aims and objectives:

Diversification of business growth remained a key mitigating control during 2021/22 to safeguard against an over reliance on the organisation's main source of income, the contract with NCS. In 2022, the NCS contract was subject to a retender. Working closely with the Audit and Risk Committee the executive developed a series of financial models based on each of the potential outcomes of this retender process. This enabled detailed plans to be put in place for each scenario which were signed off by our Board. Refer to the financial summary (Page 27) for further details.

Moving forward, our key priority is to try and secure a partnership with Sport England, which would facilitate a multi-year investment into our ability to advise, support, and represent the CCO network.

This investment would provide greater financial certainty to help us foster stronger relationships, not only with Sport England, but with other organisations across the health and wellbeing sector.

We are still supporting our CCOs to engage in the NCS Community grants programme.

We will maintain a broad pipeline of applications for funding, responses to invitation to tender and develop collaborations with public and private sector organisations that align to our strategy and values, that can bring investment into communities that our CCOs serve.

Financial / Funding Financial Performance: Financial Viability :

COVID-19 - The trustees have closely monitored the ongoing impact of the COVID-19 pandemic on the Trust and the impact on its ability to continue as a going concern. Following review of the Trust's cash flow the trustees believe the organisation can mitigate any risk impacting the Trust's financial stability. This is regularly discussed at the weekly Senior Leadership meeting, Senior Management Team, Audit and Risk Committee and Board level, ensuring that management decisions are based on accurate current financial information, with management accounts produced on an increasingly regular basis.

The Audit and Risk Committee continue to challenge and maintain assurance on the organisations approach to financial management and have oversight of the organisation's control environment. A full set of financial policies and procedures are in place to which staff have full access. A "New Business Committee" has been established which meets weekly and provides the CEO and Directors with more in-depth information and option appraisals on future funding applications.

The release of funding to the EFL Trust network of CCOs is subject to a series of checks aligned with compliance with core organisational standards contained within our Capability Code of Practice. This process is subject to segregation of authorisation responsibility in line with the organisation's financial regulations. The EFL Trust does not currently use any external fundraisers or any other direct public fundraising methods and is therefore not regulated by the Fundraising Regulator.

Staffing

A review of the EFL Trust Remuneration Policy was conducted in 2021/22 to ensure the policy reflected the outcomes of the salary benchmarking exercise completed in 2020.

Our Staff Advisory Group are now embedded and have continued to influence the review and development of key people policies, communications, and the organisation of staff events. The Staff Advisory Group also played an integral role in the development of our staff satisfaction survey which was carried out independently during 2021. The key headline results of the survey show that 93% of staff said they are proud to work at the EFL Trust and 93% felt their manager valued and respected their contribution. The survey also showed that staff felt SMT are approachable and demonstrate a sincere interest in employee wellbeing.

A staff Health and Wellbeing group was established in 2021 to lead on identifying and implementing workplace practices and events that support staff in maintaining good mental and physical health. All health and Safety policies and procedures have been reviewed post pandemic and risk assessments adjusted to support hybrid working arrangements.

During spring 2022 we commenced the process of reviewing our annual appraisal system with the aim of moving towards a more flexible and people centred coaching approach, the new system will be fully implemented in 2023, following staff training. A comprehensive annual training and development programme is in place which is reviewed and approved by Remuneration and Nomination Committee.

During 2022, we implemented a new HR (Human Resources) software system that allows more effective management of our HR records and activities, the new system has a more sophisticated reporting functionality which has improved performance reporting and new people management. Nine EFL Trust managers completed the ACAS management training programme in Sept 2022 ensuring that our managers are able demonstrate the highest standards in people management.

Reputation

The EFL Trust adopts a proactive approach to mitigating against reputational damage through comprehensive communications and marketing planning in addition to maintaining positive relationships with key stakeholders. This approach was enhanced during 2021 by the appointment of a specialist public affairs agency by the EFL which has improved access to key policy makers across both the EFL and EFL Trust. This has also enabled key decision makers to have an increased awareness and understanding of the impact of community work delivered by the clubs and CCOs.

The EFL Trust has further developed its close working relationship with EFL regarding mitigation of potential reputational damage because of any incidents within the EFL or the EFL Trust network of clubs and CCOs. Specifically in the areas of Equality, Diversity and Inclusion, Environmental sustainability, Community Impact and Safeguarding there have been projects involving closer collaborative working arrangements.

The close working to promote the excellent work of the clubs and their CCOs in the community resulted in the historical "Day of Action" developing into a "Week of Action" for the first time in 2021 further shining a spotlight through national and local media channels of the contributions being made to communities by the clubs and their CCOs. In addition, during 2021 the EFL launched their "Clubs in the Community" publication which amplifies the club and CCO story of the positive impacts being achieved across the country.

There is a social media policy in place with mature and embedded processes, which includes the regular monitoring of all channels, together with guidelines for staff relating to use of social media linked to the organisation. Staff have received media training and a crisis communications procedure is in place that would be executed in the event of an incident that emerges within the public domain that could cause reputational damage.

Governance

The EFL Trust has a comprehensive suite of governance policies and procedures that are reviewed and approved by the Board. A governance framework is in place that allows the Board to work collaboratively with the executive whilst maintaining the boundaries between the role of trustees and the executive. The Board and each subcommittee have an approved Terms of Reference in place and minutes of all meetings are available at each Board meeting.

The EFL Trust is compliant in principle with all elements of the Sport England Code of Governance (Tier 3), work to move this to full compliance will be complete in 2023. Sport England launched their new code of Governance in Winter 2021, and the EFL Trust executive will be working closely with

Sport England to ensure an action plan towards compliance with the new requirements can be achieved.

The EFL Trust has a strategic plan which covers the period 2019 – 2024, the plan is implemented through the trust-wide Operational Plan which is reviewed and updated annually with Board approval. During 2022, a detailed timeline was developed to start the process of reviewing our strategic plan with a view to launching the EFL Trust's new strategy in spring 2024.

During 2021/22 the Capability Code of Practice was reviewed by all key partners and representatives from the CCO network, it was strengthened across all areas but specifically, governance, safeguarding, equality diversity and inclusion and environmental sustainability. The EFL Trust requires all potential delivery partners to comply with the code before funding is released, this now includes organisations that are outside of the CCO network on a risk-based approach.

A Procurement and Contract Management policy is in place which provides clarity to staff on each stage in procuring goods or services through to awarding and managing contracts. All staff and trustees are mandated to complete an annual declaration of interests to consider and manage any potential conflicts as they arise. Independent Trustees are recruited based on their experience, knowledge, and expertise through an open recruitment process. The EFL Trust will discuss with the EFL annually the skills expertise and diversity needs of the Board to assist with decisions about the nominated places on the Board. A trustee skills audit forms the basis of a skills matrix to identify any skills gaps. In addition to internal expertise along with the provision of training where required, trustees are assisted by external professional advisors, as appropriate, who advise trustees to enable them to discharge their duties effectively in line with legal obligations and sectoral best practice.

Data security

A suite of Board approved policies are in place relating to data protection and information security and incorporating the requirements of all current applicable legislation. An information risk register is in place, documenting the risk related to the processing of both personal and business sensitive information, and forms the basis of a Data Protection Action Plan. An Information Risk Register is monitored by the Risk Management steering group which has an approved terms of reference and reports directly into SLT, SMT and the Audit and Risk Committee. Data protection and information security is a standing agenda item at both SMT and Board, demonstrating accountability at the EFL Trust in relation to the management of information risk. The EFL Trust network is Cyber Essentials certified and the organisation will be securing Cyber Essentials Plus certification during 2023.

Covid-19 Risk

The trustees have considered the impact of the Covid-19 pandemic on the Trust and the impact on its ability to continue as a going concern. Following review of the Trust's cash flow the trustees believe the organisation can mitigate any risk impacting the Trust's financial stability.

What Do We Do?

Our Articles of Association were amended and approved by our board in March 2020. The articles now fully reflect our governance arrangements.

The charity's objectives are:

- to promote physical activity for the benefit of the individual;
- to promote community participation in healthy recreation by providing activities and programmes for the playing of football and other sports capable of improving physical health and mental wellbeing;
- to assist (whether by providing financial or such other assistance as may be deemed appropriate by the trustees) in providing programmes and activities for sport, recreation or other leisure time occupation of such persons who have need for such support by reason of their youth, age, infirmity or disability, poverty, or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;
- to advance the education and employability of the public and to provide opportunities for them to develop their full capacities, and enable them to raise their aspirations and potential, so that their conditions of life may be improved.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objects, in planning future activities and in setting the donation policy for the year.

Our Themes and Projects

Health & Wellbeing

Joy of moving

Funded by Ferrero UK, the Joy of moving programme encourages children and their families to be physically active, to eat a balanced diet and to lead a healthy lifestyle.

The core programme – Move and Learn - is delivered in schools to Year 5 children over a six-week period and promotes understanding of nutrition, health, and wellbeing.

Joy of moving Festivals are one day health themed whole-school celebrations in the summer term.

The programme has its own digital resource hub that encourages children and families to move and play more through a series of Joy of moving games.

Early years pilot

We have worked with four CCOs to co-produce an early years resource pack. The ideas have been developed by staff at EFL Trust and CCOs and tested with over 2,000 pre-school children in the four localities. The pack, when finalised, will be offered to all CCOs as a free resource to use in their work with younger children. Several CCOs are active in that space and some are working with local authorities as part of early intervention childhood obesity strategies.

Headstart

We launched our Headstart pilot programme with funding partners Lancashire and South Cumbria NHS Foundation Trust Charity and NHS Charities Together. Mental Health Transition Officers are now providing support work to children in primary schools. We intend to use the two years as action research and hope also to reach out to CCOs in other parts of the country to create a learning exchange for this theme of work. Our goal is to create a best practice service design that can be replicated (and commissioned) more widely.

Every Player Counts

Funded by the Wembley National Stadium Trust and the EFL Trust, EFL CCOs delivered disability inclusion programmes to address the specific needs of their local area. Across the country people of all ages with a variety of impairments have been given access to football for the first time. This programme funding ceased in July 2022 but many CCOs will continue to build on their provision.

FIT FANS

FIT FANS is a 12-week programme, funded by the National Lottery and by several local authorities, run at 45 EFL CCOs providing people aged 35-65 with an opportunity to make lifestyle changes, lose weight, get fitter and lead a more active life.

FIT FANS has helped thousands of people to achieve long-term reductions in weight, waistline, blood pressure and health risk.

In the 2022/23 season, FIT FANS will launch in Wales.

Extra Time Hubs

Funded initially by Sport England through the National Lottery, Extra Time Hubs are a growing national social community of people in their retirement years who meet face to face and online to socialise, do things they enjoy, and feel better connected. Alongside the 11 original pilots (which continue to operate) and the eight second phase CCOs we are helping to become an Extra Time Hub, we have a growing list of CCOs that have approached us for support. We have published a learning report, a detailed good practice guide for CCOs, and are producing a marketing guide and outcomes framework.

More Than a Game

An important aspect of our work is supporting our network of CCOs to understand, navigate and collaborate with the health system. This involves us supporting individual CCOs and CCO consortia to develop their offer and their connections to public health and the NHS. We have also launched our ground-breaking More Than a Game partnership with the National Academy for Social Prescribing, NHS England and Sport England. Over the next year we will be supporting selected CCOs and their local health systems with consultancy support, training, and guidance to better understand each other and to collaborate.

British Red Cross partnership

We are working with the EFL and official charity partner British Red Cross to encourage and facilitate local collaboration aimed towards tackling loneliness. CCOs will be supported to work alongside BRC's local services and to use the EFL ticketing initiative to build matchday experiences into local support pathways for refugees and older people experiencing chronic loneliness.

Participation & Community Engagement

Talent Inclusion Programme

In partnership with the FA, this programme hopes to provide every girl in England the opportunity, access, and entry into the FA Girls' England Talent Pathway to start of her journey to become an England player.

The programme ensures that through the existing community activities female participants can be identified and referred to the Talent Pathway. Our CCOs are supported by an education and learning programme for their staff developed in partnership with a wide range of expert organisations across the sport, youth, and health / well-being sectors.

A total of 32 CCOs ran this programme during this reporting period and rolled out further to a total of 54 CCOs as of September 2022.

Utilita Girls and Kids Cups

The Utilita Kids Cup is a six-a-side football competition for school children under 11, culminating in 3 finals across the Sky Bet playoff finals weekends in May. The Utilita Girls Cup is a football competition for under 13 girls which culminates in a final before the EFL Trophy final in March.

National Citizen Service (NCS)

NCS is a major government programme, which helps 15 – 17-year-olds with their transition into adulthood. The programme enables young people to broaden their horizons, meet new people, learn skills for life, and make a real difference by becoming active citizens in their local community. The EFL Trust's NCS programme has delivered life changing experiences to more than 95,000 teenagers since 2011.

Youth Endowment Fund Peer Action Collective

In 2021, we partnered with the Youth Endowment Fund, #iwill Fund and Co-op on a £5.2 million ground-breaking new youth-led network called the Peer Action Collective (PAC) which involves giving young people, aged 10–25, a voice, and the chance to make their communities safer, fairer places.

During this reporting period, around 350 young people shared their views on violence, to shape the solutions they want to see in their communities. Fourteen young people got involved in designing and carrying out research as a peer researcher and 27 led on campaigns in their communities as a changemaker.

Weetabix Wildcats

In 2022, we joined forces with The FA to provide an increased opportunity for girls, aged 5-11, across the country to play football through the Weetabix Wildcats programme.

The partnership has begun to inspire over 1,600 girls to take up football in their local community through sessions delivered by 34 CCOs. Each of the CCOs will launch three Wildcats Centres in their local area with an aim to increase girl's participation from under-represented groups, including those living in areas of high deprivation and from Black and Asian backgrounds.

Smart Energy GB

Starting in summer 2022, a programme delivered by more than 70 CCOs, through the EFL partnership with Smart Energy GB, the not-for-profit campaign helping everyone in Britain understand the importance of smart meters and their benefits to people and the environment.

Through a range of projects, including, health programmes, social projects and Holiday Activity Fund, communities across our network all received information about smart meters which are the next generation of gas and electricity meters.

Education & Employability

The EFL Trust and the University of South Wales (USW) have developed Foundation Degrees in Community Football Coaching & Development; Sports Coaching and Development and a top-up degree in both BSc (Hons) Football Coaching, Development and Administration, and BSc (Hons) Sports Coaching and Development. The programmes have been running since 2013 and are delivered using a 'flipped classroom' model, with students based at their home club completing work-based learning relevant to their course while following the high-quality academic programme provided by USW.

Last year saw the largest cohort of Foundation Degree students, with 635 based at 45 CCOs across England and Wales (four more CCOs joining in 2022). Graduates from the programme have gone on to a range of roles both within their CCO and the wider sector. 2021-22 saw the creation of the programme's alumni network, which sees former students of the programme supported with employability and networking opportunities. Female students on the degree programme have access to a development programme which provides masterclasses, mentoring and bespoke CPD (Continuing Professional Development), all focused towards future employment in the CCO network.

Employability Programmes

The EFL Trust, through the network of CCOs, delivered traineeships for over 50 16 to 18 year olds by Warwickshire College Group, where they developed functional skills and employability skills. Our Training Ground programme, funded by Youth Futures Foundation worked with 58 young people, developing key skills along with improving their lifestyle, and preparing them for working life.

In November 2020, the EFL Trust became a Gateway for the Kickstart Scheme, supporting the network of CCOs and Clubs to recruit young people into fully funded 6-month job placements, equipping them with the skills and experience they need for work. These placements were across a range of departments and young people in these roles have gone on to full-time work and apprenticeships either within the Club, CCO or with another local employer. During this reporting period – it is final year of the project – more than 700 people went through the Kickstart scheme.

Programme Participant Numbers

Department	Programme	2021	2022
Education & Employability	16-24 Traineeships	335	56*
Education & Employability	USW Foundation Degree	525	635

Education & Employability	Kickstart	184	714**
Education & Employability	Training Ground	58	50
Community Engagement	NCS	8,195	10,880
Community Engagement	Female Talent ID	N/A	2,993 Observations 123 Referrals
Community Engagement	Youth Endowment Fund Peer Action Collective (YEF PAC) Research Participants	N/A	348
Community Engagement	YEF PAC Changemakers	N/A	27
Community Engagement	YEF PAC Peer Researchers	N/A	14
Community Engagement	Wildcats	N/A	218
Health & Wellbeing	Every Player Counts	956	1,867^
Health & Wellbeing	Extra Time Hubs	1,764	2,672
Health & Wellbeing	Joy of Moving (Move & Learn)	17,409^^	33,848

Health & Wellbeing	Joy of Moving Early Years Pilot	N/A	2,512
Health & Wellbeing	Joy of Moving (Festivals)	6,619	13,406
Health & Wellbeing	Kids Cup	0	7,592
Health & Wellbeing	Girls Cup	0	5,440
Health & Wellbeing	FIT FANS	1,696	3,043

Notes:

*All from 16-18 traineeships run by Warwickshire College Group. No contract for 19-24 traineeships during this period.

** Participants engaged between those dates, not new starters during that period.

^ Final year of project

^^ Numbers reflect the impact of COVID-19 on the programme.

Our Environmental Sustainability Work

During the reporting period of July 2021 to June 2022, the EFL Trust further dedicated its commitment to improving environmental sustainability and building on the efforts so far.

We acknowledge that we are still at the start of our journey in understanding and reducing our environmental impact, and have made two key commitments to embed this in our work:

- Introduced environmental governance requirements in our Capability Code of Practice - a due diligence process for our immediate supply chain network of Club Community Organisations (CCOs), offering support and guidance to help them take action to reduce their environmental impact;
- Employed a dedicated subject matter expert to engage Club Community Organisations (CCOs) in environmental sustainability and support the development of the EFL Trust's internal environmental governance.

In addition to this, we have introduced the following to reduce our environmental impact:

- An electric vehicle salary sacrifice scheme for employees;
- Formalised hybrid working arrangements for the entire organisation upon the lifting of coronavirus restrictions, maintaining a significant reduction in environmental impact, such as a lower use of central office space and a decrease in employees commuting.

We will continue to develop our governance and actions further in 2022-23 and will continue to work with CCOs to develop their environmental sustainability plans.

Carbon Footprint

We have dedicated resource into establishing our carbon footprint, creating a baseline for the 2018-19 financial year as well as measuring our emissions for subsequent years up to 2021-22.

The carbon footprint covers all Scope 1 (direct) and Scope 2 (indirect) emissions, and significant categories of Scope 3 (value chain)*. Further work is needed to improve the data available for these calculations, including investigating other Scope 3 categories such as purchased goods and services. Our footprint findings and initial Carbon Reduction Plan can be accessed on our website: <https://www.efltrust.com/wp-content/uploads/2022/08/Carbon-Reduction-Plan-.pdf>

2021-22 figures show significant impact of the COVID-19 pandemic on our working patterns. Whilst our carbon footprint has risen compared to 2020-21, this is due to the resumption of business travel and office working upon the easing of coronavirus restrictions. The introduction of hybrid working across the organisation, and an increase in use of online meetings, has maintained a reduction compared to the 2018-19 baseline.

A summary of performance to date, relative to a pre-pandemic baseline of 2018/19:

- A 27.7% reduction in greenhouse gases emitted from 2019-2022 (110 tonnes of carbon dioxide equivalent (tco2e) in 2022);
- Our emissions intensity per head has reduced from 2.41 tCO2e per employee in 2018/19 to 1.48 tCO2e in 2021/2022;
- A reduction of 18.4 tCO2e due to increased home working, sustained by the introduction of a permanent hybrid working model and associated reduction in staff commuting.

* Scope 1, 2 and 3 are categories of carbon emissions and their sources, as outlined by the [Greenhouse Gas Protocol](#).

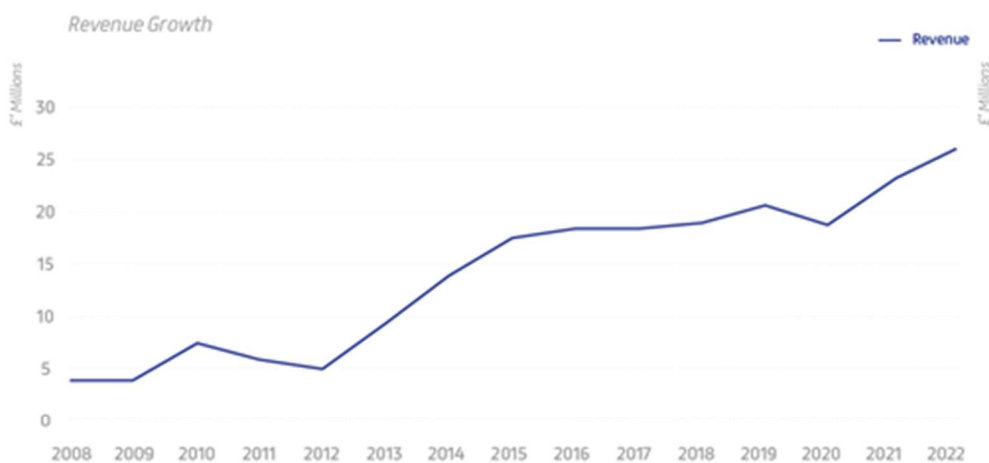
Financial Review

OUR FINANCES – SUMMARISED

Our Growth

Since Incorporation, Income has increased from £4.0m in 2008 to £26.0m in 2022. There has been an increase in Income of £4.3m in 2022 from £21.7m in 2021, this highlights the organisations recovery from the impact of the Covid-19 pandemic.

Graph 1 below illustrates EFL Trust's growth year on year.



Our Income

Overall Income increased by 19.5%, there was a substantial increase of income in Education and Employability through the delivery of the Kickstart programme.

Graph 2 – EFL Trust – Income By Department – Year Ending June 2022 (2021)



PFA & EPL	11%	(13%)
Community & Participation	57%	(58%)
Education & Employability	24%	(12%)
Health & Wellbeing	6%	(14%)
Other / Interest	0%	(1%)
EFL "In Kind" Support	2%	(2%)

Our Spend

Expenditure totaled £25.1m in 2021/22 (£20.1m: 2020/21). This is an increase of £5.0m from 2020/21.

Graph 3 – EFL Trust – Expenditure By Department – Year Ending June 2022 (2021)



PFA & EPL	11%	(13%)
Community & Participation	54%	(57%)
Education & Employability	24%	(13%)
Health & Wellbeing	8%	(15%)
Other / Interest	1%	(0%)
EFL "In Kind" Support	2%	(2%)

Statement of Trustees' responsibilities

The trustees (who are also directors of The Football League (Community) Limited for the purposes 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to Auditor

The Trustees who held office at the date of approval of this Trustees' report confirm that:

- so far as they are each aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- each trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Saffery Champness LLP will therefore continue in office. The Trustees Report, including the Strategic Report, has been approved by the Board of Trustees and signed on behalf of the Board on 22 March 2023.

A handwritten signature in black ink, appearing to read "L Scully".

L Scully

Trustee

Company registration number 6469948

Charity registration number 1132689

Independent auditor's report to the members

Opinion

We have audited the financial statements of The Football League (Community) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 30 June 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 30 June 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 28 the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by

discussions with trustees and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 parent 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 parent charitable company's members 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Saffery Champness LLP

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Sally Appleton (Senior Statutory Auditor)
for and on behalf of Saffery Champness LLP

Chartered Accountants

Statutory Auditors

Mitre House

North Park Road

Harrogate

North Yorkshire

HG1 5RX

Date: 22 March 2023

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2022

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2022	Total 2021
		£	£	£	£	£
Income from:						
Donations	2	6,296,479	-	-	6,296,479	6,414,666
Charitable activities	2	-	-	19,585,091	19,585,091	15,316,534
Other trading activities	3	-	-	100,000	100,000	-
Investments	4	4,764	-	-	4,764	4,722
Total income		6,301,243	-	19,685,091	25,986,334	21,735,922
Expenditure on:						
Raising funds	3	(63,675)	-	-	(63,675)	(20)
Charitable activities	5	(5,002,364)	(497,237)	(19,553,535)	(25,053,136)	(20,137,705)
Total expenditure	5	(5,066,039)	(497,237)	(19,553,535)	(25,116,811)	(20,137,725)
Net income/(expenditure)		1,235,204	(497,237)	131,556	869,523	1,598,197
Transfers between funds	12	(1,235,204)	1,235,204	-	-	-
Net movement in funds		-	737,967	131,556	869,523	1,598,197
Reconciliation of funds:						
Total funds brought forward		-	5,012,265	90,067	5,102,332	3,504,135
Total funds carried forward		-	5,750,232	221,623	5,971,855	5,102,332

All transactions derive from continuing activities.

There are no other gains/losses other than those included in the statement of financial activities.

The notes on pages 38 to 60 form an integral part of these financial statements.

Balance sheet as at 30 June 2022

	Notes	Group		Charitable company	
		2022	2021	2022	2021
		£	£	£	£
Fixed assets					
Tangible fixed assets	7	106,673	39,580	106,673	39,580
Investments	8	-	-	1	1
Current assets					
Debtors	9	2,801,217	1,010,842	2,890,443	1,100,066
Cash at bank and in hand		9,878,594	8,745,416	9,672,207	8,659,030
		12,679,811	9,756,258	12,562,650	9,759,096
Creditors: amounts falling due within one year	10	(6,814,629)	(4,693,506)	(6,730,955)	(4,693,506)
Net current assets		5,865,182	5,062,752	5,831,695	5,065,590
Net assets		5,971,855	5,102,332	5,938,369	5,105,171
Funds:					
Unrestricted funds		-	-	-	-
Restricted funds		221,623	90,067	221,623	90,067
Designated funds		5,750,232	5,012,265	5,716,746	5,015,104
	12	5,971,855	5,102,332	5,938,369	5,105,171

The notes on pages 38 to 60 form an integral part of these financial statements.

These financial statements were approved by the Board of trustees on 22 March 2023

Signed on behalf of the Board of Directors



L Scully
Trustee

Company registration number 6469948

Charity registration number 1132689

Consolidated cash flow statement *for the year ended 30 June 2022*

	Note	2022 £	2021 £
Net cash inflow/ (outflow) from operating activities	13	1,223,521	1,531,857
Returns on investments and servicing of finance	14	4,764	4,722
Capital expenditure and financial investment	14	(95,107)	(15,615)
Cash inflow/(outflow) before use of liquid resources and financing		1,133,178	1,520,964
Financing		-	-
Increase / (decrease) in cash in the year		1,133,178	1,520,964
		2022 £	2021 £
Reconciliation of net cash flow to movement in net funds			
Increase / (decrease) in cash in the year		1,133,178	1,520,964
Cash at bank and in hand:			
At 1 July 2021		8,745,416	7,224,452
At 30 June 2022		9,878,594	8,745,416

The notes on pages 38 to 60 form an integral part of these financial statements.

to the accounts for the year ended 30 June 2022

1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Basis of preparation

The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice applicable to charities (FRS 102) and applicable accounting standards and under the historical cost convention.

The consolidated financial statements incorporate the financial statements for the Charity and its subsidiary FLT Community Trading Ltd on a line-by-line basis. The Charitable company is taking advantage of the exemption in s408 of the Companies Act 2006 not to present its individual Statement of Financial Activities.

Reconciliation with Generally Accepted Accounting Practice

In applying the accounting policies required by FRS102 and the Charities SORP, a sum of £499,751 of "in kind" support by EFL has been added to both income and expenditure in the 2022 figures and £345,302 in the 2021 comparative figures.

Going Concern

The Company's business activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report on pages 2 to 29. The company has considerable financial resources and as a consequence, the trustees believe that the company is well placed to manage its business risks successfully despite the current uncertain economic outlook. Following review of the Trust's cash flow the trustees believe the organisation can mitigate any risk impacting the Trust's financial stability. The trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Voluntary income

Voluntary income made up of donations from football funding bodies is included in the year in which it is receivable, which is when the company becomes entitled to the resource.

Activities for generating funds

Income received relates to amounts gifted to the charitable company from FLT Community Trading Limited.

Notes (continued)

1. Accounting policies (continued)

Investment income

Investment income relates to interest receivable from the investment of cash surpluses in bank accounts. Investment income from these funds is transferred to unrestricted funds in accordance with the terms of the relevant fund.

Resources expended

Resources expended have been charged to the statement of financial activities on an accruals basis. Direct charitable expenditure relates to the distribution of funds. Support costs are also incurred to enable the charitable company to provide these activities.

Unrestricted funds

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

Designated funds

Designated funds are unrestricted funds which are earmarked by the trustees for particular purposes.

Restricted funds

Restricted funds are funds that can only be used for restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for a restricted purpose.

Awards of funding to delivery partners

Funding and donations are awarded by management on a case-by-case basis, upon application. Applications are accepted if they meet all the required criteria and otherwise rejected. Funding would be treated as binding upon written confirmation of acceptance, sent to the recipient.

Investments

Investments are stated at cost net of any provision for impairment.

Depreciation and tangible fixed assets

Capital purchases of £250 or more are charged to tangible fixed assets.

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation on tangible fixed assets is calculated on a straight line basis and aims to write down their cost to their estimated residual value over their expected useful lives as follows:

Computer software	3 years
Computer hardware and fixtures and fittings	4 years

Debtors

Trade and other debtors are recognised at the settlement amount. No trade discounts are offered.

Notes (continued)

1. Accounting policies (continued)

Creditors

Creditors and provisions are recognised where the charity has an obligation resulting from a past event that will probably result in the transfer of funds to a third party. Creditors are recognised at the settlement amount after allowing for any trade discounts due.

Pension costs

The company contributes to defined contribution pension schemes on behalf of employees. The amount charged in the statement of financial activities is the amount payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

The entity, as a registered charity, is exempt from taxation on its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No tax charge has arisen in the year.

Government Grants

Government grants received in relation to the Coronavirus Job Retention Scheme are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grants conditions will be met and the grants will be received.

Notes (continued)

2. Income from Donations and Charitable Activities

Group	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
National Citizen Service Trust	3,455,279	10,785,629	14,240,908	12,429,398
Department of Work and Pensions		3,915,780	3,915,780	519,854
Professional Footballers' Association	2,800,000		2,800,000	2,800,000
University of South Wales		2,019,261	2,019,261	1,657,475
Sport England		778,362	778,362	1,103,827
Move and Learn/Joy of Moving		572,600	572,600	556,500
English Football League donation "in kind"		499,751	499,751	345,302
Wembley National Stadium Trust		265,000	265,000	-
Youth Endowment Fund		235,186	235,186	-
Football Association		216,200	216,200	140,000
Youth Futures Foundation		136,859	136,859	180,333
Education and Skills Funding Agency		74,657	74,657	247,615
National Health Service		71,606	71,606	-
Other	41,200	14,200	55,400	3,448
Department of Culture Media and Sport			-	1,310,000
MHCLG			-	287,737
Network Rail			-	116,318
Warwickshire College Group			-	12,500
Government Furlough Grant			-	19,243
Women In Sport			-	1,650
	6,296,479	19,585,091	25,881,570	21,731,200

Unrestricted funds in 2022 were received from the Professional Footballers Association £2,800,000 (2021: £2,800,000), the Football League Limited "in kind" donations of goods and services £499,751 (2021: £345,302), Government grants received (furlough income) £nil (2021: £19,243) and a number of other miscellaneous sources amounting to £41,200 (2021: £3,448).

A Management Fee totalling £3,455,279 (2021: £3,246,673) received for National Citizen Service is classified as unrestricted funds.

Notes (continued)

3. Activities for generating funds

The charitable company has one trading subsidiary, FLT Community Trading Limited, a company incorporated in England and Wales. The charitable company owns the entire share capital of this company being £1 ordinary share. FLT Community Trading Limited obtains funding from commercial partners and distributes this to club community trusts on the partners' behalf throughout the year. Any surplus at the end of the year is gifted to The Football League (Community) Limited.

A summary of the trading result of FLT Community Trading Limited is shown below. Audited financial statements for the year ended 30 June 2022 are filed with the Registrar of Companies. A Gift Aid donation of the taxable profit of £33,486 (2021: taxable loss of £20) was made to The Football League (Community) Limited.

	2022 £	2021 £
Turnover	100,000	-
Cost of sales	(60,375)	-
Gross profit	39,625	-
Administrative expenses	(3,300)	(20)
Operating profit	36,325	(20)
Gift aid donation to The Football League (Community) Limited	(33,486)	-
Profit/(Loss) for the year	2,839	(20)

The aggregate of the assets, liabilities and funds was:

	2022 £	2021 £
Assets	206,388	86,387
Liabilities	(206,387)	(89,226)
Funds	1	(2,839)

Notes (continued)

4. Investment income

	2022	2021
	£	£
Bank interest receivable	4,764	4,722

5. Resources expended

Group	2022	2021
	£	£
(i) Analysis of total resources expended		
Staff costs	2,861,292	2,653,140
Support costs	1,372,486	805,082
Other direct costs	20,883,033	16,679,503
	<u>25,116,811</u>	<u>20,137,725</u>
	£	£
(ii) Analysis of support costs		
Telephone, postage, stationery and printing	82,684	60,471
Employee medical costs	57,789	10,769
Motor, meeting and travel costs	225,931	30,871
Staff training and advertising	142,802	76,527
Subscriptions and printing	36,383	36,145
Marketing	180,257	32,482
Legal & professional costs	278,862	254,173
Depreciation and financial costs	88,190	21,604
Computer system support	152,701	155,565
Rent, rates, light, heat & cleaning costs	91,277	109,793
Governance Costs	35,610	16,682
	<u>1,372,486</u>	<u>805,082</u>

Notes (continued)

5. Resources expended (Continued)

(iii) Analysis of other direct costs

	2022	2021
	£	£
Donations to schemes	20,847,423	16,651,403
Other costs	35,610	28,100
	20,883,033	16,679,503

(iv) This is stated after charging

	£	£
Auditors remuneration	21,000	13,500
Depreciation	28,014	18,246
Trustees expenses	2,212	-
	51,226	31,746

All donations to schemes relate to donations made to the community trusts of football clubs and other third sector organisations to support the promotion of, and participation in, healthy recreation by the general public. Projects supported include schemes to develop the social and life skills of young persons; to provide educational opportunities for young people; and to improve health and fitness for all in local communities.

Notes (continued)

6. Staff numbers and costs

Group	2022 £	2021 £
Employee costs during the year amounted to:		
Wages and salaries	2,374,488	2,224,907
Social security costs	264,509	236,157
Other pension costs	222,295	192,076
	<u>2,861,292</u>	<u>2,653,140</u>
	<u><u>2,861,292</u></u>	<u><u>2,653,140</u></u>
 Average monthly number of persons employed by the Company during the period excluding directors:	 70	 63
	<u><u>70</u></u>	<u><u>63</u></u>

None of the trustees received any remuneration in respect of their services as directors of the Company (2021: £nil). The expenses received by trustees in the year totals £2,212 (2021: £nil).

Total contributions to the defined contribution scheme amounted to £222,295 (2021: £192,076). Payments of £nil were outstanding as at 30 June 2022 (2021: £nil).

There was one employee paid between £100,000 and £110,000 in the period (2021: one).

There were two employees paid between £70,000 and £80,000 (2021: nil)

There were two employees paid between £60,000 and £70,000 (2021: two)

During 2021-22, employee benefits of the key management personnel of the Trust comprising the Chief Executive Officer and nine Senior Management Team total £787,683 (2021: £728,590) Trustee roles are voluntary and received £nil remuneration (2021: £nil)

Notes (continued)

7. Tangible fixed assets

Group	Computer Hardware & Fittings £	Computer Software £	Office Equipment £	Total £
Cost				
At 1 July 2021	124,579	28,004	9,243	161,826
Additions	25,882	69,225	-	95,107
At 30 June 2022	150,461	97,229	9,243	256,933
Depreciation				
At 1 July 2021	(90,198)	(28,004)	(4,044)	(122,246)
Charge in year	(18,033)	(7,670)	(2,311)	(28,014)
At 30 June 2022	(108,231)	(35,674)	(6,355)	(150,260)
Net book value				
At 30 June 2021	34,381	-	5,199	39,580
At 30 June 2022	42,230	61,555	2,888	106,673

Notes (continued)

7. Tangible fixed assets (Continued)

Charity	Computer Hardware & Fittings	Computer Software	Office Equipment	Total
	£	£	£	£
Cost				
At 1 July 2021	124,579	-	9,243	133,822
Additions	25,882	69,225	-	95,107
At 30 June 2022	150,461	69,225	9,243	228,929
Depreciation				
At 1 July 2021	(90,198)	-	(4,044)	(94,242)
Charge in year	(18,033)	(7,670)	(2,311)	(28,014)
At 30 June 2022	(108,231)	(7,670)	(6,355)	(122,256)
Net book value				
At 30 June 2021	34,381	-	5,199	39,580
At 30 June 2022	42,230	61,555	2,888	106,673

Notes (continued)

8. Investments

Group and charitable company	Shares in subsidiary	
	2022	2021
	£	£
Cost and net book value		
Investment in subsidiary	1	1

FLT Community Trading Limited is a wholly owned trading subsidiary of The Football League (Community) Limited and is registered in England and Wales and incorporated in Great Britain. FLT Community Trading Limited received funds from commercial partners which are distributed to community schemes on the partners' behalf, with any surplus gifted to The Football League (Community) Limited.

A summary of the trading results of FLT Community Trading Limited is shown as note 3 above.

Notes (continued)

9. Debtors

	Group		Charitable company	
	2022	2021	2022	2021
	£	£	£	£
Trade debtors	1,011,530	451,880	1,011,530	451,880
Other debtors	18,219	16,000	18,219	16,000
Amount due from intercompany debtors	-	20,074	89,226	109,300
Prepayments and accrued income	1,771,468	522,888	1,771,468	522,886
	<u>2,801,217</u>	<u>1,010,842</u>	<u>2,890,443</u>	<u>1,100,066</u>

Accrued income is recognised as an asset where grants have been awarded prior to the receipt of monies from the funding body. The timing of monies received from the funding body is dependent on the contractual terms.

10. Creditors: amounts falling due within one year

	Group		Charitable company	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	56,927	26,630	56,927	23,630
Other creditors	-	-	-	-
Accruals and deferred income	6,660,699	4,620,741	6,597,021	4,623,741
Amount due to intercompany creditors	-	-	-	-
Social security and other taxes	97,003	46,135	77,007	46,135
	<u>6,814,629</u>	<u>4,693,506</u>	<u>6,730,955</u>	<u>4,693,506</u>

Accruals are recognised where grants have been awarded pre-year end and the monies are paid post year end. Accruals are also recognised on the basis that if distributions were not made then an obligation would exist to return the monies back to the funding body net of any entitlement to retained management charges.

Deferred income is recognised where cash received exceeds grants awarded and the amount of cash received does not meet the criteria to be recognised as voluntary income.

Notes (continued)

11. Analysis of net assets between funds

Group	Unrestricted funds	Designated funds	Restricted funds	Total funds 2022	Total funds 2021
	£	£	£	£	£
Fund balances at 30 June 2022 represented by:					
Fixed assets	-	106,673	-	106,673	39,580
Current assets	-	5,643,559	7,036,252	12,679,811	9,756,258
Current liabilities	-		(6,814,629)	(6,814,629)	(4,693,506)
	-	5,750,232	221,623	5,971,855	5,102,332
Charitable company	Unrestricted funds	Designated funds	Restricted funds	Total funds 2022	Total funds 2021
	£	£	£	£	£
Fund balances at 30 June 2022 represented by:					
Fixed assets	-	106,674	-	106,674	39,581
Current assets	-	5,610,072	6,952,575	12,562,647	9,759,096
Current liabilities	-	-	(6,730,952)	(6,730,952)	(4,693,506)
	-	5,716,746	221,623	5,938,369	5,105,171

Notes (continued)

12. Reconciliation of movements in funds

Group	At 1 July 2021	Incoming Resources	Outgoing resources	Transfers	At 30 June 2022
Restricted funds					
Total restricted funds	90,067	19,685,092	(19,553,536)	-	221,623
Designated funds					
Infrastructure grants	-	-	(375,313)	576,000	200,687
Strategic reserve	1,770,000	-	-	-	1,770,000
Designated funds	3,242,265	-	(121,924)	659,204	3,779,545
Total designated funds	5,012,265	-	(497,237)	1,235,204	5,750,232
General funds					
Total general funds	-	6,301,243	(5,066,039)	(1,235,204)	-
Total Funds	5,102,332	25,986,335	(25,116,812)	-	5,971,855

The net movement of unrestricted funds was £737,967 (2021: increase of £1,508,130).

The net movement of restricted funds was £131,556 (2021: £90,067). The restricted funding relates to funds received in 2022, which have been agreed to be allocated against costs which will be incurred in the future. This relates to grant funding, which has been recognised in the financial year, in accordance with The Charities Statement of Recommended Practice, however the expenditure will be incurred after 30 June 2022.

£576,000 was allocated to provide a £8,000 New Business Grant to support all 72 Club Community Organisations for new projects and infrastructure and is shown within designated funds. The £375,313 relates to the distribution of these New Business Grants, with the balance of £200,687 being distributed in the year ending 30 June 2023.

The £121,924 of outgoing resources with designated funds relate to historic projects which the Board of Trustees have allocated unallocated reserves to help deliver the programmes. The balance is made up of contributions to the following programmes; Every Player Counts £47,375; Joy of Moving £29,167; FIT Fans £18,349; Extra Time Hub £13,500 and Stronger Britain £13,533.

Notes (continued)

12. Reconciliation of movements in funds (Continued)

In order to protect the charitable company from any unforeseen adverse movements in income or expenses, the trustees have designated a sum of £1,770,000 of the free reserves of the charitable company as a strategic reserve, being between 3 and 6 months expenses, based on an assessment of the likely reorganisation costs involved in closing down individual projects.

The trustees will consider the best use of the remaining unrestricted funds over the course of the coming 12 months.

13. Reconciliation of changes in resources to net cash outflow from operating activities

Group	2022 £	2021 £
Net incoming resources	869,523	1,598,197
Investment Income	(4,764)	(4,722)
Depreciation	28,014	18,246
Decrease/(Increase) in debtors	(1,790,375)	(249,868)
Increase/(Decrease) in creditors and deferred income	2,121,123	170,004
Net cash inflow / (outflow) from operating activities	1,223,521	1,531,857

14. Analysis of cash flows for headings in the cash flow statement

	2022 £	2021 £
Cash inflow from returns on investments and servicing of finance		
Interest receivable and other similar income	4,764	4,722
Cash outflow from capital expenditure and financial investment		
Payments to acquire tangible fixed assets	95,107	(15,615)

Notes (continued)

15. Company Limited by guarantee

The Company does not have a share capital. The Company's assets are guaranteed by The Football League Trust Limited (registered company no. 6466997) up to a sum not exceeding £1.

16. Related party transactions

By the charitable company's nature, The Football League (Community) Limited may enter into a number of transactions in the normal course of its operations with the Football Association, the Premier League Limited and the Professional Footballers' Association.

Voluntary income includes £2,800,000 which was received directly from the Professional Footballers' Association. The balance due at the end of the year was £nil (2021: £nil).

At the year end, FLT Community Trading Limited owed £89,226. to the Football League Community Limited (2021: £89,226).

During the year, the Football League Limited, (the ultimate parent of the Company) and the Football League (Community) Limited entered into a number of transactions in the normal course of business, totalling £378,777 (2021: £359,140). At the year end the Football League (Community) Limited was owed £nil by the Football League Limited in 2021 the Football League (Community) Limited owed the Football League Limited £20,074.

In addition, the Football League Limited donated goods and services to the charitable company on a free of charge basis to a value of approximately £499,751 (2021: £345,302). In compliance with the requirements of FRS102, these amounts have been added to income and expenditure in the appropriate years.

There have been transactions totalling £nil (2021: £1,309) between League Football Education Limited and the Football League (Community) Limited within the year.

17. Ultimate parent company and controlling party

The Football League (Community) Limited (Company registered number 6469948) is a wholly owned charitable subsidiary of The Football League Trust Limited (Company registered number 6466997) and is registered in England and Wales and incorporated in Great Britain.

The Football League Trust Limited is, in turn, a wholly owned subsidiary of The Football League Limited (Company registered number 80612).

The Football League (Community) Limited is excluded from consolidation on the grounds that its relationship with The Football League Limited does not meet the criteria for a parent and subsidiary relationship to exist as it does not have the voting rights to have control over the Football League (Community) Limited board or the power to remove or appoint trustees in order to gain such control.

Notes (continued)

17. Ultimate parent company and controlling party (Continued)

The largest group in which the results of the Company are consolidated is that headed by Football League (Community) Limited. No other group financial statements include the results of the Company. The consolidated financial statements of the Group are available to the public from Companies House, Crown Way, Cardiff, CF14 3UZ.

Notes (continued)

18. Comparative Information

Comparative Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2021

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2021	Total 2020
		£	£	£	£	£
Income from:						
Donations	2	6,414,666	-	-	6,414,666	5,133,526
Charitable activities	2	-	-	15,316,534	15,316,534	13,423,269
Other trading activities	3	-	-	-	-	-
Investments	4	4,722	-	-	4,722	16,557
Total income		6,419,388	-	15,316,534	21,735,922	18,573,352
Expenditure on:						
Raising funds	3	(20)	-	-	(20)	(2,819)
Charitable activities	5	(4,700,603)	(210,635)	(15,226,467)	(20,137,705)	(19,337,870)
Total expenditure	5	(4,700,623)	(210,635)	(15,226,467)	(20,137,725)	(19,340,689)
Net income/(expenditure)		1,718,765	(210,635)	90,067	1,598,197	(767,337)
Transfers between funds	12	(1,718,765)	1,718,765	-	-	-
Net movement in funds		-	1,508,130	90,067	1,598,197	(767,337)
Reconciliation of funds:						
Total funds brought forward		-	3,504,135	-	3,504,135	4,271,472
Total funds carried forward		-	5,012,265	90,067	5,102,332	3,504,135

Notes (continued)

18. Comparative Information (Continued)

Comparative Incoming Resources

Group	Unrestricted funds	Restricted funds	2021	2020
	£	£	£	£
Professional Footballers' Association	2,800,000	-	2,800,000	2,800,000
MHCLG	-	287,737	287,737	-
DCMS	-	1,310,000	1,310,000	-
Network Rail	-	116,318	116,318	360,582
Youth Futures Foundation	-	180,333	180,333	-
Sport England	-	1,103,827	1,103,827	849,091
National Citizen Service	3,246,673	9,182,725	12,429,398	11,885,861
University of South Wales	-	1,657,475	1,657,475	1,116,913
Wembley National Stadium Trust	-	-	-	197,370
Futsal	-	-	-	81,933
Football Association	-	140,000	140,000	-
ESFA	-	247,615	247,615	374,233
DWP	-	519,854	519,854	25,000
Warwickshire College Group	-	12,500	12,500	13,000
Move and Learn	-	556,500	556,500	586,000
Women In Sport	-	1,650	1,650	7,825
Other	3,448	-	3,448	18,622
Government Furlough Grant	19,243	-	19,243	103,575
English Football League donation "in kind"	345,302	-	345,302	136,790
	6,414,666	15,316,534	21,731,200	18,556,795

Notes (continued)

18. Comparative Information (Continued)

Comparative Analysis of net assets between Funds

<i>Group</i>	Unrestricted funds	Designated funds	Restricted funds	Total funds 2021	Total funds 2020
	£	£	£	£	£
<i>Fund balances at 30 June 2021 represented by:</i>					
Fixed assets	-	39,580	-	39,580	42,211
Current assets	-	4,972,685	4,783,569	9,756,254	7,985,426
Current liabilities	-	-	(4,693,502)	(4,693,502)	(4,523,502)
	-	5,012,265	90,067	5,102,332	3,504,135
<i>Charitable company</i>	Unrestricted funds	Designated funds	Restricted funds	Total funds 2021	Total funds 2020
	£	£	£	£	£
<i>Fund balances at 30 June 2021 represented by:</i>					
Fixed assets	-	39,581	-	39,581	42,212
Current assets	-	4,975,523	4,783,573	9,759,096	7,983,448
Current liabilities	-	-	(4,693,506)	(4,693,506)	(4,518,694)
	-	5,015,104	90,067	5,105,171	3,506,966

Notes (continued)

18. Comparative Information (Continued)

Comparative Reconciliation of movement in Funds

Group	At 1 July 2020	Incoming Resources	Outgoing resources	Transfers	At 30 June 2021
Restricted funds					
Total restricted funds	-	15,316,534	(15,226,467)	-	90,067
Designated funds					
Infrastructure grants		-	-		-
Strategic reserve	1,770,000	-	-	-	1,770,000
New designated funds	1,734,135	-	(210,635)	1,718,765	3,242,265
Total designated funds	3,504,135	-	(210,635)	1,718,765	5,012,265
General funds					
Total general funds	-	6,416,368	(4,697,603)	(1,718,765)	-
Total Funds	3,504,135	21,732,902	(20,134,705)	-	5,102,332

Notes (continued)

Officers for the year ending 30 June 2022

Directors

Liam Scully – appointed 20 September 2021

Charlotte Hill OBE

Roger Davidson

Robbie Drye – resigned 26 September 2022

Trevor Birch

Deborah Jevans CBE

Andy Williamson OBE

John Hudson – resigned 18 July 2022

Nick Perchard

Louise Gear

Uma Cresswell – appointed 29 November 2021

Carol Shanahan – appointed 20 September 2021

John Nixon – resigned 31 July 2021

Donald Kerr – resigned 31 July 2021

Company Secretary

Catherine Abraham

Who We Work With

EFL Trust Registered address and principle address

EFL House, 10-12 West Cliff, Preston, PR1 8HU.

Charity registered number 1132689

Secretary: Cathy Abraham

Chief Executive Officer: Mike Evans – resigned 28 February 2023

Bankers: Barclays Bank PLC, 2-4 Birley Street, Blackpool, Lancashire, FY1 1DU.

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London, WC2A 3LH.

Notes (continued)

Auditor: Saffery Champness LLP Chartered Accountants and Registered Auditor, Mitre House, North Park Road, Harrogate HG1 5RX.

Post Balance sheet Events

Directors

Liam Scully
Charlotte Hill OBE
Roger Davidson
Robbie Drye – Resigned 26 September 2022
Trevor Birch
Deborah Jevans CBE
Andy Williamson OBE
John Hudson – Resigned 18 July 2022
Nick Perchard
Louise Gear
Uma Cresswell
Carol Shanahan OBE
David Palmer – Appointed 26 September 2022

Company Secretary

Catherine Abraham

Senior Management Team

Catherine Abraham - Appointed interim CEO - 1 January 2023
Andy Snell - Director of Business Development
Andrew Sellers – Director of Finance
Adrian Bradley – Head of Health & Wellbeing
Dominik Stingas Paczko Appointed Head of Participation and Community Engagement – 1 January 2023
Michelle Robins – Head of Marketing & Communications
Debbie Williams – Head of People

Mike Evans – Resigned as CEO - 28 February 2023
Julie Riley – Resigned as Head of People – 16 December 2022
Adrian Tallon – Resigned as Head of Education & Employability - 28 February 2023
Loo Brackpool – Resigned as Head of Participation and Community Engagement - 28 February 2023

THE FOOTBALL LEAGUE (COMMUNITY) LIMITED

England & Wales - Charity number 1132689

Accounts



The Football League (Community) Limited
Trustees' report and financial statements
30 June 2021

The Football League (Community) Limited Trustees'
Report and Financial Statements for the year ended 30 June 2021.



Registered number 6469948.

Charity registered number 1132689.



The Football League (Community) Limited Trustees' Report and Financial Statements for the year ended 30 June 2021

Registered number 6469948

Charity registered number 1132689

A word from our retiring Chair, John Nixon

Reflecting on last year's annual review, we had become more assured than ever of the importance of our Club Community Organisations (CCOs). We will always remain immensely proud of their response during the pandemic, but the focus had to swiftly shift to helping our communities rebuild, whilst keeping them safe, as the effects of the pandemic continue to impact health, wellbeing and aspirations of our people.

As I step down from my role of Chair of the EFL Trust, I feel an immense pride in the growth of the organisation and our network over the past decade; the way that our CCOs responded throughout the most challenging of times...and how they continue to respond and grow.

Over the past two years, the EFL Trust Board has worked even harder than ever to support the network and I was delighted to see the commitment of all of them and the EFL Trust senior management team to restore a sense of normality into our operations as soon as was possible during 2021 and to return to face to face in person communication with the network as soon as it was safe to do so.

During this time, we have recruited an excellent new Chair for the EFL Trust. Liam Scully has drive, ambition and a clear vision for the direction of travel of the Trust, which made him a perfect fit. He will be a highly effective leader in the coming decade, and I wish him well.

The progress and achievements of our senior leadership team since the appointments of Cathy Abraham and Andy Snell have been significant, and they are supporting CEO Mike Evans to ensure that our organisation is strong and excelling in its mission to support our vital network.

As always, I would like to thank all our partners whose support is relentless. Our lengthy relationships with The PFA, Premier League Charitable Fund, NCS Trust, Ferrero, University of South Wales and Sport England continue to be a great endorsement of our work.

I would also like to thank EFL for their support throughout my tenure. EFL Clubs and their Community Organisations are vital in their local communities, and we are proud to collectively share the objective of ensuring they maximise their significant impact now and always.

I have enjoyed all my ten years and I know I will miss the connection with this impactful and fantastic organisation very much.

A word from our new Chair, Liam Scully

As John steps down from his position after 10 years, he leaves behind a fantastic legacy and has captained the ship phenomenally well over the past decade. His are big shoes to fill and it is a great responsibility to hold. John and I have spent time together and he has provided me with knowledge and given me as much wisdom from his experiences as he can share. Equally he's given me the space to shape things and take things forward, so I could not have asked for anymore.

Having started working life as an apprentice community coach at Doncaster Rovers Football In The Community funded by The PFA, I stayed with Doncaster Rovers FITC, latterly Club Doncaster Foundation, for fourteen years before moving to the pro club side. Having worked in a CCO and now having seven years of experience working directly for a Club, I have seen our challenges and opportunities from various perspectives. Hopefully, my knowledge, experience and influence can maximise the potential, reach and impact we can collectively have within communities.

Football Clubs are linchpins and cornerstones of their communities. We have got to be aware of the wider impact of the past 18 months; elements such as loneliness, living healthy lifestyles and active living took a real setback. I think that is where our CCOs and Football Clubs can have real impact moving forward. Without sounding clichéd, it is not about a revolution, it is about evolving what is already in place. It is using the power of sport and football to have the most impact, making sure we bring communities closer to the Football Club and Football Clubs closer to their communities.

It is taking the principles and broad concepts that I have seen work first-hand at Lincoln City, Doncaster Rovers and many others, and optimising that to a scale of 72 Clubs. That is something that excites me and hopefully we can collectively deliver lasting positive impact.

Trustees' Report

Chief Executive Officer's Report

It is challenging to look back over the past two years and recall exactly what stage or phase of the pandemic the country was facing during a specific period. So, as I reflect on the period from July 2020 to June 2021, I think of a time in which our communities, our network, our industry and our organisation have faced a significant amount of instability, change and a strong need for ongoing resilience. There has been little time for rest, but at the same time, we have needed to protect our people more than ever to ensure that all are fit for the challenge of the time.

It is therefore with great pride that I look back over the achievements of the EFL Trust over the past 12 months to respond so positively to the challenges that the pandemic has brought to us all.

Many times during this period we have, as an organisation, reviewed our performance and organisational objectives alongside our overall vision and mission. We wanted to ensure that we stayed focused on the vital role we play in ensuring that all our organisations within our network are strong, fit for purpose and most importantly supported by us as their national voice. We were quick to work with our network to identify those issues in our communities that the pandemic would exacerbate and find solutions, engaging partners old and new in the process.

During the Summer of 2020, as the country started to emerge from some of the strongest restrictions ever placed on our communities, our role and the importance of our ongoing support has never been clearer. As local lockdowns and varied restrictions became the framework within which we operated, we successfully navigated a Summer of support for over 1,500 young people through our incredibly successful adapted summer programme in partnership with the NCS Trust. The 'Keep Doing Good' programme was designed as part of the National Citizen Service's (NCS) 'One Million Hours of Doing Good', a wider pledge made during the summer of 2020, to enable teens to take an active role in helping the country recover from the ongoing impacts of COVID-19. In addition, by Autumn, over 4,800 young people took part in NCS contributing over 110,000 hours of social action. The EFL Trust and its network have also engaged over 10,000 students in the School Support Programme through core areas such as health and wellbeing, employability, and skills for independent living.

Other long-term partnerships became even stronger during this period. Our 8-year relationship with Ferrero UK and the Joy of Moving programme came into sharp focus in the winter months, with the creation of our 'Winter Games' campaign, designed to continue to support schools and families across our entire network to keep active during tough winter months with tightened restrictions. The campaign reached over 350,000 children and 1,500 schools and following the ongoing success of programmes throughout the pandemic and a long-term commitment to the joy of movement, we are delighted that the partnership with Ferrero UK is now set to continue into 2023.

Another of our long-term partnerships that continues to give outstanding opportunities to young people is with the University of South Wales. In September 2020, the programme had 250 new recruits, meaning around 525 students are now participating across the foundation degree pathways across 38 CCOs. Studies in the period were conducted online due to the pandemic and CCOs supported their students incredibly well in this period with record levels of retention despite the challenges everyone was facing. 2020-21 National Student Survey student satisfaction scores continue to be above both USW and National averages, reinforcing our view that students on this programme receive more support and guidance throughout their studies, and beyond, than their counterparts on other HE programmes.

At the same time, powerful new relationships emerged. As a direct result of the pandemic, DCMS chose to fund the EFL Trust with £810,000, to tackle loneliness and isolation among older people in our communities and the impact of the outreach across more than 30 communities has been outstanding.

As part of our wider Education & Employability offer and again as part of the Government's response to the pandemic, the EFL Trust was selected as a gateway provider for the Treasury and DWP's Kickstart Programme, a vital project aimed at giving young people the opportunity to get a foothold in the professional work environment. Initially, the EFL Trust network was awarded 500 places by DWP, but during the period, the engagement from Clubs and Community Organisations and the high quality of opportunities available led to this number being moved up to 1,300 places. Across the network, young people are now contributing to the industry in jobs as wide ranging as

ground staff to PR assistants to finance assistants...and many of our early placements are now transitioning into full time roles.

A significant project launched just prior to the first lockdown in 2020 was the EFL Trust's FIT FANS. Despite the clear USP of this programme being run at football stadiums, which for most of the period had to remain shut under strict covid protocols, over 1,000 fans were still helped to lose weight and choose a healthier lifestyle. In September 2020, the programme won a prestigious national award, the Leaders in Sports Community Award. The awards showcase the most innovative organisations and people driving the sports industry forward and the award indicates the strength of programme quality being delivered across the network. By 2022 it estimated that 40% of British people will be overweight or obese. The programme uses the unique pull of football clubs to reach fans, to bring people together to improve lifestyle behaviours and reduce weight, waistline and blood pressure. We hope that as fans return to stadiums, we will be able to influence the lifestyles of thousands more fans with this award-winning programme.

The EFL Trust has been able to report a surplus ahead of budget for 2020/21 which is a result we could not have predicted at the start of the year. The charity took a very prudent approach to cost controls given the uncertainty caused by the pandemic and travel and events expenditure in particular were much reduced. Overall turnover has increased by 17% when comparing against 2019/20. All our funders worked closely with us to allow funds to be repurposed where required and have helped us to work through a difficult year with confidence.

Throughout the period and despite the ongoing challenges within the football industry and our wider communities, Clubs and Club Community Organisations have continued to put the response to the pandemic and the safety of fans and the wider community at the forefront of their operations.

During March 2021, the EFL were proud to announce that amongst many other ways of supporting their communities, Clubs and CCOs had delivered over 1 million food parcels within their communities. This outstanding service, alongside running vaccination centres, providing support for schools, delivery of PPE and ongoing phone and online conversations with over half a million fans and community members showed just how vital EFL Clubs are in their communities...a message which continues to be shared at Government and local authority levels as we continue to emerge from the pandemic. When the country needed a response for getting young people into employment, DWP turned to the EFL Trust. When NCS wanted to highlight the great work of partners with young people across the country, they brought ministers to EFL Trust programmes and when the country needed to keep its elderly, isolated and vulnerable in touch with their communities, DCMS turned to the EFL Trust. I have never been prouder to lead this organisation.

Our commitment to the network and its continuous improvement meant that throughout 2020 and the early parts of 2021, we continued to adapt to deliver leading events to support CCO development and the story of the network's impact. In September 2020, we held our first ever online EFL Trust Annual Conference, which provided us with the opportunity to engage with more staff members within the network than ever. Strong positives feedback from this experience has

helped us to shape our ongoing events programme and organisational development programme as we move through 2021.

In March 2021, we held our EFL Community Awards event online...again helping us to widen the reach of our message. We were delighted to announce Port Vale as Community Club of the Year 2021 following their inspirational ability to flex their operations throughout the year whilst remaining true to their core strategy and for their outstanding project delivery and additional activities supporting their community during the pandemic.

Swiftly following on from that was EFL Day of Action, our annual day dedicated to telling our story and promoting the life changing work the Clubs and CCOs do 7 days a week, 365 days a year.

Despite the significant challenges of the ongoing pandemic, players, managers and our teams were dedicated to sharing this message and we delivered on our objectives across internal and external channels. Throughout the day, we made significant stakeholders sit up and take notice of the extraordinary effort and commitment that the teams display across our network.

The commitment of our Board, senior team and all our staff during the year has, as ever, been outstanding. We stood strongly to protect the health and wellbeing of our staff as a priority and there have been a series of significant shifts in the way we work and will continue to work as a team as a result of this. The EFL Trust has introduced a significant flexible working policy during the period and is finalising a hybrid working policy to sit alongside this for the future. Moves such as these will continue to protect our workforce and ensure that we are best placed to attract the best talent in the future to join the fantastic team that I am immensely proud to lead with the support of a newly constituted EFL Trust Board of Trustees.

Looking to the future, we have strong long-term partners in place who have committed to future work with the EFL Trust network. In addition, we have proven our abilities through new partnerships with DWP, DCMS and the newly named Department for Levelling Up, Housing and Communities. Add to this ever-strengthening partnerships with local authorities, where increasingly funding decisions are being made and we are confident...but never complacent.

The introduction of our EFL Trust Youth Board; work with EFL on Green Clubs initiatives and the revision of the Capability Code of Practice with partners PLCF to include a strong focus on environmental sustainability and further participation opportunities for girls and women all show our significant commitment to the future of our communities.

I would like to finish with a special mention for our outgoing Chair, John Nixon, who retired from his position shortly after the year end. John was due to step down in 2020 but was asked by the Board to remain in position for a further 12 months and provide stability in the most uncertain of times.

John's tenure has seen the EFL Trust grow from a charity of 7 people and £4m turnover, to one of 70 people with £20m turnover, hugely increasing the impact that our network of Football Club Community Organisations has across communities. His contribution has been immense, and we wish him well in his future adventures.

We also welcome our new Chair, Liam Scully to the Board and look forward to the next ten years being just as successful through Liam's leadership.

Mike Evans

Chief Executive Officer

EFL Trust Structure

The Football League (Community) Limited (Charity number 1132689) (the "Company"), operating under the name "EFL Trust", is the official charitable arm of the Football League Limited ("EFL"). The ultimate parent company of The Football League (Community) Limited is The Football League Limited, which is a member of The Football League Trust Limited (a company limited by guarantee). The Football League Trust Limited is the only member of The Football League (Community) Limited, which is a company limited by guarantee which obtained charitable status on 13 November 2009. The Football League (Community) Limited, in turn, is the sole shareholder of its subsidiary, FLT Community Trading Limited, a company limited by shares which was incorporated on 10th June 2010. The Company operates under the rules of its Memorandum and Articles of Association dated 10 January 2008, as amended on 17th March 2016. The Company undertook a review of its Articles of Association to ensure they fully reflect the governance improvements; these were approved by our Board in March 2020 and have been updated at Companies house following approval from the Charities Commission.

The new governance structure is fully operational and has been instrumental in supporting the delivery of our strategic objectives and helping the organisation and our network successfully navigate through the COVID-19 pandemic.

We are now very close to full compliance with Sport England Tier 3 code of Governance. The Audit and Risk Committee has managed the process of reviewing our Data Protection and Information security compliance, financial scenario modelling and stress testing our business plan regarding the variables around planned business growth. In addition, they have meticulously scrutinised

The Remuneration and Nominations Committee have played a key part in reviewing our senior management structure to ensure that the organisation has the right senior staffing resources in place to enable a more strategic focus on business growth and infrastructure support. The committee also maintained oversight of the application and implementation of the government's furlough scheme in respect of EFL Trust staff.

The EFL Trust Advisory Group membership has been reviewed this year in line with the Terms of Reference, this has resulted in much greater gender diversity within the group. Working closely with our Board and senior team the group have been a major influence in the approach the organisation has taken regarding its communications and support strategy during the early months of the COVID -19 pandemic.

Reserves policy

It is the policy of the charitable company to maintain unrestricted funds at a level that will be adequate to meet unrestricted expenditure for the foreseeable future. The total net assets of the charitable company at the end of the financial year were £5,102,332 (2020: £3,504,135). The free reserves of the charity are the unrestricted funds including designated funds less the fixed assets held which in the current year is £4,972,685 (2020: £3,461,923). The outgoing resources for the year ended 30 June 2021 amounted to £20,137,725 (2020: £19,340,689).

A strategic reserve figure of £1,770,000 (2020: £1,770,000) is considered by the trustees as a reasonable level to retain, to cover up to six months of wages and salaries, plus a provision for other closure costs. Any residual amount of Unrestricted Reserve including designated funds, above the strategic reserves and allocated will be planned by the trustees to be spent to further the charity's objectives. Within this consideration the trustees will consider the current and potential future impact of the Covid-19 Pandemic. At the year end this was £3,242,265 (2020: £1,734,135).

Since the 30 June 2021 £576,000 has been allocated to provide a £8,000 New Business Grant to support all 72 Club Community Organisations for new projects and infrastructure. This equals the highest previous Infrastructure Grant which has previously been allocated to support all 72 Club Community Organisations. In considering the current economic outlook, including the continuing impact of the Covid-19 pandemic, it was determined an additional £1,000,000 would be designated as a reserve to ensure the organisation is able to achieve its strategy and will be spent in the future.

As at the 30 June 2021 £90,067 (2020: £nil) relates to restricted funding, where income has been received in the financial year, but is restricted to be used against costs which will be incurred after 30 June 2021.

EFL Trust Board

The EFL Trust Board of trustees is responsible for providing the organisation's strategic direction and supporting the Senior Management Team. The Board consists of four ex-officio positions, four EFL nominated positions and four independent positions. During the period, John Nixon was Chair of the Board but was replaced by Liam Scully in September 2021. The current Board is made up as follows:

Liam Scully, Chair

Liam Scully has more than 20 years of experience working in football and communities, having started his career via an apprenticeship and working his way up to become chief executive of Lincoln City.

Prior to joining Lincoln, Liam spent 16 years in various roles at Doncaster Rovers and the wider Club Doncaster group – starting as an apprentice funded by the Professional Footballers Association (PFA) and graduating to a spell as Foundation chief executive then chief operating officer of Club Doncaster. That rise through the ranks culminated in Liam being inducted into the National Apprenticeship Hall of Fame in 2007.

Liam also holds voluntary offices including director of Lincolnshire County FA, trustee of Lincoln City Foundation, along with ambassador roles at the Asian Sports Foundation and XP Free School Trust.

Charlotte Hill OBE (Senior Independent)

Charlotte has recently been appointed as the new CEO of The Felix project, London's largest food redistribution charity. Prior to this, Charlotte became the Chief Executive of Step Up To Serve in April 2014 and spent part of 2020 on secondment to BBC Children in Need. Previously, she was Chief Executive of UK Youth, having become CEO during the charity's centenary celebrations. Charlotte also Chairs the EFL Trust's Remuneration & Nominations Committee.

Trevor Birch (Ex-officio) was appointed Chief Executive of the EFL and replaced David Baldwin on the EFL Trust Board in January 2021. Trevor Birch has held several prominent roles within football, including Chief Executive at Chelsea, Everton, Leeds United, Sheffield United and Derby County, as well as Chair of Swansea City and most recently, Director of Football Operations at Tottenham Hotspur.

Louise Gear (Ex-officio) Louise is Head of Development at The FA and brings to her role of Trustee a huge amount of experience. She joined the FA as Head of Women's Development in November 2017, prior to her role at The FA Louise was Director of Strategic Networks at the Youth Sport Trust.

John Hudson (Ex-officio) John is Director of Corporate Social Responsibility at The PFA and his role highlights the positive impact and pivotal role of PFA members in support of Community, Education, and Charitable work. John also Chairs the EFL Trust's Audit & Risk Committee.

Nick Perchard (Ex-officio) Nick is Head of Community Development at the Premier League where he is responsible for the delivery of the Premier League's community strategy, which aims to use the inspiration of the Premier League and professional clubs to help young people realise their potential.

Debbie Jevans CBE (EFL Nominated) Debbie has been a leading figure in sports management and administration for over 30 years. She was the first female to be appointed as the Director of Sport for an Olympic Games. She is currently a Director of the All England Tennis Club.

Andy Williamson OBE (EFL Nominated) Andy's career at EFL began in 1971, when at the age of 17, he joined the Player Administration Department. Andy is a life member of the EFL and was awarded the prestigious 'Contribution to League Football Award' at the EFL Awards in 2016 for 45 years of unbroken service to the EFL.

Carol Shanahan OBE

Carol Shanahan OBE is Chair of Synectics Solutions and Port Vale FC. Carol has been the driving force behind the Vale's resurgence on and off the field and helped to build the club's reputation with its supporters and nationally within the industry. In the Queen's Birthday Honours 2020 Carol, aged 62, was awarded an OBE for services to the communities of Stoke-on-Trent.

Robbie Drye (Independent)

Robbie is Head of Financial Planning and Analysis at London Marathon Group after over 4 years as Deputy Head of Financial Management at Great Ormond Street Hospital for Children. He trained as a Chartered Accountant at Ernst & Young in London, primarily working with businesses that were in financial distress, both in the UK and internationally, to resolve their situation.

Roger Davidson (Independent)

Roger is Director of Strategy and Transformation for the London Ambulance Service. Since the start of 2016, Roger has worked with health and care leaders across the country on system transformation strategy and policy, system leadership development, clinical and professional leadership, local government and voluntary sector partnerships, public involvement, communications and stakeholder relationships.

Uma Cresswell

Uma is a Non-Executive Director serving on a number of boards both in the private and third sector, whilst running her own international HR consulting business. Uma is CIPD accredited, an NLP Practitioner and Strengthscope coach, with expertise in inclusive leadership, cultural sensitivity, strategy, change and transformation. Currently serving as Chair and President of City Women Network, Uma is passionate about developing talent and in particular, supporting women of colour.

Senior Leadership and Management Teams

During the year, day to day management of the charity was delegated by the trustees to Mike Evans (Chief Executive Officer) and the Senior Leadership Team (SLT). The SLT is responsible for the overall running of the EFL Trust, including the sanction of organisation policies, investments, and recruitment decisions. The Senior Management Team (SMT) includes the four members of the SLT and six Department Heads. The EFL Trust Senior Management Team is responsible for driving forward and delivering the strategy of the EFL Trust. The team brings together a vast amount of experience across a range of sectors and all team members are committed to improving the lives and opportunities of individuals in EFL communities across the UK.

The remuneration of the SLT and SMT is reviewed annually by the Board. In addition, all salaries are periodically benchmarked against similar charities, taking into account comparative turnover and staff numbers. From this, a remuneration range is established for each role and level of responsibility. Individual salaries are then negotiated within the applicable range, based on

performance. No trustees received any remuneration for their services as trustees. Details of Trustees' expenses are disclosed in note 6.

Mike Evans, Chief Executive Officer

Mike has been with the EFL Trust since it was formed in 2008, working in a variety of senior management positions before becoming Director of Operations in October 2011 and then CEO in 2019. During that time the organisation has grown from a team of seven to a team of over 60 full time staff, and turnover has grown from £4m to £20m.

With the delegated authority of the Board, Mike provides leadership and is responsible for the EFL Trust's strategy development and implementation, budget and business plan and ensuring the organisation complies with the law and regulations. He maintains a close working relationship with the EFL, ensuring strategic alignment between the two organisations. Acting as ambassador for the EFL Trust, Mike is the public face of the organisation and builds strategic relationships with stakeholders in football, politics, the media and business.

Cathy Abraham, Director of Operations

Cathy is responsible for the strategic management of the business services which support the development of the EFL Trust and its network. Cathy supports the CEO and Director of Business Development with the overall executive leadership and growth of the organisation and ensures efficient and effective collaboration between the EFL Trust's Business Services teams and the Business Development team, effectively communicating priorities and delivering the support required to drive up standards of operation and grow the business.

Andy Snell, Director of Business Development

Andy is responsible for sustainable business development, effective programme delivery and diversification of income streams. Andy leads and supports the Business Development team to exceed challenging targets through identifying and securing business opportunities that align with and add value to the EFL Trust's ambitious 2019-2024 strategy.

Andrew Sellers FCCA, Director of Finance

Andrew is responsible for the EFL Trust financial governance and strategy, ensuring the management and monitoring of all financial activity, including financial analysis, and planning. The Head of Finance also oversees the management of project income, expenditure, and sub-contractor distributions.

Adrian Bradley, Head of Health & Wellbeing

Adrian is responsible for the strategic development of our health and wellbeing offer. He represents the network by managing relationships with national stakeholders including NHS England, Sport England and leading health charities, manages our expanding portfolio of health interventions, and generates funding opportunities for the CCO network.

Loo Brackpool, Head of Participation & Community Engagement

Loo oversees the development of the Trust's strategy on engaging all sections of the community in active and inclusive citizenship, incorporating integration and diversity issues including the User / Youth Voice. This involves generating funding opportunities, capacity building the network and creating and maintaining key stakeholder relationships.

Adrian Tallon, Head of Education & Employability

Adrian leads the strategic development of the Education & Employability programmes of the EFL Trust, working with the Department for Education, The Department for Work & Pensions, the Education & Skills Funding Agency and our Higher Education partner, University of South Wales. He and his team develop programmes with key stakeholders and training providers that meet the needs of the CCO Network workforce and the employed and unemployed in local communities.

Dominik Stingas Paczko, Head of NCS

Dominik is responsible for the leadership and management of our national NCS programme, supporting and managing 65 community organisations to deliver life changing experiences to more than 10,000 teenagers, every year since 2015.

Jules Riley, Business & HR Manager

Jules is responsible for the development and management of the EFL Trust central business support functions which includes contract management, data management as well as human resource services.

Michelle Robbins, Head of Marketing & Communications

Michelle is responsible for the communication of the EFL Trust message to a wide variety of EFL Trust stakeholders. She drives the creative leadership of the EFL Trust brand and marketing activities. She is also responsible for the Marketing and amplification of all EFL Trust programmes and the work of the network of 72 CCOs, all contributing to the overall EFL Trust strategy.

Strategic Risks and Risk Management

Over the last year work has continued to further embed our risk management approach. An operational risk management steering group meets on a quarterly basis before each Audit and Risk Committee meeting to assess existing risks and identify new and emerging risks. The steering group establish appropriate mitigating actions against all risks and monitor progress in ensuring these are in place across the business. The group has reporting lines directly into the Senior Management Team (SMT) and the Audit and Risk Committee (ARC), facilitating the regular discussion of risk management at the most senior level of the organisation. During 2020 an external review was completed on the organisations approach to risk management and how far the approach was compliant with Tier 3 of the Sport England Code of Governance.

The results were extremely positive and showed only some very minor improvements required which were reported to the Board. The actions have been incorporated into our governance improvement plan.

The EFL Trust were again successfully able to maintain 100% business continuity during the continued COVID-19 outbreak, wherever necessary project and programme delivery was redesigned to enable COVID secure delivery. Upon publication of the Government's Road Map out of Lockdown risk assessments were reviewed in line with changes in restrictions which has allowed the continuation of safe delivery and working environments for staff.

EFL Trust strategic risks have been grouped under the following key themes, and included here is a summary of risk mitigation controls in place:

Business growth in line with strategic aims and objectives:

Diversification of business growth remains a key mitigating control to safeguard against an over reliance on the organisations main source of income, the contract with NCS. In 2020 the NCS contract represented 64% of the organisations income in 2021 this has been reduced to 58%. Our Build Back Better Strategy has enabled the business to continue to grow, particularly in the targeted areas of Health and Wellbeing and Education and Employability. The successful additions and delivery of the government's Kickstart programme, Tackling Loneliness and Communities United being worthy of note.

Financial / Funding Financial performance:

Financial Viability: COVID-19 - The trustees have closely monitored the ongoing impact of the COVID-19 pandemic on the Trust and the impact on its ability to continue as a going concern. Following review of the Trust's cash flow the trustees believe the organisation can mitigate any risk impacting the Trust's financial stability.

This is regularly discussed at the weekly Senior Leadership meeting, Senior Management Team, Audit and Risk Committee and Board level, ensuring that management decisions are based on accurate current financial information, with management accounts produced on an increasingly regular basis. The Audit and Risk Committee continue to challenge and maintain assurance on the organisations approach to financial management and have oversight of the organisation's control environment. A full set of financial policies and procedures are in place to which staff have full access. A "New Business Committee" has been established which meets weekly and provides the CEO and Directors with more in-depth information and option appraisals on future funding applications. The release of funding to the EFL Trust network of CCO's is subject to a series of checks aligned with compliance with core organisational standards contained within our Capability Code of Practice. This process is subject to segregation of authorisation responsibility in line with the organisation's financial regulations.

The EFL Trust does not currently use any external fundraisers or any other direct public fundraising methods and is therefore not regulated by the Fundraising Regulator.

Staffing:

A comprehensive salary benchmarking exercise was conducted in 2020 to ensure staff are being paid in line with current sector and national pay bands for comparable roles. This exercise is carried

out on a 3 yearly basis with support from an external specialist and ensures that staff remuneration packages remain competitive.

Following the outcomes of the staff survey conducted in 2019 a Staff Advisory Group was established in 2020 with clear terms of reference enabling staff influence on the development and implementation of our people policies and procedures. The Staff Advisory Group have influenced the review of several key people policies, communications, and the organisation of staff events. The Staff Advisory Group have influenced how the organisation has supported staff to maintain their mental health and well-being during a very challenging period for people both inside and outside of the working environment.

Annual appraisals are completed with all staff to ensure continuous development opportunities and include the identification of individual training needs, forming the basis of a comprehensive annual training programme, which is reviewed and approved by Board. To ensure that high standards of staff performance are maintained, a suite of HR policies and procedures are in place and regularly reviewed against best practice. A new programme performance dashboard has been developed which will further support the existing performance management framework, enabling the performance of individual projects and programmes managed by staff to be monitored and reported to Board and Committees.

Reputation:

The EFL Trust adopts a proactive approach to mitigating against reputational damage through comprehensive communications and marketing planning in addition to maintaining positive relationships with key stakeholders. This approach enabled the organisation to maintain high levels of communication throughout the pandemic, feedback from our CCO network consistently points to the high quality of our communications. The EFL Trust continues to maintain a close working relationship with EFL regarding mitigation of potential reputational damage because of any incidents within the EFL or the EFL Trust network of clubs and CCOs. The close working to promote the excellent work of the clubs and their CCOs in the community during the pandemic, continued throughout 2020. One of the positive outcomes from the pandemic has been the coming together of the clubs with their community organisations which can only have a beneficial impact on working relationships and further mitigate the risk of reputational damage.

There is a social media policy in place with mature and embedded processes, which includes the regular monitoring of all channels, together with guidelines for staff relating to use of social media linked to the organisation. Staff have received media training and a crisis communications procedure is in place that would be executed in the event of an incident that emerges within the public domain that could cause reputational damage.

Governance:

An action plan is in place for adherence with highest tier (Tier 3) of the Sport England Code of Governance. Sport England are due to launch their new code of Governance in Autumn 2021 with a greater emphasis on Equality Diversity and Inclusion, the EFL Trust will self-assess the organisation against this and incorporate any gaps into our governance improvement plan. Articles of

Association which were reviewed and approved by the Board early in 2021 have been submitted to Companies House and the Charity Commission. Each committee of the Board has an approved Terms of Reference in place and minutes of all meetings are available at each Board meeting. The EFL Trust's strategic plan continues to be operationalised through the trust-wide Operational Plan which is reviewed and updated annually with Board approval. EFL Trust suppliers that are outside of the CCO delivery network are subject to the EFL Trust due diligence processes which has been comprehensively reviewed during 2020 bringing it more into line with the requirements of the Capability Code of Practice.

A Procurement and Contract Management policy is in place which provides clarity to staff on each stage in procuring goods or services through to awarding and managing contracts. All staff and trustees are mandated to complete an annual declaration of interests in order to consider and manage any potential conflicts as they arise. Independent Trustees are recruited based on their experience, knowledge and expertise through an open recruitment process. The EFL Trust will discuss with the EFL annually the skills expertise and diversity needs of the Board to assist with decisions about the nominated places on the Board. A trustee skills audit forms the basis of a skills matrix to identify any skills gaps. In addition to internal expertise along with the provision of training where required, trustees are assisted by external professional advisors, as appropriate, who advise trustees to enable them to discharge their duties effectively in line with legal obligations and sectoral best practice.

Data security:

A suite of Board approved policies are in place relating to data protection and information security and incorporating the requirements of all current applicable legislation. An information risk register is in place, documenting the risk related to the processing of both personal and business sensitive information, and forms the basis of a Data Protection Action Plan. The Information Risk Register is monitored by the Risk Management steering group which has an approved terms of reference and reports directly into SLT, SMT and the Audit and Risk Committee. Data protection and information security is a standing agenda item at both SMT and Board, demonstrating accountability at the EFL Trust in relation to the management of information risk. The EFL Trust network is Cyber Essentials certified and the organisation will be securing Cyber Essentials Plus certification during Autumn 2021.

Going Concern and Covid-19:

The trustees have considered the impact of the Covid-19 pandemic on the Trust and the impact on its ability to continue as a going concern. Following review of the Trust's cash flow the trustees believe the organisation can mitigate any risk impacting the Trust's financial stability.

What Do We Do

Our Articles of Association were amended and approved by our board in March 2020. The articles now fully reflect our governance arrangements.

The charity's objects are:

- to promote physical activity for the benefit of the individual;
- to promote community participation in healthy recreation by providing activities and programmes for the playing of football and other sports capable of improving physical health and mental wellbeing;
- to assist (whether by providing financial or such other assistance as may be deemed appropriate by the trustees) in providing programmes and activities for sport, recreation or other leisure time occupation of such persons who have need for such support by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life;
- to advance the education and employability of the public and to provide opportunities for them to develop their full capacities, and enable them to raise their aspirations and potential, so that their conditions of life may be improved.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objects, in planning future activities and in setting the donation policy for the year.

Our Themes and Projects

Health & Wellbeing

Joy of Moving

Funded by Ferrero UK, the Joy of Moving encourages children and their families to be physically active, to eat a balanced diet and to lead a healthy lifestyle. The core programme – Move and Learn - is delivered in schools to Year 5 children over a six-week period and promotes understanding of nutrition, health and wellbeing. Joy of Moving Festivals are one day health themed whole-school celebrations in the summer term. The programme also creates digital resources to encourage children and families to move and play more.

Extra Time Hubs

Extra Time Hubs, funded by Sport England through the National Lottery, are a growing national social community of people in their retirement years who meet face to face and online to socialise, do things they enjoy, and feel better connected.

Every Player Counts

Funded by the Wembley National Stadium Trust and the EFL Trust, EFL CCOs deliver disability inclusion programmes to address the specific needs of their local area. Across the country people of all ages with a variety of impairments have been given access to football for the first time.

FIT FANS

FIT FANS is a 12-week programme, funded by the National Lottery and by a number of local authorities, run at over 40 EFL CCOs providing people aged 35-65 with an opportunity to make

lifestyle changes, lose weight, get fitter and lead a more active life. FIT FANS has helped thousands of people to achieve long-term reductions in weight, waistline, blood pressure and health risk.

Participation & Community Engagement

Talent Inclusion Programme

In partnership with The FA, this programme hopes to provide every girl in England the opportunity, access and entry into the FA Girls' England Talent Pathway to start of her journey to become an England player.

The programme ensures that through the existing community activities delivered by EFL CCOs, female participants can be identified and referred to the Talent Pathway. Our CCOs are supported by an education and learning programme for their staff developed in partnership with a wide range of expert organisations across the sport, youth and health / well-being sectors.

Communities United

This project was funded from the MHCLG's (now the Department for Levelling Up) Faith, Race and Hate Crime programme. It was delivered by 6 CCOs in the North West where there is the greatest reported hate crime outside of London and focussed on each CCO engaging with 10 families from different backgrounds to increase understanding of cultural differences as well as connect them more with their local community.

Girls and Kids Cups

The Kids Cup is a six-a-side football competition for school children under 11, culminating in 3 finals across the Sky Bet playoff finals weekends in May. The Girls Cup is a football competition for under 13 girls which culminates in a final before the EFL Trophy final in March.

National Citizen Service (NCS)

NCS is a major government programme, which helps 15 – 17-year-olds with their transition into adulthood. The programme enables young people to broaden their horizons, meet new people, learn skills for life, and make a real difference by becoming active citizens in their local community. The EFL Trust's NCS programme has delivered life changing experiences to more than 100,000 teenagers since 2011.

Network Rail – You Vs Train

A project that was supported by all EFL CCOs and Clubs. This project focused on raising awareness of rail safety in young people between the ages of 11 and 18. The power of football and Club players was used to get a key message across to young people and to get them to stay off the tracks.

Education & Employability

USW and the EFL Trust have developed Foundation Degrees in Community Football Coaching & Development; Sports Coaching and Development and a top-up degree in BSc (Hons) Football Coaching, Development and Administration.

The programmes have been running for seven years and students are based at their home club and attend residential courses at USW. Last year saw the largest cohort of Foundation Degree students, with 525 based at 38 CCOs across England and Wales. Graduates from the programme have gone on to a range of roles both within their CCO and the wider sector.

Employability Programmes

The EFL Trust, through the network of CCOs, delivered the 16-24 Traineeship during the period, supporting over 160 trainees through the programme of work experience, functional skills and employability skills. Our Training Ground programme, funded by Youth Futures Foundation worked with over 50 young people, developing key skills along with improving their lifestyle, and preparing them for working life. Over 70% of participants have progressed from this programme into a positive destination.

In November 2020, the EFL Trust became a Gateway for the Kickstart Scheme, supporting the network of CCOs and Clubs to recruit young people into fully funded 6-month job placements, equipping them with the skills and experience they need for work. These placements were across a range of departments and young people in these roles have gone on to full-time work and apprenticeships either within the Club, CCO or with another local employer.

Programme Participant Numbers

Department	Programme	2020	2021
Education & Employability	16-24 Traineeships	281	335
Education & Employability	USW Foundation Degree	419	525
Education & Employability	Training Ground	83	58
Community Engagement	NCS	11,256	8,195
Community Engagement	Communities United	Not reported	258
Health & Wellbeing	Every Player Counts	2,462	956*
Health & Wellbeing	Extra Time Hubs	917	1,764
Health & Wellbeing	Joy of Moving (Move & Learn)	24,153	17,409^



Health & Wellbeing	Joy of Moving (Digital Pack)	250,852	350,000^
Health & Wellbeing	Joy of Moving (Festivals)	0	6,619
Health & Wellbeing	Kids Cup	12,056	0
Health & Wellbeing	Girls Cup	5,808	0
Health & Wellbeing	Fit Fans	1,010	1,696
Health & Wellbeing	Tackling Loneliness Together	Not reported	31,715

Notes:

(EPC) *Participant numbers are reflective of sustaining individuals rather than increasing the number of new participants annually

(JOM) ^ Numbers reflect the impact of COVID-19 on the programme. The Joy of Moving Winter Games project (online) reached over 350,000.

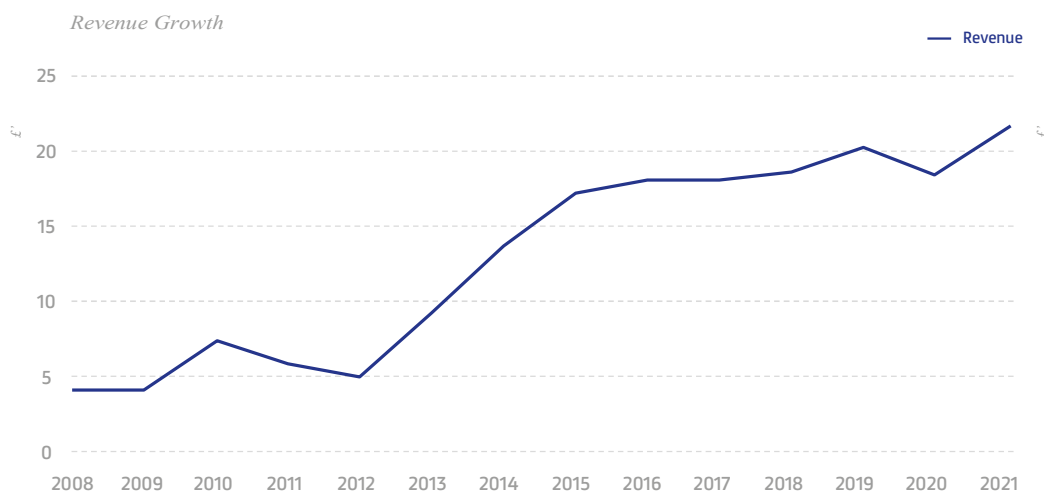
Financial Review

OUR FINANCES – SUMMARISED

Our Growth

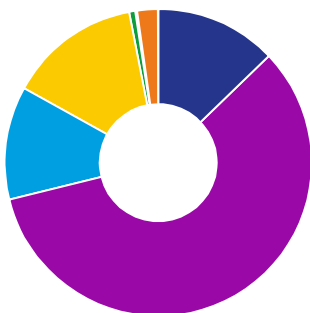
Since incorporation, income has increased from £4.0m in 2008 to £21.7m in 2021. There has been an increase in income of £3.1m in 2021 from £18.6m in 2020, this highlights the organisations recovery from the impact of the Covid-19 pandemic.

Graph 1 below illustrates EFL Trust's growth year on year.



Our Income

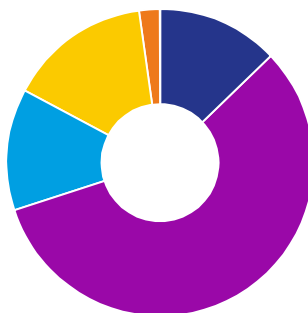
Graph 2 – EFL Trust – Income By Department – Year Ending June 2021 (2020)



PFA & EPL	13%	(15%)
COMMUNITY AND PARTICIPATION	58%	(64%)
EDUCATION AND EMPLOYABILITY	12%	(9%)
HEALTH & WELLBEING	14%	(9%)
Other / Interest	1%	(2%)
EFL "in kind" support	2%	(1%)

Our Spend

Graph 3 – EFL Trust – Expenditure By Department – Year Ending June 2021 (2020)



PFA & EPL	13%	(15%)
COMMUNITY AND PARTICIPATION	57%	(64%)
EDUCATION AND EMPLOYABILITY	13%	(9%)
HEALTH & WELLBEING	15%	(9%)
Other / Interest	0%	(2%)
EFL "in kind" support	2%	(1%)

Overall income increased by 8%, there were substantial increases of income in Health and Wellbeing, through the delivery of Tackling Loneliness and Education and Employability through the Kick Start programme.

Expenditure totaled £20.1m in 2020/21 (£19.3m: 2019/20). This is an increase of £0.8m from 2019/20.

Statement of Trustees' responsibilities

The trustees (who are also directors of The Football League (Community) Limited for the purposes 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 charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to Auditor

The Trustees who held office at the date of approval of this Trustees' report confirm that:

- so far as they are each aware, there is no relevant audit information of which the charitable company's auditor is unaware; and

- each trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Saffery Champness LLP will therefore continue in office. The Trustees Report, including the Strategic Report, has been approved by the Board of Trustees and signed on behalf of the Board on 22/03/2022

A handwritten signature in black ink, appearing to read "L Scully". The signature is fluid and cursive, with a long horizontal stroke at the end.

L Scully

Trustee

Company registration number 6469948

Charity registration number 1132689

Independent auditor's report to the members

Opinion

We have audited the financial statements of The Football League (Community) Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 30 June 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 30 June 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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.

Other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 22 the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by

discussions with trustees, and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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 parent 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 parent charitable company's members 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....

Sally Appleton (Senior Statutory Auditor)
for and on behalf of Saffery Champness LLP

Chartered Accountants

Statutory Auditors

Mitre House

North Park Road

Harrogate

North Yorkshire

HG1 5RX

Date:

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Consolidated statement of financial activities (incorporating the income and expenditure account) for the year ended 30 June 2021

	<i>Note</i>	Unrestricted funds	Designated funds	Restricted funds	Total 2021	Total 2020
		£	£	£	£	£
Income from:						
Donations	2	6,414,666	-	-	6,414,666	5,133,526
Charitable activities	2	-	-	15,316,534	15,316,534	13,423,269
Other trading activities	3	-	-	-	-	-
Investments	4	4,722	-	-	4,722	16,557
Total income		6,419,388	-	15,316,534	21,735,922	18,573,352
Expenditure on:						
Raising funds	3	(20)	-	-	(20)	(2,819)
Charitable activities	5	(4,700,603)	(210,635)	(15,226,467)	(20,137,705)	(19,337,870)
Total expenditure	5	(4,700,623)	(210,635)	(15,226,467)	(20,137,725)	(19,340,689)
Net income/(expenditure)		1,718,765	(210,635)	90,067	1,598,197	(767,337)
Transfers between funds	12	(1,718,765)	1,718,765	-	-	-
Net movement in funds		-	1,508,130	90,067	1,598,197	(767,337)
Reconciliation of funds:						
Total funds brought forward		-	3,504,135	-	3,504,135	4,271,472
Total funds carried forward		-	5,012,265	90,067	5,102,332	3,504,135

All transactions derive from continuing activities.

There are no other gains/losses other than those included in the statement of financial activities.

The notes on pages 31 to 50 form an integral part of these financial statements.

Balance sheet as at 30 June 2021

	Notes	Group		Charitable company	
		2021	2020	2021	2020
		£	£	£	£
Fixed assets					
Tangible fixed assets	7	39,580	42,211	39,580	42,211
Investments	8	-	-	1	1
Current assets					
Debtors	9	1,010,842	760,974	1,100,066	821,419
Cash at bank and in hand		8,745,416	7,224,452	8,659,030	7,162,029
		9,756,258	7,985,426	9,759,096	7,983,448
Creditors: amounts falling due within one year	10	(4,693,506)	(4,523,502)	(4,693,506)	(4,518,694)
Net current assets		5,062,752	3,461,924	5,065,590	3,464,754
Net assets		5,102,332	3,504,135	5,105,171	3,506,966
Funds					
Unrestricted funds		-	-	-	-
Restricted funds		90,067	-	90,067	3,506,966
Designated funds		5,012,265	3,504,135	5,015,104	3,506,966
	12	5,102,332	3,504,135	5,105,171	3,506,966

The notes on pages 31 to 50 form an integral part of these financial statements.
These financial statements were approved by the Board of trustees on 22/03/2022
Signed on behalf of the Board of Directors



L Scully

Trustee

Company registration number 6469948

Charity registration number 1132689

Consolidated cash flow statement for the year ended 30 June 2021

	<i>Note</i>	2021 £	2020 £
Net cash inflow/ (outflow) from operating activities	13	1,531,857	2,308,990
Returns on investments and servicing of finance	14	4,722	16,557
Capital expenditure and financial investment	14	(15,615)	(31,694)
Cash inflow/(outflow) before use of liquid resources and financing		1,520,964	2,293,853
Financing		-	-
Increase / (decrease) in cash in the year		1,520,964	2,293,853
		2021 £	2020 £
Reconciliation of net cash flow to movement in net funds			
Increase / (decrease) in cash in the year		1,520,964	2,293,853
Cash at bank and in hand:			
At 1 July 2020		7,224,452	4,930,599
At 30 June 2021		8,745,416	7,224,452

The notes on pages 31 to 50 form an integral part of these financial statements.

Notes to the accounts for the year ended 30 June 2021

1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Basis of preparation

The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Statement of Recommended Practice applicable to charities (FRS 102) and applicable accounting standards and under the historical cost convention.

The consolidated financial statements incorporate the financial statements for the Charity and its subsidiary FLT Community Trading Ltd on a line-by-line basis. The Charitable company is taking advantage of the exemption in s408 of the Companies Act 2006 not to present its individual Statement of Financial Activities.

Reconciliation with Generally Accepted Accounting Practice

In applying the accounting policies required by FRS102 and the Charities SORP, a sum of £345,302 of "in kind" support by EFL has been added to both income and expenditure in the 2021 figures and £136,790 in the 2020 comparative figures.

Going Concern

The Company's business activities, together with the factors likely to affect its future development, performance and position are set out in the Trustees' Report on pages 3 to 19. The company has considerable financial resources and as a consequence, the trustees believe that the company is well placed to manage its business risks successfully despite the current uncertain economic outlook. The trustees have considered the impact of the Covid-19 pandemic on the Trust and the impact on its ability to continue as a going concern. Following review of the Trust's cash flow the trustees believe the organisation can mitigate any risk impacting the Trust's financial stability. The trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Voluntary income

Voluntary income made up of donations from football funding bodies is included in the year in which it is receivable, which is when the company becomes entitled to the resource.

Activities for generating funds

Income received relates to amounts gifted to the charitable company from FLT Community Trading Limited.

Investment income

Investment income relates to interest receivable from the investment of cash surpluses in bank accounts. Investment income from these funds is transferred to unrestricted funds in accordance with the terms of the relevant fund.

Notes (*continued*)

1. Accounting policies (*continued*)

Resources expended

Resources expended have been charged to the statement of financial activities on an accruals basis. Direct charitable expenditure relates to the distribution of funds. Support costs are also incurred to enable the charitable company to provide these activities.

Unrestricted funds

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

Designated funds

Designated funds are unrestricted funds which are earmarked by the trustees for particular purposes.

Restricted funds

Restricted funds are funds that can only be used for restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for a restricted purpose.

Awards of funding to delivery partners

Funding and donations are awarded by management on a case by case basis, upon application. Applications are accepted if they meet all the required criteria and otherwise rejected. Funding would be treated as binding upon written confirmation of acceptance, sent to the recipient.

Investments

Investments are stated at cost net of any provision for impairment.

Depreciation and tangible fixed assets

Capital purchases of £250 or more are charged to tangible fixed assets.

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation on tangible fixed assets is calculated on a straight line basis and aims to write down their cost to their estimated residual value over their expected useful lives as follows:

Computer software	3 years
Computer hardware and fixtures and fittings	4 years

Debtors

Trade and other debtors are recognised at the settlement amount. No trade discounts are offered.

Creditors

Creditors and provisions are recognised where the charity has an obligation resulting from a past event that will probably result in the transfer of funds to a third party. Creditors are recognised at the settlement amount after allowing for any trade discounts due.

Notes *(continued)*

1. Accounting policies *(continued)*

Pension costs

The company contributes to defined contribution pension schemes on behalf of employees. The amount charged in the statement of financial activities is the amount payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

The entity, as a registered charity, is exempt from taxation on its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No tax charge has arisen in the year.

Government Grants

Government grants received in relation to the Coronavirus Job Retention Scheme are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grants conditions will be met and the grants will be received.

Notes (continued)

2. Income from Donations and Charitable Activities

Group	Unrestricted funds	Restricted funds	2021	2020
	£	£	£	£
Professional Footballers' Association	2,800,000	-	2,800,000	2,800,000
MHCLG	-	287,737	287,737	-
DCMS	-	1,310,000	1,310,000	-
Network Rail	-	116,318	116,318	360,582
Youth Futures Foundation	-	180,333	180,333	-
Sport England	-	1,103,827	1,103,827	849,091
National Citizen Service	3,246,673	9,182,725	12,429,398	11,885,861
University of South Wales	-	1,657,475	1,657,475	1,116,913
Wembley National Stadium Trust	-	-	-	197,370
Futsal	-	-	-	81,933
Football Association	-	140,000	140,000	-
ESFA	-	247,615	247,615	374,233
DWP	-	519,854	519,854	25,000
Warwickshire College Group	-	12,500	12,500	13,000
Move and Learn	-	556,500	556,500	586,000
Women In Sport	-	1,650	1,650	7,825
Other	3,448	-	3,448	18,622
Government Furlough Grant	19,243	-	19,243	103,575
English Football League donation "in kind"	345,302	-	345,302	136,790
	6,414,666	15,316,534	21,731,200	18,556,795

Unrestricted funds in 2021 were received from the Professional Footballers Association £2,800,000 (2020: £2,800,000), the Football League Limited "in kind" donations of goods and services £345,302 (2020: £136,790), Government grants received (furlough income) £19,243 (2020: £103,575) and a number of other miscellaneous sources amounting to £3,448 (2020: £18,622).

A Management Fee totalling £3,246,673 (2020: £2,074,539) received for National Citizen Service is classified as unrestricted funds.

Notes (continued)

3. Activities for generating funds

The charitable company has one trading subsidiary, FLT Community Trading Limited, a company incorporated in England and Wales. The charitable company owns the entire share capital of this company being £1 ordinary share. FLT Community Trading Limited obtains funding from commercial partners and distributes this to club community trusts on the partners' behalf throughout the year. Any surplus at the end of the year is gifted to The Football League (Community) Limited.

A summary of the trading result of FLT Community Trading Limited is shown below. Audited financial statements for the year ended 30 June 2021 are filed with the Registrar of Companies. A Gift Aid donation of the taxable loss of £nil (2020: taxable loss of £2,819) was made to The Football League (Community) Limited.

	2021 £	2020 £
Turnover	-	-
Cost of sales	-	-
Gross profit	-	-
Administrative expenses	(20)	(2,819)
Operating profit	(20)	(2,819)
Gift aid donation to The Football League (Community) Limited	-	-
Retained profit for the year	(20)	(2,819)

The aggregate of the assets, liabilities and funds was:

	2021 £	2020 £
Assets	86,387	91,205
Liabilities	(89,226)	(94,023)
Funds	(2,839)	(2,818)

Notes (continued)

4. Investment income

	2021	2020
	£	£
Bank interest receivable	4,722	16,557

5. Resources expended

<i>Group</i>	2021	2020
	£	£
(i) Analysis of total resources expended		
Staff costs	2,653,140	2,464,834
Support costs	805,082	912,901
Other direct costs	16,679,503	15,960,135
	<u>20,137,705</u>	<u>19,337,870</u>
	£	£
(ii) Analysis of support costs		
Telephone, postage, stationery and printing	60,471	100,699
Employee medical costs	10,769	3,793
Motor, meeting and travel costs	30,871	307,710
Staff training and advertising	76,527	62,786
Subscriptions and printing	36,145	22,441
Marketing	32,482	90,498
Legal & professional costs	254,173	65,419
Depreciation and financial costs	21,604	68,432
Computer system support	155,565	54,321
Rent, rates, light, heat & cleaning costs	109,793	120,814
Governance Costs	16,682	15,988
	<u>805,082</u>	<u>912,901</u>

Notes (continued)

5. Resources expended (Continued)

(iii) Analysis of other direct costs

	£	£
Donations to schemes	16,651,403	15,938,375
Other costs	28,100	21,760
	16,679,503	15,960,135

(iv) This is stated after charging

	£	£
Auditors remuneration	13,500	11,500
Depreciation	18,246	15,700
Trustees expenses	-	1,480
	46,346	28,680

All donations to schemes relate to donations made to the community trusts of football clubs and other third sector organisations to support the promotion of, and participation in, healthy recreation by the general public. Projects supported include schemes to develop the social and life skills of young persons; to provide educational opportunities for young people; and to improve health and fitness for all in local communities.

Notes (continued)

6. Staff numbers and costs

Group	2021 £	2020 £
Employee costs during the year amounted to:		
Wages and salaries	2,224,907	2,066,769
Social security costs	236,157	224,936
Other pension costs	192,076	173,129
	2,653,140	2,464,834
Average monthly number of persons employed by the Company during the period excluding directors:	63	60

None of the trustees received any remuneration in respect of their services as directors of the Company (2020: £nil). No trustees received expenses in the year (2020: £1,480).

Total contributions to the defined contribution scheme amounted to £192,076 (2020: £173,129). Payments of £nil were outstanding as at 30 June 2021 (2020: £nil).

There was one employee paid between £100,000 and £110,000 in the period (2020: one). There were two employees paid between £60,000 and £70,000 (2020: one)

During 2020-21, employee benefits of the key management personnel of the Trust comprising the Chief Executive Officer and nine Senior Management Team total £796,716 (2020: £696,234). Trustee roles are voluntary and received £nil remuneration (2020 £nil)

Notes (*continued*)

7. Tangible fixed assets

<i>Group</i>	Computer Hardware & Fittings £	Computer Software £	Office Equipment £	Total £
<i>Cost</i>				
At 1 July 2020	108,964	28,004	9,243	146,211
Additions	15,615	-	-	15,615
At 30 June 2021	124,579	28,004	9,243	161,826
<i>Depreciation</i>				
At 1 July 2020	(74,263)	(28,004)	(1,733)	(104,000)
Charge in year	(15,935)	-	(2,311)	(18,246)
At 30 June 2021	(90,198)	(28,004)	(4,044)	(122,246)
<i>Net book value</i>				
At 30 June 2020	34,701	-	7,510	42,211
At 30 June 2021	34,381	-	5,199	39,580

Notes (*continued*)

7. Tangible fixed assets (*continued*)

Charitable company

	Computer Hardware & Fittings £	Office Equipment £	Total £
<i>Cost</i>			
At 1 July 2020	108,964	9,243	118,207
Additions	15,615	-	15,615
At 30 June 2021	124,579	9,243	133,822
<i>Depreciation</i>			
At 1 July 2020	(74,263)	(1,733)	(75,996)
Charge in year	(15,935)	(2,311)	(18,246)
At 30 June 2021	(90,198)	(4,044)	(94,242)
<i>Net book value</i>			
At 30 June 2020	34,701	7,510	42,211
At 30 June 2021	34,381	5,199	39,580



Notes *(continued)*

8. Investments

<i>Group and charitable company</i>	Shares in subsidiary	
	2021	2020
	£	£
Cost and net book value		
Investment in subsidiary	1	1

FLT Community Trading Limited is a wholly owned trading subsidiary of The Football League (Community) Limited and is registered in England and Wales and incorporated in Great Britain. FLT Community Trading Limited received funds from commercial partners which are distributed to community schemes on the partners' behalf, with any surplus gifted to The Football League (Community) Limited.

A summary of the trading results of FLT Community Trading Limited is shown as note 3 above.

Notes (continued)

9. Debtors

	Group		Charitable company	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	451,880	298,641	451,880	269,858
Other debtors	16,000	19,000	16,000	19,000
Amount due from intercompany debtors	20,074	-	109,300	89,228
Prepayments and accrued income	522,888	443,333	522,886	443,333
	<u>1,010,842</u>	<u>760,974</u>	<u>1,100,066</u>	<u>821,419</u>

Accrued income is recognised as an asset where grants have been awarded prior to the receipt of monies from the funding body. The timing of monies received from the funding body is dependent on the contractual terms.

10. Creditors: amounts falling due within one year

	Group		Charitable company	
	2021	2020	2021	2020
	£	£	£	£
Trade creditors	26,630	137,329	23,630	132,521
Other creditors	-	-	-	-
Accruals and deferred income	4,623,741	4,302,433	4,623,741	4,302,433
Amount due to intercompany creditors	-	83,740	-	83,740
Social security and other taxes	46,135	-	46,135	-
	<u>4,693,506</u>	<u>4,523,502</u>	<u>4,693,506</u>	<u>4,518,694</u>

Accruals are recognised where grants have been awarded pre-year end and the monies are paid post year end. Accruals are also recognised on the basis that if distributions were not made then an obligation would exist to return the monies back to the funding body net of any entitlement to retained management charges.

Deferred income is recognised where cash received exceeds grants awarded and the amount of cash received does not meet the criteria to be recognised as voluntary income.

Notes (continued)

11. Analysis of net assets between funds

<i>Group</i>	Unrestricted funds	Designated funds	Restricted funds	Total funds 2021	Total funds 2020
	£	£	£	£	£
<i>Fund balances at 30 June 2021 represented by:</i>					
Fixed assets	-	39,580	-	39,580	42,211
Current assets	-	4,972,685	4,783,573	9,756,258	7,985,426
Current liabilities	-	-	(4,693,506)	(4,693,506)	(4,523,502)
	-	5,012,265	90,067	5,102,332	3,504,135
<i>Charitable company</i>	Unrestricted funds	Designated funds	Restricted funds	Total funds 2021	Total funds 2020
	£	£	£	£	£
<i>Fund balances at 30 June 2021 represented by:</i>					
Fixed assets	-	39,581	-	39,581	42,212
Current assets	-	4,975,523	4,783,573	9,759,096	7,983,448
Current liabilities	-	-	(4,693,506)	(4,693,506)	(4,518,694)
	-	5,015,104	90,067	5,105,171	3,506,966

Notes (continued)

12. Reconciliation of movements in funds

Group	At 1 July 2020	Incoming Resources	Outgoing resources	Transfers	At 30 June 2021
Restricted funds					
Total restricted funds	-	15,316,534	(15,226,467)	-	90,067
Designated funds					
Infrastructure grants		-	-		-
Strategic reserve	1,770,000	-	-	-	1,770,000
New designated funds	1,734,135	-	(210,635)	1,718,765	3,242,265
Total designated funds	3,504,135	-	(210,635)	1,718,765	5,012,265
General funds					
Total general funds	-	6,419,388	(4,700,623)	(1,718,765)	-
Total Funds	3,504,135	21,735,922	(20,134,725)	-	5,102,332

The net movement of unrestricted funds was £1,508,130 (2020: reduction of £767,337).

The net movement on restricted funds was £90,067 (2020: £nil). The restricted funding relates to funds received in 2021, which have been agreed to be allocated against costs which will be incurred in the future.

In order to protect the charitable company from any unforeseen adverse movements in income or expenses, the trustees have designated a sum of £1,770,000 of the free reserves of the charitable company as a strategic reserve, being between 3 and 6 months expenses, based on an assessment of the likely reorganisation costs involved in closing down individual projects.

The trustees will consider the best use of the remaining unrestricted funds over the course of the coming 12 months.

Notes (*continued*)

13. Reconciliation of changes in resources to net cash outflow from operating activities

<i>Group</i>	2021 £	2020 £
Net incoming resources	1,598,197	(767,336)
Investment Income	(4,722)	(16,557)
Depreciation	18,246	15,699
Decrease/(Increase) in debtors	(249,868)	507,438
Increase/(Decrease) in creditors and deferred income	170,004	2,569,746
Net cash inflow / (outflow) from operating activities	1,531,857	2,308,990

14. Analysis of cash flows for headings in the cash flow statement

	2021 £	2020 £
Cash inflow from returns on investments and servicing of finance		
Interest receivable and other similar income	4,722	16,557
Cash outflow from capital expenditure and financial investment		
Payments to acquire tangible fixed assets	(15,615)	(31,694)

15. Company Limited by guarantee

The Company does not have a share capital. The Company's assets are guaranteed by The Football League Trust Limited (registered company no. 6466997) up to a sum not exceeding £1.

Notes *(continued)*

16. Related party transactions

By the charitable company's nature The Football League (Community) Limited may enter into a number of transactions in the normal course of its operations with the Football Association, the Premier League Limited and the Professional Footballers' Association.

Voluntary income includes £2,800,000 which was received directly from the Professional Footballers' Association. The balance due at the end of the year was £nil (2020: £nil).

At the year end, FLT Community Trading Limited owed £89,226 to the Football League Community Limited (2020: £89,228).

During the year, the Football League Limited, (the ultimate parent of the Company) and the Football League (Community) Limited entered into a number of transactions in the normal course of business, totalling £359,140 (2020: £384,123). At the year end the Football League (Community) Limited was owed £20,074 by the Football League Limited in 2020 the Football League (Community) Limited owed the Football League Limited £83,740.

In addition, the Football League Limited donated goods and services to the charitable company on a free of charge basis to a value of approximately £345,302 (2020: £136,790). In compliance with the requirements of FRS102, these amounts have been added to income and expenditure in the appropriate years.

There has been transactions totalling £1,309 (2020: £nil) between League Football Education Limited and the Football League (Community) Limited within the year.

17. Ultimate parent company and controlling party

The Football League (Community) Limited (Company registered number 6469948) is a wholly owned charitable subsidiary of The Football League Trust Limited (Company registered number 6466997) and is registered in England and Wales and incorporated in Great Britain.

The Football League Trust Limited is, in turn, a wholly owned subsidiary of The Football League Limited (Company registered number 80612).

The Football League (Community) Limited is excluded from consolidation on the grounds that its relationship with The Football League Limited does not meet the criteria for a parent and subsidiary relationship to exist as it does not have the voting rights to have control over the Football League (Community) Limited board or the power to remove or appoint trustees in order to gain such control.

The largest group in which the results of the Company are consolidated is that headed by Football League (Community) Limited. No other group financial statements include the results of the Company. The consolidated financial statements of the Group are available to the public from Companies House, Crown Way, Cardiff, CF14 3UZ.

Notes *(continued)*

18. Comparative Information

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2020	Total 2019
		£	£	£	£	£
Income from:						
Donations	2	5,133,526	-	-	5,133,526	4,814,961
Charitable activities	2	-	-	13,423,269	13,423,269	14,681,588
Other trading activities	3	-	-	-	-	586,000
Investments	4	16,557	-	-	16,557	10,426
Total income		5,150,083	-	13,423,269	18,573,352	20,092,975
Expenditure on:						
Raising funds	3	(2,819)	-	-	(2,819)	(557,312)
Charitable activities	5	(5,096,691)	(817,910)	(13,423,269)	(19,337,870)	(17,717,081)
Total expenditure	5	(5,099,510)	(817,910)	(13,423,269)	(19,340,689)	(18,274,393)
Net income/(expenditure)		50,573	(817,910)	-	(767,337)	1,818,582
Transfers between funds	12	(50,573)	50,573	-	-	-
Net movement in funds		-	(767,337)	-	(767,337)	1,818,582
Reconciliation of funds:						
Total funds brought forward		-	4,271,472	-	4,271,472	2,452,890
Total funds carried forward		-	3,504,135	-	3,504,135	4,271,472

Notes (continued)

18. Comparative Information (Continued)

Comparative Incoming Resources

Group	Unrestricted funds	Restricted funds	2020	2019
	£	£	£	£
Professional Footballers' Association	2,800,000		2,800,000	2,800,000
English Football League	-	-	-	72,000
Erasmus+	-	-	-	65,207
Network Rail	-	360,582	360,582	90,704
Tennis Foundation	-	-	-	11,667
Sport England	-	849,091	849,091	269,998
National Citizen Service	2,074,539	9,811,322	11,885,861	14,191,624
University of South Wales	-	1,116,913	1,116,913	984,939
Wembley National Stadium Trust	-	197,370	197,370	160,000
Futsal	-	81,933	81,933	166,770
ESFA	-	374,233	374,233	296,944
Open University	-	-	-	40,861
Warwickshire College Group	-	13,000	13,000	20,100
Football Association	-	-	-	175,000
DWP	-	25,000	25,000	-
Move and Learn	-	586,000	586,000	-
Women In Sport	-	7,825	7,825	-
Other	18,622	-	18,622	17,879
Government Furlough Grant	103,575		103,575	-
English Football League donation "in kind"	136,790	-	136,790	132,806
	5,133,526	13,423,269	18,556,795	19,496,549

Unrestricted funds in 2020 were received from the Professional Footballers Association £2,800,000 (2019: £2,800,000), the Football League Ltd £136,790 "in kind" donations of goods and services (2019: £132,806), and a number of other miscellaneous sources amounting to £18,622 (2019: £17,879).

A Management Fee totalling £2,074,539 received for National Citizen Service is classified as unrestricted funds. In previous years any fee received has been transferred from restricted funds to unrestricted funds.

Notes (continued)

18. Comparative Information (Continued)

Comparative Analysis of net assets between Funds

Group	Unrestricted funds	Designated funds	Restricted funds	Total funds 2020	Total funds 2019
	£	£	£	£	£
<i>Fund balances at 30 June 2020 represented by:</i>					
Fixed assets	42,211	-	-	42,211	26,217
Current assets	83,009	3,504,135	4,398,282	7,985,426	6,199,011
Current liabilities	(125,220)	-	(4,398,282)	(4,523,502)	(1,953,756)
	-	3,504,135	-	3,504,135	4,271,472
<i>Charitable company</i>	Unrestricted funds	Designated funds	Restricted funds	Total funds 2020	Total funds 2019
	£	£	£	£	£
<i>Fund balances at 30 June 2020 represented by:</i>					
Fixed assets	42,212	-	-	42,212	26,218
Current assets	106,363	3,506,966	4,370,119	7,983,448	5,887,416
Current liabilities	(148,575)	-	(4,370,119)	(4,518,694)	(1,642,162)
	-	3,506,966	-	3,506,966	4,271,472

Notes *(continued)*

18. Comparative Information (Continued)

Comparative Reconciliation of movement in Funds

<i>Group</i>	At 1 July 2019	Incoming Resources	Outgoing resources	Transfers	At 30 June 2020
Restricted funds					
Total restricted funds	-	13,423,269	(13,423,269)		-
Designated funds					
Infrastructure grants	523,956	-	(441,201)	(82,755)	-
Strategic reserve	1,770,000	-	-	-	1,770,000
New designated funds	1,977,516	-	(376,709)	133,328	1,734,135
Total designated funds	4,271,472	-	(817,910)	50,573	3,504,135
General funds					
Total general funds	-	5,150,083	(5,099,510)	(50,573)	-
Total Funds	4,271,472	18,573,352	(19,340,689)	-	3,504,135



Officers as at 30 June 2021

Directors

Liam Scully – appointed 20 September 2021

John Nixon – resigned 23 July 2021

Charlotte Hill OBE

Roger Davidson

Robbie Drye

Trevor Birch

David Baldwin – resigned 31 December 2020

Deborah Jevans

Andy Williamson CBE

Donald Kerr

John Hudson

Nick Perchard

Louise Gear

Steven Day – resigned 14 September 2020

Uma Cresswell – appointed 29 November 2021

Company Secretary

Catherine Abraham

Who We Work With

EFL Trust Registered address and principle address

EFL House, 10-12 West Cliff, Preston, PR1 8HU.

Charity registered number 1132689

Secretary: Cathy Abraham

Chief Executive Officer: Mike Evans

Bankers: Barclays Bank PLC, 2-4 Birley Street, Blackpool, Lancashire, FY1 1DU.

Solicitors: Farrer & Co LLP, 66 Lincoln's Inn Fields, London, WC2A 3LH.

Auditor: Saffery Champness LLP Chartered Accountants and Registered Auditor, Mitre House, North Park Road, Harrogate HG1 5RX.

