



Charity Registration No. 1139561

Company Registration No. 07395235 (England and Wales)

**NOTTINGHAM FOREST COMMUNITY TRUST**  
**TRUSTEES' REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

# NOTTINGHAM FOREST COMMUNITY TRUST

## LEGAL AND ADMINISTRATIVE INFORMATION

<b>Trustees</b>	Karen Frankland – chair Colin Morrell Oonagh Turnbull Nicholas Randall Q.C. Alison Hands Judith Lyons Iqbal Sanghera
<b>Chief executive</b>	Graham Moran
<b>Chief operating officer</b>	Calum Osborne
<b>Secretary</b>	Calum Osborne
<b>Patrons</b>	Sir John Peace John McGovern Sir David Greenaway
<b>Charity number</b>	1139561
<b>Company number</b>	07395235
<b>Registered and principal office</b>	The City Ground Pavilion Road West Bridgford Nottingham NG2 5FJ
<b>Auditor</b>	UHY Hacker Young 14 Park Row Nottingham NG1 6GR
<b>Bankers</b>	NatWest Bank plc 148-149 Victoria Centre Nottingham NG1 3QT
<b>Solicitors</b>	Browne Jacobson LLP Mowbray House Castle Meadow Road Nottingham NG2 1BJ

# NOTTINGHAM FOREST COMMUNITY TRUST

## CONTENTS

	Page
<b>Trustees' report</b>	1 – 7
<b>Statement of trustees' responsibilities</b>	8
<b>Independent auditor's report</b>	9 – 12
<b>Statement of financial activities</b>	13
<b>Balance sheet</b>	14
<b>Statement of cash flows</b>	15
<b>Notes to the accounts</b>	16 – 29

# **NOTTINGHAM FOREST COMMUNITY TRUST**

## **TRUSTEES' REPORT**

### **FOR THE YEAR ENDED 31 DECEMBER 2020**

The trustees are pleased to present their report and accounts for the year ended 31 December 2020.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's memorandum and articles of association, the Charities Act 2011, the Companies Act 2011, the second edition of the Charities Statement of Recommended Practice issued in October 2019, and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

#### **Structure, governance and management**

The charity is a company limited by guarantee, incorporated on 4<sup>th</sup> October 2010 and registered as a charity on 29<sup>th</sup> December 2010.

The trustees, who are also the directors for the purpose of company law, who served during the year and since the year end were:

Karen Frankland  
Colin Morrell  
Oonagh Turnbull  
Nicholas Randall Q.C.  
Alison Hands  
Judith Lyons  
Iqbal Sanghera

None of the trustees have any beneficial interest in the company. All trustees are members of the company and guarantee to contribute £10 each in the event of a winding up. In accordance with the articles of association Karen Frankland and Alison Hands retire by rotation and offer themselves for reappointment. The charity's articles of association require that a trustee appointed by a resolution of the other trustees must retire at the next annual general meeting. In addition, at every annual general meeting one third of the trustees, or the number nearest to one third, must retire from office. The trustees to retire by rotation are those who have been longest in office since their last appointment.

Trustees are given an appropriate level of induction and training. This is dependent on the individual's requirements and knowledge of the charity's activities. All trustees are reminded of their statutory obligations and given appropriate guidance and training on their responsibilities as trustees. The trustees have the objective of seeking to develop a board with appropriate skills, experience and diversity representative of the issues and areas in which the

## NOTTINGHAM FOREST COMMUNITY TRUST

charity operates. Any such changes to the board will continue over time but all appointments will be based on merit.

As part of their regular review of the board's skills and experience, the trustees appoint a number of advisors to the board. Board advisors bring distinctive knowledge on different aspects of the charity's operations to complement the existing trustees. Board advisors are not trustees and have no responsibilities as such. During the period the following have served as board advisors:

	<u>Specialist area</u>
Sir David Nicholson	Health
Jason Lee	Equalities education and Professional Footballers Association representative
Sarah Retzlaff	Sport and Leisure management

The charity is privileged to be supported by a number of patrons. Patrons add prestige and lend credibility to an organisation and the board would like to place on record their appreciation of the support they receive from our current patrons:

Sir John Peace  
Sir David Greenaway  
John McGovern

The board meets five times a year. During 2020 the finance committee met bi-monthly to consider the management accounts and the remuneration committee met once to review the staff pay and conditions and to ensure that all salaries are fair, benchmarked and proportionate with the complexity of each role. The Trust also has a Governance, Compliance and People committee and an Innovation, Impact, Equality, Diversity and Inclusion committee which ensure the Trust is continually looking at ways of making a greater impact in the communities where we work and developing new ideas in line with the charity's objectives that make a lasting impact and create long term value. The board approves the membership of and terms of reference for all committees. The chief executive has delegated authority over operational matters and the terms of delegation are reviewed and approved annually by trustees.

Under the memorandum and articles of association, the charity has the power to make any investment which the trustees see fit.

The trustees have developed a comprehensive business risk register which is reviewed at least quarterly. The trustees are satisfied that systems are in place to mitigate exposure to the major risks.

External risks to funding have led to the development of a strategic plan which will allow for diversification of funding and activities. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and to ensure consistent quality

## **NOTTINGHAM FOREST COMMUNITY TRUST**

of delivery for all operational aspects of the charitable company. Given the nature of the charity's activities, including working with many young people, great emphasis is placed on the quality of the charity's recruitment, employment, training, health and safety and safeguarding policies and procedures. One of the trustees has specific responsibility for overseeing the charity's safeguarding policy and procedures and reports to the board at every meeting. These procedures are periodically reviewed to ensure that they meet the needs of the charity.

Nottingham Forest Community Trust has now mapped its governance processes against the Charity Governance Code; and is using the Code to support continuous improvement. The Trust measures its progress against the Code by using the seven principles included within the Code to inform the work of the Board.

### **Key management personnel remuneration**

The trustees consider key management personnel to consist of the board of trustees, the chief executive and senior management personnel who report to the board of trustees. All trustees give their time freely and no trustee remuneration was paid in the year. Details of trustee expenses and related party transactions are disclosed in notes 8 and 15 to the accounts. Trustees are required to disclose all relevant interests and register them with the chief executive and in accordance with the Trust's policy withdraw from decisions where a conflict of interest arises. The pay of the senior management personnel is reviewed annually and normally increased in accordance with average earnings and set at market rates. The remuneration is also bench-marked with charities of a similar size and activity to ensure that the remuneration set is fair and not out of line with that generally paid for similar roles.

### **Objectives and activities**

Nottingham Forest Community Trust delivers high quality football, physical activity and education programmes to people of all ages and abilities in Nottingham and across the county. Other charitable services may be delivered at the absolute discretion of the trustees as they see fit. The charity's main objectives and activities are:

- Improving levels of health, fitness and wellbeing.
- Developing recreational and competitive football opportunities at all levels.
- Engaging people from all communities and backgrounds in socially inclusive activity.
- Driving up the participation in sport and physical activity.
- Improving academic attainment.

### **Achievements**

The charity has grown significantly since its launch in October 2010, including both the range and diversity of programmes delivered and the development of a highly skilled, experienced and qualified workforce.

## **NOTTINGHAM FOREST COMMUNITY TRUST**

The trustees are particularly delighted with the excellent relationship which has developed with the owners of Nottingham Forest Football Club. In particular the trustees would like to again thank the football club for the very generous donation in the year of £78,570. During the year we have signed a new service level agreement with the football club which includes a number of exciting joint initiatives aimed at some of the most disadvantaged members of society.

In 2020 the Covid pandemic had a significant impact on many of our programmes, but we are delighted to have still achieved high levels of performance operationally. A number of Covid related specific initiatives were also undertaken. The highlights of the year were:

- Young people engaged in outdoor Covid safe football - 224 sessions, 672 hours of delivery and 1,854 participants.
- Young people engaged in Violence Reduction programmes - 120 sessions, 480 hours of delivery, 140 participants.
- Primary school sessions - 100 sessions, 480 hours of provision, 3,025 children participating, 41 teachers participated in on-line training.
- Tricky to Talk mental wellbeing programme - 33 sessions delivered, 99 hours of delivery, 11 participants, 20 on-line sessions delivered.
- Community support ( Covid-19 specific) - 256 hours of delivery, 160,000 food and essential household products procured and delivered to local charities, 140,000 items of essential PPE equipment delivered to NHS medical centres & CareHomes, 1,000 tennis rackets procured and delivered to local families to encourage healthy exercise, 150 Forest Forces veterans supported via phone calls and socially distanced visits.
- Post 16 Education courses - 840 hours of delivery, 140 sessions, 60 students participating
- Dream Big programme - 109 Primary schools participated, 31,595 pupils engaged in the programme
- Forest Soccer Schools - 50 days, 350 hours of delivery, 1,000 boys and girls taken part.
- Summary - Total hours of community support programmes 33,286, total number of sessions delivered 799, total number of participants 39,985, total number of PPE, food, household items procured and delivered 301,000.

### **Public benefit statement**

The activities that the charity has undertaken to further its charitable purposes for the public benefit are stated within the objectives and activities of the charity.

The trustees consider that they have complied with their duties under section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charities Commission.

# NOTTINGHAM FOREST COMMUNITY TRUST

## Financial review

The Charity has been impacted both financially and operationally by the Covid pandemic since the first lockdown was enforced in March 2020. The effect on the Charity's income generation has been as follows:

- During lockdown periods there was a complete loss of income from delivery programmes where fees are received from participants attending face to face coaching sessions.
- The Forest Sports Zone facility was closed to all or significantly all activities during lockdown periods.

Other programmes were affected to varying degrees but the Charity have taken a positive and pro-active approach to the changes required to continue delivery of existing programmes and have adapted the methods of delivery to meet the guidelines set out by the Government.

Additionally, the Charity has taken on the delivery of new services that have supported the changing priorities of our local community during the COVID-19 period, and we are very pleased that this has been supported by our funders.

The financial impact of the pandemic has been mitigated by the grants received from the Government and the furlough scheme with up to 52% of the Charity's staff having been furloughed. Additionally, the business interruption insurance policy the Charity has in place covered the loss of income from the Forest Sports Zone facility for part of the year.

The highlights of the year were as follows:

- The charity made an overall surplus of £168,181 (2019: deficit of £16,200)
- Our total income for the year was £1,293,586 (2019: £1,210,277).
- The Forest Sports Zone recorded income in the year of £193,663 (2019: £217,806) and again made a small surplus.
- Our education programmes had a stable year with continued success in our BTEC programmes and strong participation again in our Premier League Primary Stars offer.
- Our inclusion programmes showed good growth overall, in particular building on the Police and Crime Commissioner programmes.
- There has once again been a very positive relationship with Nottingham Forest Football Club and we were very grateful for the generous donations which amongst other things, enable us to deliver the hugely popular and successful Dream Big programme to primary schools across the county.
- We were awarded a donation of £100,000 by Barclays Bank Plc to support our local communities throughout the 2020 Covid-19 emergency period. This allowed us to deliver a wide range of projects including the provision of food and physical activity to those in the greatest need, the delivery of personal protection equipment to Nottingham's NHS medical centres and to support learning for the children of essential care workers.



## NOTTINGHAM FOREST COMMUNITY TRUST

- Participant funded and football development programmes both saw decreases in the year as they were significantly impacted by Covid restrictions as indicated above. There was also less Premier League funding going into these categories but a stable level of Premier League funding overall.
- In 2020, the charity exceeded the level of unrestricted reserves required by its minimum reserves policy. At the end of the year the board agreed to designate £138,815 of the unrestricted reserves towards expanding areas within the charity including innovation, marketing, infrastructure, football development in primary schools and capital investment.

### **Future Outlook**

The ongoing uncertainties resulting from the Covid pandemic remain a continuing challenge and the Board regularly reassesses the likely impact on the Charity's operations and finances. While the Charity's funders have remained supportive during the Covid period there are likely to be some changes in levels of funding in the short to medium term which may result in a loss of revenue. Equally there are also a number of new opportunities for the Charity to be involved with and additional resources have been made available to ensure that the most is made of these.

We have agreed a new apprenticeship programme opportunity for 14-16 year olds which is receiving significant investment from Nottingham based Tech company Ideagen. This schools-based initiative will develop over a 5-year period and provide exciting opportunities for long term large scale sustainable employment in the Tech industry for young people.

The Charity is in a strong financial position at the end of 2020 and by remaining proactive and flexible will be in a good position to deal with the challenges it faces and will strive to continue to achieve maximum impact in the local communities where we work.

### **Reserves policy**

It is the policy of the charity that unrestricted funds, which have not been designated for a specific use, should be maintained at a level equivalent to a half of annual recurring expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is also given to ways in which additional funds can be raised. Unrestricted funds per note 17 at 31 December 2020 are £563,799 and our estimate of 6 months recurring expenditure is £329,325. The board are pleased to report that the charity maintained its minimum level of reserves throughout 2020. There is £171,315 in a designated fund to expand areas within the charity including innovation, marketing, infrastructure, football development in primary schools and capital investment (see note 17).

When setting the reserves policy for unrestricted funds the trustees are mindful of the fact that some restricted activities require the use of unrestricted funds in the short term. Funding for

## NOTTINGHAM FOREST COMMUNITY TRUST

restricted activities is sometimes received after the activity has been completed and expenditure will initially have been met from unrestricted funds.

### **Asset cover for funds**

Note 18 sets out an analysis of the assets attributable to the various funds and a description of the funds is set out in note 1.2. These assets are sufficient to meet the charity's obligations on a fund by fund basis.

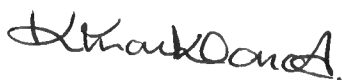
### **Disclosure of information to auditor**

Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

In preparing this report, the directors have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

Finally, we would like to formally thank all our funders for their continuing support and our staff for their dedication and hard work during the year.

Approved by the Board of Trustees and signed on its behalf by



K Frankland,

Trustee and chair

Dated: 24 September 2021

# **NOTTINGHAM FOREST COMMUNITY TRUST**

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also directors of Nottingham Forest Community Trust for the purposes of company law) are responsible for preparing the Trustees' Annual 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 2015 (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

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.

# **NOTTINGHAM FOREST COMMUNITY TRUST**

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NOTTINGHAM FOREST COMMUNITY TRUST**

We have audited the financial statements of Nottingham Forest Community Trust (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities including Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is 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 charitable company's affairs as at 31 December 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and 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 statement is appropriate.

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

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

# NOTTINGHAM FOREST COMMUNITY TRUST

## Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

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

In the light of our knowledge and understanding of the company and its 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 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

# NOTTINGHAM FOREST COMMUNITY TRUST

## **Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the 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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

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

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

Based on our understanding of the charitable company and the industry in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the acts by the charitable company, which were contrary to applicable laws and regulations including fraud, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inflated revenue and the charitable company's net income for the year.

Audit procedures performed included: review of the financial statement disclosures to underlying supporting documentation, review of correspondence with and reports to the regulators, including correspondence with the Charity Commission, review of correspondence with legal advisors, enquiries of management, and testing of journals and evaluating whether

## NOTTINGHAM FOREST COMMUNITY TRUST


there was evidence of bias by the trustees that represented a risk of material misstatement due to 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 for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



27 September 2021

Roger Merchant (Senior Statutory Auditor)  
For and on behalf of UHY Hacker Young LLP, Statutory Auditor  
14 Park Row  
Nottingham  
NG1 6GR

# NOTTINGHAM FOREST COMMUNITY TRUST

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

	Notes	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
<b><u>Incoming resources from generated funds</u></b>					
Donations and legacies	2	178,915	0	178,915	249,014
Charitable activities	3	499,796	494,172	993,968	934,079
Investment income	4	3,235	0	3,235	7,280
Other income	4	93,605	23,863	117,468	19,904
<b>Total incoming resources</b>		<b>775,551</b>	<b>518,035</b>	<b>1,293,586</b>	<b>1,210,277</b>
<b><u>Resources expended</u></b>					
<b>Charitable activities</b>					
Activities within the community	5,6	559,860	507,112	1,066,972	1,165,553
Support costs	5,7	39,347	19,086	58,433	60,924
<b>Total resources expended</b>		<b>599,207</b>	<b>526,198</b>	<b>1,125,405</b>	<b>1,226,477</b>
<b>Net (deficit)/surplus for the year before transfers</b>		<b>176,344</b>	<b>(8,163)</b>	<b>168,181</b>	<b>(16,200)</b>
Transfers between funds	17	(8,973)	8,973	-	-
<b>Net (deficit)/surplus for the year</b>		<b>167,371</b>	<b>810</b>	<b>168,181</b>	<b>(16,200)</b>
<b><u>Net movement in funds</u></b>					
Fund balances at 1 January 2020		567,743	17,683	585,426	601,626
<b>Fund balances at 31 December 2020</b>		<b>735,114</b>	<b>18,493</b>	<b>753,607</b>	<b>585,426</b>

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



# NOTTINGHAM FOREST COMMUNITY TRUST

## BALANCE SHEET


AS AT 31 DECEMBER 2020

	Notes	2020 £	£	2019 £	£
Fixed assets					
Tangible assets	10		14,637		22,679
Current assets					
Debtors	11	294,009		312,484	
Cash at bank and in hand		948,317		549,844	
		<u>1,242,326</u>		<u>862,328</u>	
Creditors: amounts falling due within one year	12	(347,939)		(189,164)	
Net current assets			894,387		673,164
Total assets less current liabilities			<u>909,024</u>		<u>695,843</u>
Provisions for liabilities	14		(155,417)		(110,417)
Net assets			<u>753,607</u>		<u>585,426</u>
Income funds					
Unrestricted funds	17		735,114		567,743
Restricted funds	17		18,493		17,683
			<u>753,607</u>		<u>585,426</u>

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard 102 (effective January 2015).

The notes on pages 16 to 29 form part of the financial statements. The accounts were approved and authorised for issue by the board on 24 September 2021.

K Frankland   
Trustee and chair

I Sanghera   
Trustee

Company Registration No. 07395235

# NOTTINGHAM FOREST COMMUNITY TRUST

## STATEMENT OF CASH FLOWS FOR THE YEAR TO 31 DECEMBER 2020

	Notes	2020 £	2019 £
Cash flows from operating activities	19	395,238	(138,030)
Cash flows from investing activities			
Payments to acquire tangible fixed assets		-	(8,911)
Interest received		3,235	7,280
Net cash flows from investing activities		3,235	(1,631)
Net (decrease) / increase in cash and cash equivalents		398,473	(139,661)
Cash and cash equivalents brought forward		549,844	689,505
Cash and cash equivalents carried forward		948,317	549,844
Cash and cash equivalents consists of:			
Cash at bank and in hand		594,117	198,818
Short term deposits		354,200	351,026
Cash and cash equivalents at 31 December 2020		948,317	549,844

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2020

### 1. Accounting policies

#### 1.1. General information and basis of preparation

Nottingham Forest Community Trust is a charitable company limited by guarantee registered in England & Wales. The address of the registered office is given in the legal and administrative information in these financial statements. The nature of the charity's operations and principal activities are to deliver high quality football, physical activity and education programmes to people of all ages and abilities in Nottingham and across the county.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

#### 1.2. Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 1.2. Funds (continued)

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

### 1.3. Income recognition

Items of income are recognised and included in the accounts when all of the following criteria are met:

- The charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Incoming resources accounted for on an accruals basis and shown in the Statement of Financial Activities represent amounts receivable in relation to grant funding, donations, education programmes, coaching fees and facility hire.

Grants receivable in respect of capital expenditure are credited to capital funds and amortised through the statement of financial activities over the expected useful economic lives of the relevant assets.

Grants of a revenue nature are credited to income in the year for which they are receivable, provided that the obligations under the grant agreement have been fulfilled.

Where income is received in advance of performance, its recognition is deferred and included in creditors until the contract is performed.

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 1.4. Expenditure

All expenditure is accounted for on the accruals basis. In particular, the costs of charitable activities represent all costs of the charity less those apportioned to support costs. Costs are apportioned to projects based on time allocation or income. Support costs include the costs of governance arrangements which relate to the general running of the charity as opposed to the direct management functions inherent in generating funds, service delivery and project work.

### 1.5. Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at annual rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Office Equipment      10% - 25% straight line

### 1.6. Donated services

The charity does not include donated services and facilities in the statement of financial activities as the charity is unable to reasonably quantify or measure the value of these services.

### 1.7. Operating leases

Rentals under operating leases are charged to the statement of financial activities on a straight line basis over the lease term.

### 1.8. Taxation

Taxation has not been provided on the surplus for the year on the grounds that Part 11 of the Corporation Tax Act 2010 applies (tax exemption for charitable companies). By virtue of the same section, income tax deducted from investment income received has been treated as recoverable.

### 1.9. Employee benefits

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 2. Income from donations and legacies

	2020	2019
	£	£
Donation from Nottingham Forest Football Club	78,570	229,935
Other donations	100,345	19,079
Total	<u>178,915</u>	<u>249,014</u>

£178,915 (2019: £249,014) of the above income was attributable to unrestricted funds.

### 3. Income from charitable activities

Included within income relating to activities within the community are the following:

	2020	2019
	£	£
Participant funded football programmes	15,246	44,317
Education programmes	352,590	359,983
Inclusion programmes	352,671	220,597
Football development programmes	79,798	91,376
Facility hire	193,663	217,806
	<u>993,968</u>	<u>934,079</u>

Income from charitable activities was £993,968 (2019: £934,079) of which £494,172 (2019: £383,054) was attributable to restricted funds and £499,796 (2019: £551,025) was attributable to unrestricted funds. Facility hire income includes £52,000 (2019: £nil) received from the Forest Sports Zone Business Interruption Insurance policy due to the closure of the facility during the first COVID lockdown.

### 4. Investment income and other income

	2020	2019
	£	£
<b>Investment income</b>		
Interest receivable	3,235	7,280
<b>Other income</b>		
Government grants	109,761	-
Vending machine sales	7,707	19,904
	<u>117,468</u>	<u>27,184</u>

Government grants relates to Coronavirus support grants available from the government. £23,863 (2019: £nil) of the above income was attributable to restricted funds. £93,605 (2019: £27,184) of the above income was attributable to unrestricted funds.

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 5. Total resources expended

	Staff costs £	Other costs £	Total 2020 £	Total 2019 £
Charitable activities	Note 9	Notes 6,7		
Activities undertaken directly	690,258	376,714	1,066,972	1,165,553
Support costs	-	58,433	58,433	60,924
	690,258	435,147	1,125,405	1,226,477

£526,198 (2019: £430,940) of the above costs were attributable to restricted funds.  
£599,207 (2019: £795,537) of the above costs were attributable to unrestricted funds.

Auditor's remuneration	2020 £	2019 £
Fees payable to the auditor for the audit of the charity's annual accounts	5,610	5,250

### 6. Activities undertaken directly

	2020 £	2019 £
Other costs relating to activities within the community comprise:		
Rental of facilities	16,504	27,481
Third party delivery staff	148,331	64,786
Kit & equipment	17,789	52,528
Administrative costs	18,403	16,100
Marketing costs	25,895	39,977
Travel costs	39,180	52,165
Depreciation	8,042	7,816
Utility costs	32,527	41,907
Vending machine costs	13,028	19,671
Replacement of artificial pitch surface	45,000	25,000
Maintenance costs	12,015	32,107
	376,714	379,538

£162,052 (2019: £133,267) of the above costs were attributable to restricted funds.  
£214,662 (2019: £246,271) of the above costs were attributable to unrestricted funds.

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 7. Support costs

	2020	2019
	£	£
<b>Other support costs comprise:</b>		
Training	1,305	7,059
Legal and professional fees	24,450	19,840
Accountancy fees	16,331	17,116
Audit fees	5,610	5,250
Finance charges	2,448	4,230
Sundries	8,289	7,428
	<b>58,433</b>	<b>60,924</b>

£19,086 (2019: £18,571) of the above costs were attributable to restricted funds. £39,347 (2019: £42,353) of the above costs were attributable to unrestricted funds.

### 8. Trustees' and key management personnel remuneration and expenses

#### Key management

The total amount of employee benefits received by key management personnel is £200,162 (2019: £225,866). The Trust considers its key management personnel comprise the Chief Executive Officer, the Chief Operating Officer, the Head of Operations and the Head of Finance.

#### Trustees' remuneration, benefits and reimbursed expenses

During the year, none of the Trustees received any remuneration, benefits in kind or were reimbursed any expenses.



# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 9. Employment costs

	2020	2019
	£	£
Wages and salaries	625,667	719,376
Social security costs	49,541	51,623
Defined contribution pension costs	15,050	15,016
	<b>690,258</b>	<b>786,015</b>

There was one employee whose annual remuneration fell within the £70,001-£80,000 band (2019: One employee in the £70,001-£80,000 band).

The average number of employees during the year was 41 (2019: 43).

### 10. Tangible fixed assets

	Office equipment	Total
	£	£
<b>Cost</b>		
At 1 January 2020	41,789	41,789
Additions	-	-
<b>At 31 December 2020</b>	<b>41,789</b>	<b>41,789</b>
<b>Depreciation</b>		
At 1 January 2020	19,110	19,110
Charge for the period	8,042	8,042
<b>At 31 December 2020</b>	<b>27,152</b>	<b>27,152</b>
<b>Net book value</b>		
<b>At 31 December 2020</b>	<b>14,637</b>	<b>14,637</b>
At 31 December 2019	22,679	22,679

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 11. Debtors

	2020	2019
	£	£
Trade debtors	3,051	25,179
Accrued income	287,801	282,289
Other debtors	3,157	5,016
	<b>294,009</b>	<b>312,484</b>

Included within accrued income are amounts due in over one year of £nil (2019: £75,000).

### 12. Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	69,736	12,254
Payroll creditor	18,018	11,734
Accruals	26,638	61,915
Deferred income (note 13)	233,547	103,261
	<b>347,939</b>	<b>189,164</b>

### 13. Deferred income

	As at 1 January 2020 £	Released in the year £	Deferred in the year £	As at 31 December 2020 £
Deferred income	103,261	(103,261)	233,547	233,547
	<b>103,261</b>	<b>(103,261)</b>	<b>233,547</b>	<b>233,547</b>

Income has been deferred where there are performance-related conditions that have not been met at the balance sheet date.

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 14. Provisions for liabilities

	As at 1 January 2020 £	Released in the year £	Charged in the year £	As at 31 December 2020 £
Provision for replacement of artificial pitch surface	110,417	0	45,000	155,417
	<u>110,417</u>	<u>0</u>	<u>45,000</u>	<u>155,417</u>

Under the management agreement for the operation of the Forest Sports Zone the charity has an obligation to keep the artificial grass pitch surface in good repair over a 21 year period commencing in July 2015. The amount provided is based on the estimated cost of replacing the surface, spread across its life expectancy of approximately 8 years.

### 15. Related parties

The trustees consider that Nottingham Forest Football Club Ltd ("the football club") is a related party of the charity by virtue of its significant influence. The charity receives significant financial support from the football club along with extensive operational resources and access to facilities at the City Ground Stadium at no cost to the charity. The club allow the charity use of the Nottingham Forest brand and presence on the official club website. The charity delivers major community engagement programmes across Nottingham and Nottinghamshire at no cost to the club and creates a positive profile for the club across professional football nationally, regionally, and locally that leads to partnerships with private, public and third sector organisations helping the club and Trust deliver their aims and objectives.

The trustees feel they are unable to reasonably quantify or measure the value of the services received or provided, so they have not been recorded in the financial statements. There is a net balance owing from the football club at 31 December 2020 of £165,000 (2019: owing from the football club £258,878).

The charity has not provided services to any companies (2019: no companies) in which trustees have an interest.

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 16. Operating lease arrangements

Total future minimum lease payments due under non-cancellable operating leases are as follows:

Expiry date:	2020	2019
	£	£
Within one year	8,686	20,552
Between two and five years	11,484	6,933
	<b>20,170</b>	<b>27,486</b>

### 17. Reconciliation of funds

#### Reconciliation of funds – current year

##### Unrestricted funds

	As at 1 January 2020	Income	Outgoing funds	Transfers	As at 31 December 2020
	£	£	£	£	£
Unrestricted	517,743	775,551	(581,707)	(147,788)	563,799
Designated A	50,000	-	(17,500)	138,815	171,315
	<b>567,743</b>	<b>775,551</b>	<b>(599,207)</b>	<b>(8,973)</b>	<b>735,114</b>

##### Restricted funds

	As at 1 January 2020	Income	Outgoing funds	Transfers	As at 31 December 2020
	£	£	£	£	£
PL Kicks	-	132,221	(137,088)	4,867	-
PL Primary Stars	-	125,920	(125,906)	-	14
PL Core	-	32,500	(29,459)	-	3,041
PL Targeted	-	29,893	(28,533)	-	1,360
Regional Talent Club	-	33,153	(37,259)	4,106	-
Forest Forces	6,100	9,500	(12,100)	-	3,500
Knife Crime	4,889	135,950	(134,929)	-	5,910
Street Games	6,694	2,231	(8,925)	-	-
Tackling Loneliness	-	12,000	(12,000)	-	-
Together					
Active through Football	-	4,667	-	-	4,667
	<b>17,683</b>	<b>518,035</b>	<b>(526,198)</b>	<b>8,973</b>	<b>18,493</b>

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 17. Reconciliation of funds (continued)

#### Reconciliation of funds – prior year

##### Unrestricted funds

	As at 1 January 2019	Income	Outgoing funds	Transfers	As at 31 December 2019
	£	£	£	£	£
Unrestricted	483,418	827,223	(755,308)	(37,591)	517,743
Designated A	50,000	0	(10,230)	10,230	50,000
Designated B	30,000	0	(30,000)	0	0
	<u>563,418</u>	<u>827,223</u>	<u>(795,538)</u>	<u>(27,361)</u>	<u>567,743</u>

##### Restricted funds

	As at 1 January 2019	Income	Outgoing funds	Transfers	As at 31 December 2019
	£	£	£	£	£
PL Kicks	0	116,971	(128,830)	11,859	0
PL Girls	0	16,667	(17,398)	731	0
PL Primary Stars	443	115,424	(118,464)	2,597	0
PL Core	0	10,832	(10,894)	62	0
PL Improvement Fund	16,761	0	(8,706)	(8,055)	0
Regional Talent Club	0	30,366	(50,533)	20,167	0
Forest Forces	16,004	6,100	(16,004)	0	6,100
Off the Bench	5,000	0	(5,000)	0	0
Knife Crime	0	80,000	(75,111)	0	4,889
Street Games	0	6,694	0	0	6,694
	<u>38,208</u>	<u>383,054</u>	<u>(430,940)</u>	<u>27,361</u>	<u>17,683</u>

#### Fund descriptions

##### a) Unrestricted funds

Unrestricted funds represent the free funds of the charity.

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

**17. Reconciliation of funds (continued)**

b) Designated Funds

Designated A has been set-aside by the trustees to fund research and pilot programmes for innovative income generating activities or ways of working. Spend of £17,500 has been incurred in 2020 and this has been increased by £138,815 in 2020 to a total of £171,315 which will be spent on expanding the Tricky to Talk mental health programme, and expanding areas within the charity such as marketing, infrastructure, football development in primary schools and capital investment. Designated B was a fund set-aside by the trustees in 2019 for the charity to match fund a Premier League Kicks programme.

c) Restricted funds

**PL Kicks**

Premier League Kicks offers children and young people aged 8-18 years of age the opportunity to realise their potential through sport. A wide range of multi-sport activity is delivered including football, table tennis, handball and boxing. In 2020, the Trust invested £4,867 (2019: £11,859) of its own reserves into the PL Kicks programme.

**PL Girls**

Premier League Girls offers girls aged 13-16 the opportunity to try football for the first time and improve the skills of those already playing either informally or competitively.

**PL Primary Stars**

Premier League Primary Stars offers primary schools the opportunity to increase the levels and quality of physical education for their pupils, using experienced and qualified community trust coaches to deliver regular coaching sessions.

**PL Core Funding**

The Premier League Charitable Fund provide annual investment (Core Funding) to support the infrastructure of the Trust in order to deliver programmes that receive funding from the Premier League and that meet its aims and objectives.

**PL Targeted**

PL Targeted is funding from the Premier League and is an intervention designed to work with young people who are identified as being, or at risk of becoming, perpetrators or victims of youth violence.

**Forest Forces**

Funded by the Armed Forces Covenant Fund, Forest Forces supports Nottinghamshire's veterans to lead a healthier and more connected life.

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

**17. Reconciliation of funds (continued)**

c) Restricted funds (continued)

**PL Improvement Fund**

The Premier League Improvement Fund provides investment into the Trust in order to build a stronger and more sustainable infrastructure. This includes the installation of secure IT services, improved workspaces and financial systems. The transfer in the previous year is the value of tangible fixed assets which have been purchased from the PL Improvement restricted fund donation but are held for a general not a restricted purpose.

**Regional Talent Club**

The Nottingham Forest Girls Region Talent Club (RTC) is an enhanced football programme for U10 – U16 female players. It allows female players identified as having elite potential the opportunity to access appropriate levels of coaching and support through the 'FA Girls' England talent pathway. In 2020, the Trust invested £4,106 (2019: £20,167) of its own reserves into the RTC programme.

**Knife Crime**

Funded by the Police and Crime Commissioner, the Knife Crime delivery involves creating a central hub for the delivery of sports activity and workshops which involved young people already in the justice system. The workshops focussed on the consequences of knife crime, positive mental health, avoiding conflict and building relationships.

**Off the Bench**

Funded by Small Steps Big Changes, Off the Bench supports and engages new or expectant fathers to play an active role in their child's development through tips, tricks and advice on communication, confidence, emotions/behaviour and eating well and keeping healthy.

**Street Games**

A programme of youth outreach work targeting young people who are at risk of or who are involved in violence or criminality. This involves one-to-one sessions with Trust coaches who aim to progress individuals into positive activity and behaviours through a range of physical activity and mentoring.

**Tackling Loneliness Together**

Tackling Loneliness Together is funded by the EFL and is a project aimed at connecting more older people at risk of Loneliness.

**Active through Football**

Active through Football is a new programme funded by Sports England aimed at encouraging people who do not currently play football to get involved for the first time. Our project focuses on young females and young mothers and encourages families to participate in football activity together.

# NOTTINGHAM FOREST COMMUNITY TRUST

## NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2020

### 18. Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Tangible fixed assets	14,637	-	-	<b>14,637</b>
Cash and cash equivalents	665,294	32,500	250,523	<b>948,317</b>
Other current assets/liabilities	178,100	-	(232,030)	<b>(53,930)</b>
Provisions	(155,417)	-	-	<b>(155,417)</b>
	<b>702,614</b>	<b>32,500</b>	<b>18,493</b>	<b>753,607</b>

### 19. Reconciliation of net income / (expenditure) to net cash flows from operating activities

	2020 £	2019 £
Net income for year	<b>168,181</b>	(16,200)
Interest receivable	<b>(3,235)</b>	(7,280)
Depreciation of fixed assets	<b>8,042</b>	7,816
Post-employment benefits less payments	<b>(6,757)</b>	(8,595)
Provisions less payments	<b>45,000</b>	25,000
Decrease / (increase) in debtors	<b>18,475</b>	(128,898)
Increase / (decrease) in creditors	<b>165,532</b>	(9,873)
Net cash flows from operating activities	<b>395,238</b>	(138,030)

### 20. Pensions and other post-retirement benefits

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £15,050 (2019: £15,016).

£2,615 (2019: £2,472) of the defined contribution liability was attributable to restricted funds. £12,435 (2019: £12,544) of the defined contribution liability was attributable to unrestricted funds.