



USING THE POWER OF FOOTBALL TO CHANGE PEOPLE'S LIVES

The Football League (Community)
Limited Trustees' Report and
Financial Statements for the year
ended 30 June 2018.

Registered number 6469948
Charity registered number 1132689

A MESSAGE FROM OUR CHAIR

“In 2018, the EFL Trust has celebrated 10 years as the charity supporting, advising and resourcing the incredible work of our network of Football Club Community Organisations across the country.”

Our 2018 operations are now quite different to those we started in 2008. The growth over the past ten years has been remarkable. Annual turnover has grown from £4m to £18.6m, our distributions from £2m to £16.1m, and our staff from 7 employees to 43, as we evolve to match the needs of the marketplace and strive to constantly improve our service to our delivery network and funding partners.

Over the past ten years we have worked very hard to bring partnerships to the network that can add value to our 72 communities and programmes such as Move & Learn, Every Player Counts, Traineeships and NCS are examples of successes that we can build on as we enter our second decade.

None of the progress made would have been possible without our delivery network of Football Club Community Organisations (CCOs). Each of the 72 English Football League clubs, through their charitable organisations, continue to push boundaries in the breadth and depth of their delivery, and provide unique reach and cost effective solutions to national and local government around a huge range of policy areas, especially in Education, Health, Community Engagement and Sports Participation.

The network has proudly secured funding to invest more than £100 million into local communities, with over 2,400 employees in place.

Within the last 12 months, we have strengthened the alignment of our work with several government departments. The development of the 'Extra Time Hubs' concept with Sport England, for delivery across a number of CCOs, has not only positively challenged our organisation practices, but is a great new partnership and one we hope to build on further.

Our mission is to 'advise, support and resource' the network of CCOs of EFL Clubs in the development of their community provision and represent their best interests to key stakeholders. This challenges us as an organisation to ensure that we are doing everything within our power to ensure the achievements of our Clubs is recognised at the highest levels across all of our stakeholders. EFL's Day of Action is a strong example of how we can showcase the work of our network and continue to raise awareness of the impact of their work in communities across the country. Two years ago at the 2016 EFL Trust National Conference, we announced our 3 year strategy. That strategy has seen us implement a new organisational structure, bringing in specialists to deliver our collective goals and support our network in the best possible way. That strategic plan is now reaching its conclusion and in 2018, we have begun the process of creating a new five year plan, aligning with EFL's strategy.

Finally, we must acknowledge once again, the incredible passion and professionalism of both our network and our own staff, who continue to deliver to the highest of standards.

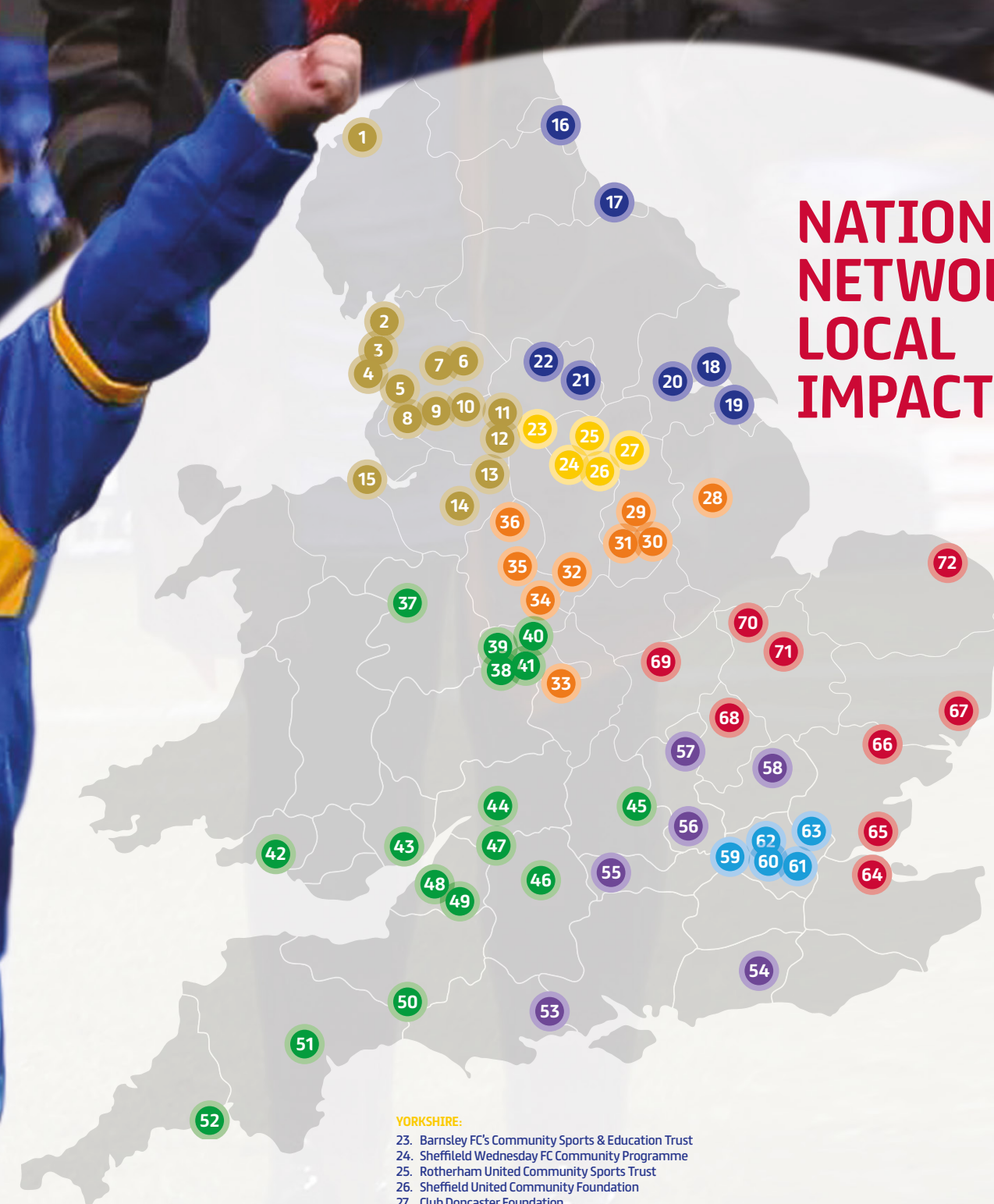
In particular I would like to pay tribute to Gordon Taylor OBE, our longest standing trustee who stands down from the Board having been ever present since our inception in 2008. Gordon has been one of the biggest advocates of the work of football clubs in the community for many years. Gordon played a key role in the establishment of some of the very first community departments within clubs over thirty years ago and his contribution to the success of the Trust has been massive.

I am confident that we are very well placed to capitalise on the further opportunities that will emerge across the next 12 months.

John Nixon



NATIONAL NETWORK, LOCAL IMPACT



NORTH WEST:

1. Carlisle United Community Sports Trust
2. Morecambe FC Community Sports
3. Fleetwood Town Community Trust
4. Blackpool FC Community Trust
5. Preston North End Community and Education Trust
6. Accrington Stanley Community Trust
7. Blackburn Rovers Community Trust
8. Wigan Athletic Community Trust
9. Bolton Wanderers Community Trust
10. Bury FC Community Trust
11. Rochdale AFC Football in the Community Trust
12. Oldham Athletic Community Trust
13. Macclesfield Town Community Sports Trust
14. Alexandra Soccer & Community Association
15. Tranmere Rovers FC Community Trust

NORTH EAST & YORKSHIRE:

16. Foundation of Light (Sunderland)
17. MFC Foundation (Middlesbrough FC)
18. Tigers Trust (Hull City)
19. Grimsby Town Sports & Education Trust
20. Scunthorpe United Community Sports & Education Trust
21. The Leeds United Foundation
22. Bradford City FC Community Foundation

YORKSHIRE:

23. Barnsley FC's Community Sports & Education Trust
24. Sheffield Wednesday FC Community Programme
25. Rotherham United Community Sports Trust
26. Sheffield United Community Foundation
27. Club Doncaster Foundation

EAST MIDLANDS:

28. Lincoln City Foundation
29. Mansfield Town Football in the Community
30. Notts County FC Community Programme
31. Nottingham Forest in the Community
32. Derby County Community Trust
33. Sky Blues in the Community (Coventry City FC)
34. Burton Albion Community Trust
35. Stoke City Community Trust
36. Port Vale FC Foundation

SOUTH WEST & WEST MIDLANDS:

37. Shrewsbury Town FC Community Sports Trust
38. Walsall FC Community Programme
39. The Albion Foundation (West Bromwich Albion)
40. Aston Villa Foundation
41. Birmingham City FC Community Trust
42. Swansea City AFC Community Trust
43. County in the Community (Newport)
44. Cheltenham Town Community, Education & Sporting Trust
45. Oxford Utd FC Youth & Community Sports Trust
46. Swindon Town Football in the Community Trust
47. Forest Green Rovers
48. Bristol City Community Trust
49. Bristol Rovers Community Trust
50. Yeovil Town Community Sports Trust
51. Exeter City FC Football In The Community
52. Argyle Community Trust (Plymouth)

SOUTH EAST:

53. Pompey in the Community
54. Crawley Town FC Community Sports Foundation
55. Reading FC Community Trust
56. Wycombe Wanderers Sport & Education Trust
57. MK Dons Sport and Education Trust
58. Stevenage FC Foundation

LONDON:

59. Brentford FC Community Sports Trust
60. AFC Wimbledon Foundation
61. Millwall Community Trust
62. Queens Park Rangers in the Community Trust
63. Charlton Athletic Community Trust

EAST:

64. Gillingham FC Community Sports & Education Foundation
65. Southend United Community & Educational Trust
66. Colchester United FC Football in the Community
67. Friends of Ipswich Town FC
68. Luton Town FC Community Trust
69. Northampton Town FITC
70. Peterborough United Foundation
71. Cambridge United Youth & Community Trust
72. Norwich City Community Sports Foundation

MAKING A DIFFERENCE TO PEOPLE'S LIVES

Carol Bates



"Growing up in the 70's football was for boys and not girls and alongside many other 'older women' we were the generation of women that football missed."

After many years watching from the sidelines Carol Bates had always wanted to play football. With so many opportunities now for young girls to play the game she was dismayed that her generation still did not get the opportunity. An agreement was reached that if she could get enough interest Crawley Town Community Foundation would run some sessions for older women with funding from EFL Trust. And so the Crawley Old Girls (COGs) were born. The COGs have grown from the 10 ladies attending their first session in 2015 to 142 ladies across 3 weekly sessions, with many other clubs following Crawley's lead. Carol herself is now a qualified Level 1 coach who takes the sessions and helps out regularly at grassroots clubs.

Corbin Davies



"Corbin would never wear shorts, he was afraid for people to see his splints and that he had a disability."

Corbin was born with Cerebral Palsy. His opportunities to get involved with sport were limited until he started Shrewsbury Town's ShrewsAbility sessions, part of EFL Trust's Every Player Counts Programme which is funded by the Wembley National Stadium Trust. His dad Darren says that this was a turning point for Corbin, "Everything is now football. It has given him self-confidence and improved his whole outlook on life. Since he started playing football we can't get him out of shorts."

Marek Hyde



"My life before I got involved with Derby County community Trust wasn't great. I was taking drugs every day, involved in crime, in prison and causing a lot of harm to a lot of people."

After deciding to change his life, Marek got involved with Derby County's Active Choices, a healthy lifestyle and behavioral change programme for people who have issues with substance misuse. Since joining he has become fitter, more active and even stopped smoking. The support and exit routes have allowed him to find full time employment. He says "Life's a lot better now. Where I've come from to where I am now - it's a dramatic change. I now have a stable life and I am helping other people. My life's turned around thanks to Derby County Community Trust."

Cheyenne Van Den Berg



"NCS enabled me to grow as a person and has opened up numerous opportunities that I never would have thought possible."

Cheyenne, from Sheffield, is a prime example of how NCS helps teenagers become confident adults. Her role in her local community has been nothing short of inspirational, as she has planned and delivered events that have supported and raised awareness for mental health, immigration and Black History Month. Cheyenne is now a key member of EFL Trust's Regional Youth Board and was one of a hundred NCS grads that volunteered at the Passchendaele 100 event in Belgium. Her NCS journey has seen her meet Prime Minister Theresa May and the Duke and Duchess of Cambridge. She was chosen from among many thousands of graduates to host the NCS Trust national conference.

TRUSTEES' REPORT INCLUDING STRATEGIC REPORT

DIRECTOR OF OPERATIONS' REPORT

Our tenth anniversary year has seen another successful period for EFL Trust in many different ways...

Most importantly, our growth has allowed us to have an even greater impact in the communities we serve, giving more young people the opportunity to benefit from fantastic programmes such as Move & Learn, Traineeships and our award winning degree programme with the University of South Wales, which continues to provide a real pathway into employment for those with a passion for sport.

National Citizen Service (NCS) remains our largest funded programme and this year has seen over 10,000 young people complete the programme through EFL Trust. We have ambitious plans to grow the programme further this year, with over 20 new CCOs getting involved. This year also sees NCS being recommissioned which represents an opportunity to secure contracts into the future.

We are always looking to innovate and bring new projects to our Football Club Community Organisations who have been deeply rooted in their communities for a long time. Whilst the bulk of our work continues to be with younger people, we were delighted this year to be successful with an application to Sport England to set up a number of 'Extra Time Hubs' across our network, working specifically with the over 55's to tackle issues such as social isolation as well as physical and mental health, and we look forward to reporting on this project next year.

The ability of our Clubs to engage people in positive activities continues to impress and in some cases amaze our funders. A critical part of our role is to ensure that our network has the quality standards, safeguarding and governance in place to ensure that high quality programmes are delivered to those who put their trust in us to deliver often life-changing experiences. We are constantly challenging ourselves as an organisation and those in our network to raise the bar and never be complacent about the services we provide to our participants.

In terms of governance, this has been a year of change at EFL Trust with a major governance review project undertaken. We have used the Sport England Code of Governance as a framework of best practice and the Board has challenged itself to adhere to the Code in every regard. The result of this work is detailed within the report, and we look forward to our newly formed Board providing the expertise and guidance to continue our successes through our second decade.

The role of all our Trustees is vital to how our organisation is managed and run. I would like to take the opportunity to thank the EFL Trust Board for their support and guidance over the last year, and indeed over the years we have seen our significant growth. Particular thanks go to Gordon Taylor, who this year steps down from the Board, having provided an invaluable contribution to the EFL Trust over the past ten years.

As ever, my huge thanks goes out to all the staff at EFL Trust, and at all the Clubs in our network, whose commitment to using the power of football to change lives remains as strong as ever.

Mike Evans

October 2018



WHO WE ARE

Secretary

T S Detko

Director of Operations

Mike Evans

Registered address and principle address

EFL House
10-12 West Cliff
Preston
PR1 8HU

Charity registered number 1132689

Trustees

Shaun Harvey (appointed 12th March 2018)

Steven Day

John Hudson

Nick Perchard

John Nixon

Andy Williamson

Donald Kerr

Debbie Jevans (appointed 10th September 2018)

Charlotte Hill (Senior Independent)

Katie Reed

Robbie Drye (appointed 10th September 2018)

Roger Davidson (appointed 10th September 2018)

Trustees also in office in the financial year:

Fleur Robinson (January - June 2018)

Gordon Taylor OBE (April 2008 - June 2018)

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

Football League Club

NOTTS COUNTY FC
FOUNDED 1862

Jimmy Si



TRUSTEES' REPORT continued...

EFL TRUST STRUCTURE

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

The ultimate parent company of The Football League (Community) Limited is The Football League Limited, which is the only member of both The Football League Trust Limited (a company limited by guarantee) and FL Interactive Limited (a company limited by shares).

The Football League Trust Limited is the only member of The Football League (Community) Limited, which is a

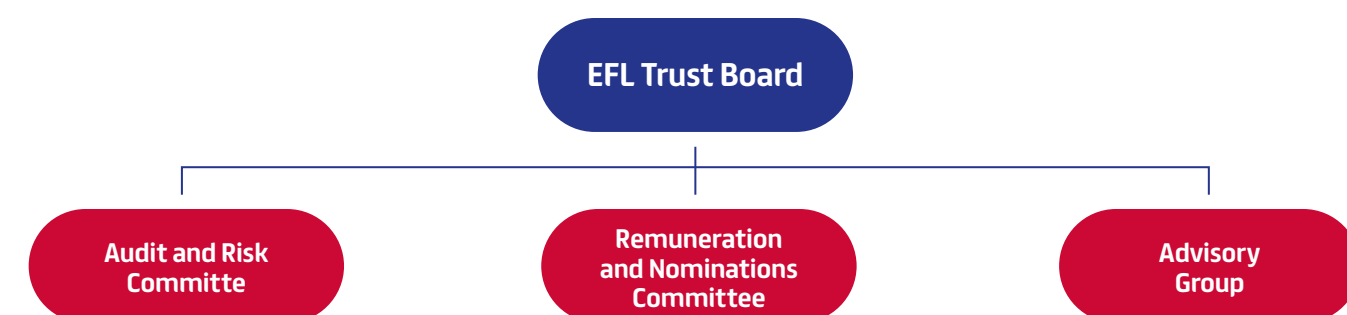
company limited by guarantee which obtained charitable status on 13 November 2009.

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 17th March 2016.

Over the last 12 months, significant steps have been made to review the EFL Trust's Board structure and overall governance, to put the EFL Trust in a strong position to support the network more effectively in the years to come.

The EFL Trust Board has been restructured and now has 3 sub committees as follows:



The responsibilities of the EFL Trust Board are:

- Develop EFL Trust mission, vision, values and strategic plan
- To design strategy, structure and budgets
- Ensure compliance with legal, regulatory and statutory duties
- Delegate authority to the Director of Operations, and the Senior Management Team

The Audit and Risk Committee consists of 1 ex-officio and 2 Independent Trustees and is responsible for:

- Risk management policy for EFL Trust
- Appointment and performance of external auditors
- Financial reporting and auditing process
- Internal systems of control and assurance
- Compliance, whistleblowing and fraud

The Remuneration and Nominations Committee consists of Chair of the EFL Trust Board, the EFL ex-officio and 2 independent Trustees (one of which will always be the senior independent trustee). The Committee is responsible for:

- The remuneration policy for staff and SMT
- EFL Trust governance structure, skills, knowledge and experience requirements of Trustees
- The appointment, remuneration and appraisal of Board members
- The appointment, remuneration and appraisal of the Director of Operations

The EFL Trust also has an Advisory Group, consisting of a maximum of 10 members, one Chair (independent trustee) and up to 9 members of the Club Community Organisation network. This group is responsible for:

- CCO activities and communication
- Informing Board strategy on business growth and funding
- Impact and outcomes across the network

WHO IS ON THE 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 4 ex-officio positions, 4 EFL nominated positions and 4 independent positions. John Nixon is Chair of the Board.



John Nixon (Chair, EFL Nominated)

John Nixon is Director of External Affairs at Carlisle United Football Club, EFL representative on the FA Council, Chair of The FA Cups Committee, England Ambassador and Chair of the EFL Trust.

Charlotte Hill (Senior Independent)

Charlotte became the Chief Executive of Step Up To Serve in April 2014. Previously, she was Chief Executive of UK Youth, having become CEO during the charities centenary celebrations.

Shaun Harvey (Ex-officio)

Shaun was appointed Chief Executive of the EFL in July 2013, joining from Leeds United where he served as Chief Executive for nine years.

Steven Day (Ex-officio)

Steven, Head of Participation at The FA, brings to his role of Trustee a huge understanding of EFL Trust and the network having been Chief Executive at Fulham Football Club Foundation for 9 years.

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.

Nick Perchard (Ex-officio)

Nick is Head of Community Development at the Premier League, 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, EFL interim Chair, 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 on the Board of Sport England and 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 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.

Donald Kerr (EFL Nominated)

Donald has been the Vice Chairman of Brentford Football Club since 2013. Donald first made his name as a Planning Director at advertising pioneers, JWT and has played an ever increasing role behind the scenes at Griffin Park.

Katie Reed (Independent)

Katie is a Senior Associate in the Sports team at Walker Morris, advising sports organisations on day to day matters such as sponsorship agreements. Katie also acts on the sale and purchase of sports clubs, having acted on several sales/purchases of Premier League and Championship football clubs in particular.

Robbie Drye (Independent)

Robbie is Deputy Head of Financial Management at Great Ormond Street Hospital NHS Trust, a world-leading and renowned public healthcare organisation for children. He trained as a Chartered Accountant at Ernst & Young in London.

Roger Davidson (Independent)

Roger is NHS England's Director of Engagement and Communications for Health System Transformation. He helps lead the drive to ensure the health and care system adapts to meet the population's changing needs by integrating care.



TRUSTEES' REPORT continued...

SENIOR MANAGEMENT TEAM

During the year, day to day management of the charity was delegated by the Trustees to Mike Evans (Director of Operations) and the Senior Management Team.

The remuneration of the Senior Management Team 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.

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.

Mike Evans Director of Operations

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 EFL Trust and builds relationships with stakeholders in football, politics, the media and business.



Loo Brackpool Head of 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. This includes generating funding opportunities, and creating and maintaining key stakeholder relationships.



Michelle Robbins Head of Marketing & Communications

Michelle is responsible for the creative leadership of the EFL Trust brand and communications. She is also responsible for driving the Marketing and promotion of EFL Trust projects and the 72 CCOs, with the right stakeholders to contribute to the EFL Trust strategy.



Adrian Bradley Head of Sport & Health

Adrian is responsible for developing and delivering the strategic and operational plan for Sport and Health. He also represents the network by managing relationships with national stakeholders such as Sport England, and generating Sport & Health funding opportunities for the Trust and the CCOs.



Henry Seaton Head of Education & Employability

Henry leads the strategic development of the Education & Employability programmes of the EFL Trust, working with the Department for Education, the Education & Skills Funding Agency, and with strategic bodies such as the new Combined Authorities. He and his team develop programmes with partner universities and training providers that meet the needs of the employed and unemployed in local communities, and of the CCO network's own workforce.



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.



Ed Livesey Head of Finance

Ed is responsible for the EFL Trust accounts and the management and monitoring of all financial activity, including financial analysis as and when required by the Director of Operations. The Head of Finance also oversees the management of project income, expenditure and sub-contractor distributions.



Cathy Abraham Head of Governance & Quality

Cathy is responsible for governance, safeguarding risk management and strategic planning for EFL Trust. Cathy also manages the delivery of EFL Trust's strategic and operational plans to enhance the operational development of EFL Trust, and is the national governance contact for the 72 CCOs.



WHAT DO WE DO?

Objects

The charity's objects continue to be:

- to promote physical education,
- to promote community participation in healthy recreation by providing facilities for the playing of football and other sports capable of improving physical health;
- 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;
- 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;

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.





TRUSTEES' REPORT continued...

STRATEGIC RISKS AND RISK MANAGEMENT

During the last year the Trustees approved a comprehensive risk management policy which details how the risk appetite will be set for the decision making process and how strategic and operational risks will be identified, mitigated and managed. There are strategic and operational risk registers in place which have been signed off by the Trustees. An internal Governance review was completed this year which involved the establishment of a formal Audit and Risk

Committee that will report directly into the Board. Amongst other traditional functions the Committee will have oversight and report to the Board on an annual basis the organisation's effectiveness in risk management and the adequacy of risk controls in place.

EFL Trust strategic risks have been grouped under the following key themes. Included here is a summary of risk mitigation controls in place:

Business growth in line with strategic aims and objectives

As identified in last year's Trustee report, in order to mitigate the risk of over reliance on EFL Trust's very successful contract with NCS Trust the organisation continues to focus on diversifying business growth, in particular projects and programmes that deliver outcomes that support the government's health and well-being agenda. To further reduce the risks associated with business growth a comprehensive Procurement and Contract management Policy is to be developed in line with the Charity's aims and objectives.

Financial / Funding

In order to ensure income is in line with individual project financial projections, regular reports are presented to Board and SMT to highlight financial performance and to ensure any management decisions are based on accurate financial data. Allocation and release of funding across the CCO network is subject to a series of capability checks prior to financial authorisation. This process is subject to segregation of authorisation responsibility in line with organisation's financial regulations. The EFL Trust does not currently use any external fundraisers or any other direct public fundraising methods, and therefore are not regulated by the Fundraising Regulator.

Staffing

To ensure that high standards of staff performance are maintained, a full set of HR policies and procedures are in place. A comprehensive staff training and development plan has been established which links training to both the individual's need and project requirements. Staffing resources and structure are reviewed on an annual basis to ensure the organisation remains sufficiently equipped to deliver strategic and operational objectives.

Reputation

Maintaining high performance across all areas of activity together with strong governance reduces the risk of incidents which may cause reputational damage. The organisation maintains strong communication links with all key partners and stakeholders, in particular EFL to ensure incidents at either the football club or CCO are managed effectively to reduce risk of reputational damage by association. There is a social media policy in place that ensures both the monitoring of public commentary across all forums together with strict guidelines for staff with regard to use of social media linked to the organisation. A crisis communications procedure is also in place that would be implemented in the event of a reputational damaging incident that emerges within the public domain.

Governance

Following an internal governance review during 2017/18 and various improvement actions the organisation is now compliant with Sport England Code of Governance. The organisation is in the process of reviewing the Strategic Plan, a comprehensive programme of trustee, staff and stakeholder engagement and involvement has taken place. The new Strategic Plan will be launched in September 2019.

Trustees are recruited on the basis of their experience, knowledge and expertise. The Board currently consists of twelve trustees who keep up to date with changes in charity law and accounting developments on a continuous basis by reference to professional publications and training where necessary. Questions arising at a meeting are decided by a majority of votes. In the case of an equality of votes, the chair has a casting vote.

The Trustees of the charitable company meet quarterly to administer the charitable company and they are assisted by external professional advisors as appropriate who also advise the Trustees to enable them to discharge their duties effectively.

Data security

A Data Protection Policy is in place which incorporates GDPR requirements, the organisation has conducted a gap analysis and actions have been prioritised to ensure compliance. Cyber Security and anti-virus measures are in place to mitigate the risks of external breach. A Disaster Recovery plan will be developed in 2019 to further strengthen risk controls in this area.

In developing the risk register a robust assessment of the strength of risk controls was carried out to identify any gaps or weakness in the controls. Improvement actions were then identified for members of the senior management team and progress is monitored at Audit and Risk committee and Senior Managers Team (SMT) meetings.

To further embed the risk management approach all staff will receive training during 2019 together with Trustees.





WHAT WE DO

Our activities, in line with our objects, are based around four core themes: Sport, Health, Education and Community Engagement.

Using sport, particularly football and the unique engagement factor of our EFL football clubs, we seek to encourage participation of all people across England and Wales. Below are descriptions of our main programmes, how the programmes fit together and some indications of the qualitative effects of the programmes on participants.



Over **20,000** young people take part in the Kids and Girls Cup every year.

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 £2,452,890 (2017: £2,296,843). The free reserves of the charity are considered to be the unrestricted funds including designated funds less the fixed assets held which in the current year is £2,434,583 (2017: £2,277,588). The outgoing resources for the year ended 30 June 2018 amounted to £17,684,156 (2017: £16,753,247).

Given the potential variation in donations and the associated difficulty in establishing an accurate ideal reserves figure, a strategic reserve figure of £912,000 (2017: £629,300) 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. This is included in Designated Funds in the accounts. In addition, further sums have been transferred to Designated Funds for specific projects in line with the charity's objectives. Any Unrestricted Reserve including designated funds amount over and above the strategic reserves will be planned, by the Trustees, to be spent to further the charity's objectives. At the year end this was £1,540,890.



Joy of Moving

Funded by Ferrero UK, the Move and Learn Programme focuses on the importance of encouraging young people to be physically active, to eat a balanced diet and to lead a healthy lifestyle. The programme is delivered in schools to Year 5 children over a six week period and promotes understanding of nutrition, health and wellbeing. The Joy of Moving Festivals are one day whole school celebrations of health and activity in the summer term.

Every Player Counts

Funded by the Wembley National Stadium Trust, EFL Club Community Organisations 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.

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 Checkatrade Trophy final in March.

National Citizen Service

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.

GLA Female Fitness & Exercise

The Greater London Authority worked in partnership with the EFL Trust to encourage inactive women in London to take part in activities to improve their fitness levels.

Walking Football

Walking Football is a slower paced version of the beautiful game, aimed at people in their later years. Smaller pitches and plenty of breaks ensure participants enjoy a safe and enjoyable return to football, with all the health and fitness benefits of regular exercise. Over 5,000 people have taken part in EFL Trust Walking Football Cup competitions since 2015. 78% of participants say walking football has increased their level of exercise, and 84% say it has increased their circle of friends.



Over
10,000
young people took
part in NCS last year
through our network.



Traineeship Programme

Traineeships help those young people not in education or employment who are struggling to get on the first rung of the employment ladder. The 12 week programmes are for 16 – 18 year olds or 19 – 24 year olds providing valuable work experience that can include coaching, administration or match day duties. Time is also dedicated to improve participant's employability skills to provide a way into the world of work. Last year more than 83% of trainees on EFL Trust's programme for 19 – 24 year old completed the course and work experience successfully, well above the national benchmark of 55%.

Futsal Games Programme

We provide a unique opportunity for boys and girls aged 16 – 18 and in full time education to play Futsal for their EFL Club alongside their studies.



92%

of Sheffield United's
students progressed
to University

Foundation Degree in Community Football Coaching & Development

The programme that EFL Trust has developed in partnership with the University of South Wales (USW) has been running for 4 years. Students are based at their home club and attend residential courses at USW. 17/18 saw the largest cohort of Foundation Degree students, 250 based at 29 CCOs across England and Wales. Of those who chose to stay on an additional year to 'top up' to a BSc in Sport in 2017/18, 10 have achieved a first class honours degree.

BA (Hons) in Business Management (Sport & Football)

The EFL Trust works in partnership with the Open University offering a BA (Hons) degree in Business Management (Sport & Football). The degree gives students the chance to explore business principles using football industry related examples and materials. Students can also take the football modules as part of other degree programmes.

EFL DAY OF ACTION

Together the network of EFL clubs has a massive reach. On EFL Day of Action all 72 clubs come together to highlight the breadth and depth of the impact they make in their communities.

Derby County celebrated their Active Recovery – Cancer Recovery Programme.



Aston Villa highlighted their 'Generations Gains' project, showing how football crosses the generation gap with their trainee's running special session for the over 65's.



Brentford FC took their first team players to an estates based football session for BME residents in a deprived area.



Oldham Athletic highlighted the work they are doing supporting a local foodbank.



Blackburn Rovers hosted the Kids Cup Regional Finals.



Hull City showcased the work their NCS graduates did to renovate a local community facility.



With players and managers supporting the event across the county #EFLDayofAction was trending nationally between 11am-6pm with a potential reach of **136 million**.

The day generated over **181 media articles** across all channels.

PROGRAMME PARTICIPANT NUMBERS

Participant numbers					
Department	Programme	Target participants, activities and outcomes	2017	2018	Change
Education and Employability	16-24 Traineeships	Work experience in a professional football environment for 16-18 and 19-24 year olds.	281	289	+
Education and Employability	USW Foundation degree in football coaching and development.	Opportunities for young people over 18 to continue into higher education, based at their home football club.	309	324	+
Education and Employability	Open University BA (Hons) Business Management	Opportunities for students over 18 to study for a degree using football industry related case studies.	73	78	+
Community Engagement	National Citizen Service	The country's fastest growing youth movement created to enrich, challenge and empower young people aged 15-17 years.	9,714	10,053	+
Sport and Health	Futsal Games Programme	EFL Trust Futsal gives 16-19 year olds the opportunity to represent and play in a National Futsal competition alongside their studies.	1,094	955*	-
Sport and Health	GLA Female Fitness & Exercise	A fitness programme targeting inactive women in London.	1,905	954**	-
Sport and Health	Every Player Counts	Providing opportunities for people with disabilities.	3,306	4,420	+
Sport and Health	Joy of Moving Move and Learn	Promoting an understanding of a healthy lifestyle to year 5 pupils.	38,039	39,915	+
Sport and Health	Joy of Moving Festivals	Joy of Moving Festivals introduce primary school children to the principles of 'Joy of Moving' across a full day event.	–	21,357	–
Sport and Health	Kids Cup	Children's football offering the opportunity to play at Wembley before a major EFL final.	16,856	17,160	+
Sport and Health	Girls Cup	Children's football offering the opportunity to play at Wembley before a major EFL final.	5,584	5,856	+

Notes:
* Drop in numbers links to CCOs choosing 11 a-side alternative. EFL are running CEFA 11 a-side competition in 18/19 season.
** KPI's achieved in line with expectations. GLA funding ended (as per contract) in February 2018.



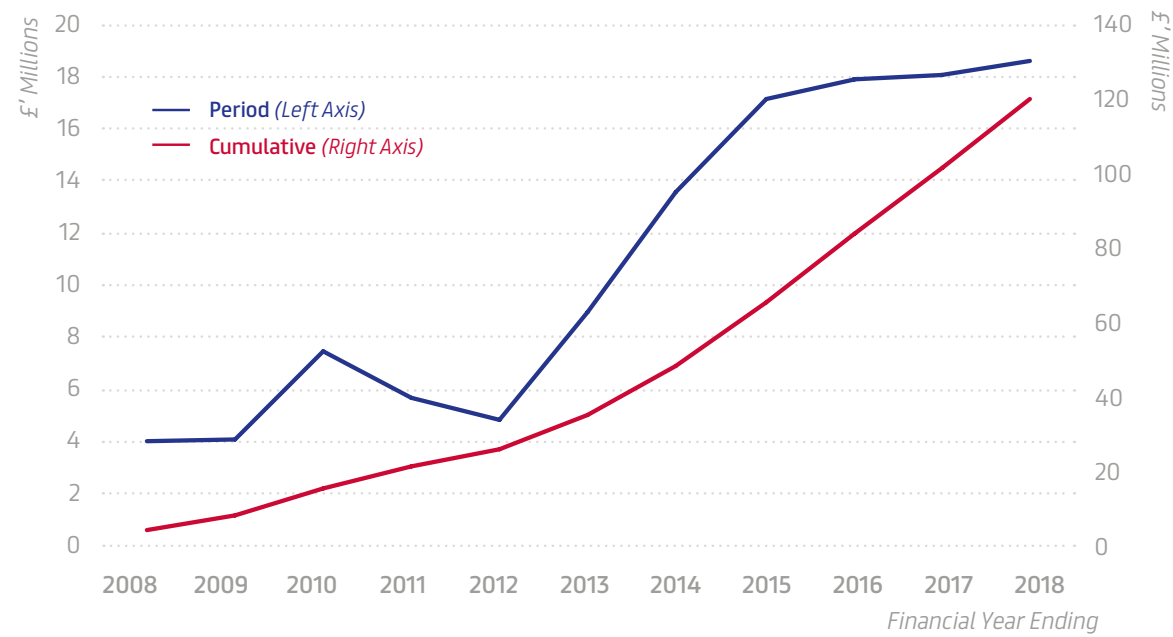
FINANCIAL REVIEW AND STRATEGIC REPORT

OUR FINANCES – SUMMARISED

Our Growth

Since 2008 our income has been growing quickly, but steadily, to an annual income of £18.6m for 2017/18. Graph 1 below illustrates this growth year on year.

Graph 1 – EFL Trust – Revenue Growth



Our Income

Graph 2 – EFL Trust – Income By Department – Year Ending June 2018 (2017)



COMMUNITY – LOCAL	35% (32%)
COMMUNITY – REGIONAL	36% (36%)
PFA & EPL	15% (16%)
EFL "IN KIND" SUPPORT	1% (1%)
OTHER / INTEREST	0% (0%)
SPORT	3% (6%)
HEALTH	4% (4%)
EDUCATION	6% (5%)

Overall income increased in the year by 3% compared to 2016/17. Percentage wise, Graph 2 above shows that every department either increased or remained the same apart from the Futsal programme. The increase in all other departments shows strength in our diversification strategy.

Our Spend

Graph 3 – EFL Trust – Expenditure By Department – Year Ending June 2018 (2017)



COMMUNITY – LOCAL	35% (34%)
COMMUNITY – REGIONAL	34% (34%)
PFA & EPL	14% (15%)
EFL "IN KIND" SUPPORT	1% (1%)
NETWORK GRANTS	1% (1%)
SPORT	3% (3%)
HEALTH	6% (6%)
EDUCATION	6% (6%)

We spent £18.45m in 2017/18 (£17.5m: 2016/17), £0.3m (£0.6m: 2016/17) less than our income in 2017/18. Included within this spend, and taken from our reserves, was £0.2m (£0.1m: 2016/17) in grants, which we gave out to our network of organisations. These grants have helped build resilience in our CCO's infrastructure, which will help us deliver even more impact in future years.

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 approve the Strategic Report contained within the Annual Report as required by The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013.

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.

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.

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 3rd December 2018.

J Nixon
Trustee

Company registration number 6469948
Charity registration number 1132689

AUDIT REPORT – CHARITY

OPINION

We have audited the financial statements of The Football League (Community) Limited for the year ended 30 June 2018 which comprise the statement of financial activities, balance sheet, 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 affairs of the group and the parent charitable company as at 30 June 2018 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 the 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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.

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 have 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 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 require us to report to you if, in our opinion:

- the group or parent charitable company has not kept adequate and sufficient accounting records, 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 23, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of 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's and 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 that Act.

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

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

Use of our report

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

Saffery Champness LLP

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: 18 January 2019

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 2018

	Note	Unrestricted funds	Designated funds	Restricted funds	Total 2018	Total 2017
		£	£	£	£	£
Income from:						
Donations	2	2,939,810	-	-	2,939,810	2,952,473
Charitable activities	2	-	-	14,850,486	14,850,486	14,327,635
Other trading activities	3	806,966	-	-	806,966	779,078
Investments	4	9,633	-	-	9,633	7,619
Total income		<u>3,756,409</u>	<u>-</u>	<u>14,850,486</u>	<u>18,606,895</u>	<u>18,066,805</u>
Expenditure on:						
Raising funds	3	(766,692)	-	-	(766,692)	(706,095)
Charitable activities	5	(4,822,230)	(214,723)	(12,647,203)	(17,684,156)	(16,753,247)
Total expenditure	5	<u>(5,588,922)</u>	<u>(214,723)</u>	<u>(12,647,203)</u>	<u>(18,450,848)</u>	<u>(17,459,342)</u>
Net income/(expenditure)		(1,832,513)	(214,723)	2,203,283	156,047	607,463
Transfers between funds	12	<u>1,484,393</u>	<u>718,890</u>	<u>(2,203,283)</u>	<u>-</u>	<u>-</u>
Net movement in funds		(348,120)	504,167	-	156,047	607,463
Reconciliation of funds:						
Total funds brought forward		933,778	1,363,065	-	2,296,843	1,689,380
Total funds carried forward		<u>585,658</u>	<u>1,867,232</u>	<u>-</u>	<u>2,452,890</u>	<u>2,296,843</u>

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 29 to 39 form an integral part of these financial statements.

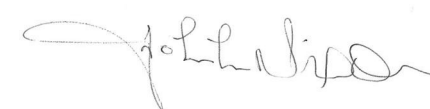
Balance sheet as at 30 June 2018

	Notes	2018 £	Group 2017 £	Charitable company 2018 £	2017 £
Fixed assets					
Tangible fixed assets	7	18,307	19,255	18,307	15,169
Investments	8	-	-	1	1
Current assets					
Debtors	9	729,878	993,669	762,090	1,066,652
Cash at bank and in hand		<u>5,369,083</u>	<u>5,129,249</u>	<u>5,113,132</u>	<u>4,938,100</u>
		6,098,961	6,122,918	5,875,222	6,004,752
Creditors: amounts falling due within one year	10	<u>(3,664,378)</u>	<u>(3,845,330)</u>	<u>(3,440,639)</u>	<u>(3,723,079)</u>
Net current assets		<u>2,434,583</u>	<u>2,277,588</u>	<u>2,434,583</u>	<u>2,281,673</u>
Net assets		<u>2,452,890</u>	<u>2,296,843</u>	<u>2,452,890</u>	<u>2,296,843</u>
Funds					
Unrestricted funds		585,658	933,778	585,658	933,778
Designated funds		<u>1,867,232</u>	<u>1,363,065</u>	<u>1,867,232</u>	<u>1,363,065</u>
	12	<u>2,452,890</u>	<u>2,296,843</u>	<u>2,452,890</u>	<u>2,296,843</u>

The notes on pages 29 to 39 form an integral part of these financial statements.

These financial statements were approved by the Board of Trustees on 3rd December 2018.

Signed on behalf of the Board of Directors



J Nixon
Trustee

Company registration number 6469948
Charity registration number 1132689

Consolidated cash flow statement for the year ended 30 June 2018

	<i>Note</i>	2018 £	2017 £
Net cash inflow/ (outflow) from operating activities	13	246,243	966,889
Returns on investments and servicing of finance	14	9,633	7,619
Capital expenditure and financial investment	14	(16,042)	(12,821)
Cash inflow/(outflow) before use of liquid resources and financing		239,834	961,687
Financing		-	-
Increase / (decrease) in cash in the year		239,834	961,687
Reconciliation of net cash flow to movement in net funds		2018 £	2017 £
Increase / (decrease) in cash in the year		239,834	961,687
Cash at bank and in hand:			
At 1 July 2017		5,129,249	4,167,562
At 30 June 2018		5,369,083	5,129,249

The notes on pages 29 to 39 form an integral part of these financial statements.

Notes to the accounts for the year ended 30 June 2018

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.

Reconciliation with Generally Accepted Accounting Practice

In applying the accounting policies required by FRS102 and the Charities SORP, a sum of £128,938 of "in kind" support by EFL has been added to both income and expenditure in the 2018 figures and £125,183 in the 2017 comparative figures.

The consolidated financial statements incorporate the financial statements for the Charity and its subsidiary FLT Community Trading Ltd (Company Registration number 6469948 and registered address EFL House, West Cliff, Preston, Lancashire PR1 8HU) 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.

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 5 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 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.

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.

Financial instruments

The Charity and its subsidiary only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Notes (continued)

1. Accounting policies (continued)**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.

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.

2. Income from Donations and Charitable Activities

Group	Unrestricted funds	Restricted funds	2018	2017
	£	£	£	£
Professional Footballers' Association	2,800,000		2,800,000	2,800,000
National Citizen Service		13,119,256	13,119,256	12,151,478
University of South Wales		991,529	991,529	871,293
Wembley National Stadium Trust		320,000	320,000	718,126
Futsal		254,943	254,943	440,654
ESFA		115,212	115,212	-
Open University		24,546	24,546	31,885
GLE		25,000	25,000	58,000
Other	10,872	-	10,872	83,489
English Football League donation "in kind"	128,938	-	128,938	125,183
	<u>2,939,810</u>	<u>14,850,486</u>	<u>17,790,296</u>	<u>17,280,108</u>

Notes (continued)

Income from Donations and Charitable Activities (continued)

Unrestricted funds in 2018 were received from the Professional Footballers Association (£2,800,000 (2017: £2,800,000)), the Football League Ltd (£128,938 "in kind" donations of goods and services (2017: £125,183)), and a number of other miscellaneous sources amounting to £10,872 (2017: £27,290).

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 £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 2018 are filed with the Registrar of Companies. A Gift Aid donation of the taxable profit of £40,274 (2017: £72,983) was made to The Football League (Community) Limited.

	2018	2017
	£	£
Turnover	806,966	779,078
Cost of sales	(744,426)	(679,788)
Gross profit	<u>62,540</u>	<u>99,290</u>
Administrative expenses	(22,266)	(26,307)
Operating profit	<u>40,274</u>	<u>72,983</u>
Gift aid donation to The Football League (Community) Limited	(40,274)	(72,983)
Retained profit for the year	<u>-</u>	<u>-</u>

The aggregate of the assets, liabilities and funds was:

	2018	2017
	£	£
Assets	264,014	195,235
Liabilities	(264,013)	(195,234)
Funds	<u>1</u>	<u>1</u>

4. Investment income

	2018	2017
	£	£
Bank interest receivable	<u>9,633</u>	<u>7,619</u>

Notes (continued)

5. Resources expended

<i>Group</i>	2018	2017
	£	£
(i) Analysis of total resources expended		
Staff costs	1,523,671	1,297,528
Support costs	769,281	660,176
Other direct costs	15,391,204	14,795,543
	<u>17,684,156</u>	<u>16,753,247</u>
	£	£
(ii) Analysis of support costs		
Telephone, postage, stationery and printing	45,131	34,208
Employee medical costs	6,557	5,151
Motor, meeting and travel costs	285,384	261,100
Staff training and advertising	57,349	29,637
Subscriptions and printing	15,495	5,222
Marketing	110,744	105,788
Legal & professional costs	89,137	79,382
Depreciation and financial costs	13,846	11,880
Computer system support	37,140	40,305
Rent, rates, light, heat & cleaning costs	88,778	71,183
Governance costs	19,720	16,320
	<u>769,281</u>	<u>660,176</u>
(iii) Analysis of other direct costs		
	£	£
Donations to schemes	15,381,934	14,786,543
Other costs	9,270	9,000
	<u>15,391,204</u>	<u>14,795,543</u>
This is stated after charging:		
	£	£
Auditors remuneration	9,270	6,320
Depreciation	16,989	15,642
Trustees expenses	1,420	1,356
	<u>28,129</u>	<u>23,318</u>

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.

Rent, rates, light, heat and cleaning costs arise again this year due to the move to new premises and subsequent revised "in kind" charges and equivalent donations from the EFL.

Notes (continued)

6. Staff numbers and costs

<i>Group</i>	2018	2017
	£	£
Employee costs during the year amounted to:		
Wages and salaries	1,271,941	1,089,102
Social security costs	133,854	118,438
Other pension costs	117,876	89,988
	<u>1,523,671</u>	<u>1,297,528</u>
Average monthly number of persons employed by the Company during the period excluding directors:	40	34

None of the Trustees received any remuneration in respect of their services as directors of the Company (2017: *£nil*). Three Trustees received a total of £1,420 expenses in the year (2017: *£1,356*) related to travel to and from Trustees meetings.

Total contributions to the defined contribution scheme amounted to £117,876 (2017: *£89,988*). Payments of £Nil were outstanding at 30 June 2018 (2017: *£nil*).

There was one employee paid between £90,000 and £100,000 in the period. (2017: *1 between £80,000 and £90,000*). No other employees were paid more than £60,000 (2017: *None*).

During 2017-18, employee benefits of the key management personnel of the Trust, comprising the Director of Operations and eight Senior Managers, totalled £529,506 (2017: *£370,054*). Trustee roles are voluntary and received £nil remuneration (2017: *nil*).

7. Tangible fixed assets

<i>Group</i>	Computer Hardware & Fittings	Computer Software	Total
	£	£	£
<i>Cost</i>			
At 1 July 2017	53,324	28,004	81,328
Additions	16,041	0	16,041
At 30 June 2018	<u>69,365</u>	<u>28,004</u>	<u>97,369</u>
<i>Depreciation</i>			
At 1 July 2017	(38,155)	(23,918)	(62,073)
Charge in year	(12,903)	(4,086)	(16,989)
At 30 June 2018	<u>(51,058)</u>	<u>(28,004)</u>	<u>(79,062)</u>
<i>Net book value</i>			
At 30 June 2017	<u>15,169</u>	<u>4,086</u>	<u>19,255</u>
At 30 June 2018	<u>18,307</u>	<u>0</u>	<u>18,307</u>

Notes (continued)

7. Tangible fixed assets (continued)

<i>Charitable company</i>	Computer Hardware & Fittings £
<i>Cost</i>	
At 1 July 2017	53,324
Additions	16,041
At 30 June 2018	<u>69,365</u>
<i>Depreciation</i>	
At 1 July 2017	(38,155)
Charge in year	(12,903)
At 30 June 2018	<u>(51,058)</u>
<i>Net book value</i>	
At 30 June 2017	<u>15,169</u>
At 30 June 2018	<u>18,307</u>

8. Investments

<i>Group and charitable company</i>	Shares in subsidiary	
	2018	2017
	£	£
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 were distributed to community schemes on the partners' behalf throughout the year, with the 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	
	2018	2017	2018	2017
	£	£	£	£
Trade debtors	683,667	910,286	683,668	910,286
Other debtors	19,000	18,000	19,000	18,000
Amount due from intercompany debtors	-	-	40,274	72,983
Prepayments and accrued income	27,211	65,383	19,148	65,383
	<u>729,878</u>	<u>993,669</u>	<u>762,090</u>	<u>1,066,652</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	
	2018	2017	2018	2017
	£	£	£	£
Trade creditors	37,678	21,509	35,654	20,939
Other creditors	-	-	-	-
Accruals and deferred income	3,533,791	3,713,504	3,315,328	3,592,731
Amount due to intercompany creditors	102,402	101,227	102,402	101,227
Social security and other taxes	(9,493)	9,090	(12,745)	8,182
	<u>3,664,378</u>	<u>3,845,330</u>	<u>3,440,639</u>	<u>3,723,079</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 2018	Total funds 2017
	£	£	£	£	£
<i>Fund balances at 30 June 2018 represented by:</i>					
Fixed assets	18,307	-	-	18,307	19,255
Current assets	1,721,334	1,867,232	2,510,395	6,098,961	6,122,918
Current liabilities	(1,153,983)	-	(2,510,395)	(3,664,378)	(3,845,330)
	<u>585,658</u>	<u>1,867,232</u>	<u>-</u>	<u>2,452,890</u>	<u>2,296,843</u>

Charitable company	Unrestricted funds	Designated funds	Restricted funds	Total funds 2018	Total funds 2017
	£	£	£	£	£
<i>Fund balances at 30 June 2018 represented by:</i>					
Fixed assets	18,308	-	-	18,308	15,170
Current assets	1,748,182	1,867,232	2,259,808	5,875,222	6,004,752
Current liabilities	(1,180,832)	-	(2,259,808)	(3,440,640)	(3,723,079)
	<u>585,658</u>	<u>1,867,232</u>	<u>-</u>	<u>2,452,890</u>	<u>2,296,843</u>

12. Reconciliation of movements in funds

Group	At 1 July 2017	Incoming Resources	Outgoing resources	Transfers	At 30 June 2018
Restricted funds					
Total restricted funds	-	14,850,486	(12,647,203)	(2,203,283)	-
Designated funds					
Infrastructure grants	3,765	-	(214,723)	360,000	149,042
Strategic reserve	629,300	-	-	282,700	912,000
New designated funds	730,000	-	-	76,190	806,190
Total designated funds	<u>1,363,065</u>	<u>-</u>	<u>(214,723)</u>	<u>718,890</u>	<u>1,867,232</u>
General funds					
Total general funds	<u>933,778</u>	<u>3,756,409</u>	<u>(5,588,922)</u>	<u>1,484,393</u>	<u>585,658</u>
Total Funds	<u>2,296,843</u>	<u>18,606,895</u>	<u>(18,450,848)</u>	<u>-</u>	<u>2,452,890</u>

Notes (continued)

12. Reconciliation of movements in funds (continued)

The net movement on funds is comprised entirely of net movements on unrestricted funds.

The net movement on restricted funds was £nil. During the year, a sum of £2,203,283 was transferred from restricted funds to general funds, being management charges agreed with funding bodies as part of the respective funding bids.

In order to protect the charitable company from any unforeseen adverse movements in income or expenses, the Trustees have designated a sum of £912,000 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.

In 2017/18, the Trustees designated a sum of £360,000 to be used to improve the infrastructure of Football League clubs community trusts, under which each of the 72 trusts was able to apply for a maximum of £5,000 in grant funding against goods or services to help them improve their ability to deliver effective community programmes. As at the 30th June 2018 a total of £210,958 has been successfully given out. The remaining balance of £149,042 is planned to be given out the coming year.

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	2018 £	2017 £
Net incoming resources	156,047	607,463
Investment Income	(9,633)	(7,619)
Depreciation	16,989	15,642
Decrease/(Increase) in debtors	263,791	277,715
Increase/(Decrease) in creditors and deferred income	(180,951)	73,688
Net cash inflow / (outflow) from operating activities	<u>246,243</u>	<u>966,889</u>

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

	2018 £	2017 £
Cash inflow from returns on investments and servicing of finance		
Interest receivable and other similar income	<u>9,633</u>	<u>7,619</u>
Cash outflow from capital expenditure and financial investment		
Payments to acquire tangible fixed assets	<u>(16,042)</u>	<u>(12,821)</u>

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 FA Premier League Limited and the Professional Footballers' Association.

Voluntary income includes £2,800,000 which was received directly from the Professional Footballers' Association and has been paid out in the year or was transferred to general reserves as agreed management charges. The balance due at the end of the year was £nil (2017: £nil)

At the year end, FLT Community Trading Limited owed £40,274 to the Football League Community Limited (2017: £72,983).

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 £345,426 (2017: £313,779). At the year end the Football League (Community) Limited owed the Football League Limited £102,402 (2017: £101,227).

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 £128,938 (2017: £125,183). 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 The Football League (Community) Limited and The Football League Limited do not meet the criteria for a parent and subsidiary undertaking relationship to exist.

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 2017	Total 2016
		£	£	£	£	£
Income from:						
Donations	2	2,952,473	-	-	2,952,473	2,517,534
Charitable activities	2	-	-	14,327,635	14,327,635	14,927,247
Other trading activities	3	779,078	-	-	779,078	442,000
Investments	4	7,619	-	-	7,619	11,661
Total income		3,739,170	-	14,327,635	18,066,805	17,898,442
Expenditure on:						
Raising funds	3	(706,095)	-	-	(706,095)	(373,486)
Charitable activities	5	(4,704,550)	(127,236)	(11,921,461)	(16,753,247)	(17,053,727)
Total expenditure	5	(5,410,645)	(127,236)	(11,921,461)	(17,459,342)	(17,427,213)
Net income/(expenditure)		(1,671,475)	(127,236)	2,406,174	607,463	471,229
Transfers between funds	12	1,605,940	800,234	(2,406,174)	-	-
Net movement in funds		(65,535)	672,998	-	607,463	471,229
Reconciliation of funds:						
Total funds brought forward		999,313	690,067	-	1,689,380	1,218,151
Total funds carried forward		933,778	1,363,065	-	2,296,843	1,689,380

All transactions derive from continuing activities.

There are no other gains/losses other than those included in the statement of financial activities.

**We thank the following
organisations for their significant
and ongoing support:**



...and thank our valued partners:

