



# STRONGER, HEALTHIER, MORE ACTIVE COMMUNITIES



The Football League  
(Community) Limited  
Trustees' Report and  
Financial Statements  
for the year ended 30  
June 2019.

Registered number 6469948.  
Charity registered number 1132689.



# A MESSAGE FROM OUR CHAIR

**“ The last 12 months have seen the EFL Trust continue to grow and mature as an organisation, providing vital support to its network of charities whose work in their communities is reaching ever more people. ”**

In an environment of uncertainty, our football club based charities remain trusted, high quality deliverers of projects and services that address ever more complex needs in the communities we serve. We work tirelessly to keep abreast of these trends, of policy changes at the national level and how these translate to very different communities across England and Wales. Communities where our embedded football club community organisations (CCOs) understand the people, the partnerships and the challenges that need to be overcome.

During the year, a new strategy has been developed. Led by the Board and Senior Management Team, consultation has been wide ranging across our network and our key stakeholders. The results of the consultation have led to an ambitious strategy for 2019 – 2024 and it will be very exciting to oversee the outcomes over the next five years.

The vision of achieving ‘Stronger, Healthier, More Active Communities’ is a challenging but fitting ambition based on the depth and breadth of work being achieved both by our internal team at the EFL Trust and by our network.

Whilst reflecting on a successful year, it is important to acknowledge that our current structure needs to develop to deliver our ambitions, and our plans to recruit two new Directors to support our Business Development and Operations will go live early in 2020.

Throughout the period defined by our previous strategy, we have significantly strengthened our governance and introduced a capability programme that was recognised and highly commended by the ICSA - Chartered Governance Institute. We have also seen developments in the awareness of the network’s projects and profile, plus our ability to deliver complete marketing support packages to help CCOs achieve project aims.

During this period, we have seen the continuation of strong delivery across a range of existing projects (NCS, USW degree programme and Every Player Counts), project developments to improve delivery and evaluation (Joy of Moving, Move and Learn) and strong project launches (Extra Time Hubs and Network Rail).

Along with this delivery, we have seen a continuation of key partnerships and the strengthening of our relationships with key industry stakeholders such as Department of Work and Pensions and Sport England. Of course, none of what we achieve would be possible without the support of our key football partners, the EFL, the Professional Footballers’ Association, the Premier League and The FA.

Indeed, within the past 12 months, the quality of programme delivery in our network was publically commended by the CEO of NHS England, Simon Stevens and representatives from the Department of Work and Pensions, the NHS and Sport England. All spoke highly of the network’s capabilities at our National Conference at the home of football, St. George’s Park.

The successes are backed up by our financial outcomes over the past 12 months. Annual turnover has grown from £18.6m to £20.1m, and our staff numbers from 40 to 44, as we further evolve to match the needs of the growing business.

Finally, we must acknowledge as always, the incredible passion and professionalism of both our network and our own staff, who continue to deliver to the highest of standards during both challenging and exciting times.

As we look forward to the next five years, we know there will be many challenges, but we are confident that with the current financial status of the organisation, the delivery contracts in place and the team responsible for delivery, success will continue to flourish.

**John Nixon**



# NATIONAL NETWORK, LOCAL IMPACT

## NORTH WEST:

1. Carlisle United FC Community Sports Trust
2. Morecambe FC Community Sports Trust
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 Community Sports Trust
12. Oldham Athletic Community Trust
13. Macclesfield Town Community Sports Trust
14. Alexandra Soccer & Community Association
15. Tranmere Rovers in the Community
16. Foundation 92 (Salford City)

## NORTH EAST & YORKSHIRE:

17. Foundation of Light (Sunderland)
18. MFC Foundation (Middlesbrough FC)
19. Tigers Sport and Education Trust
20. Grimsby Town Sports & Education Trust
21. Scunthorpe United Community Sports & Education Trust
22. Leeds United Foundation
23. Bradford City FC Community Foundation
24. Huddersfield Town Foundation

## YORKSHIRE:

25. Reds in the Community (Barnsley)
26. Sheffield Wednesday FC Community Programme
27. Rotherham United Community Sports Trust
28. Club Doncaster Foundation

## EAST MIDLANDS:

29. Lincoln City Foundation
30. Mansfield Town Football in the Community
31. Nottingham Forest Community Trust
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 Foundation

## SOUTH WEST & WEST MIDLANDS:

37. Shrewsbury Town in the Community
38. Walsall FC Community Programme
39. The Albion Foundation (West Bromwich Albion)
40. Birmingham City FC Community Trust
41. Swansea City AFC Community Trust
42. County in the Community (Newport County)
43. Cheltenham Town Community Trust
44. Oxford United in the Community
45. Swindon Town Football in the Community Trust
46. FGR in the Community (Forest Green Rovers)
47. Bristol City Community Trust
48. Bristol Rovers Community Trust
49. Exeter City Community Trust
50. Argyle Community Trust (Plymouth Argyle)
51. Cardiff City FC Community Foundation

## SOUTH EAST:

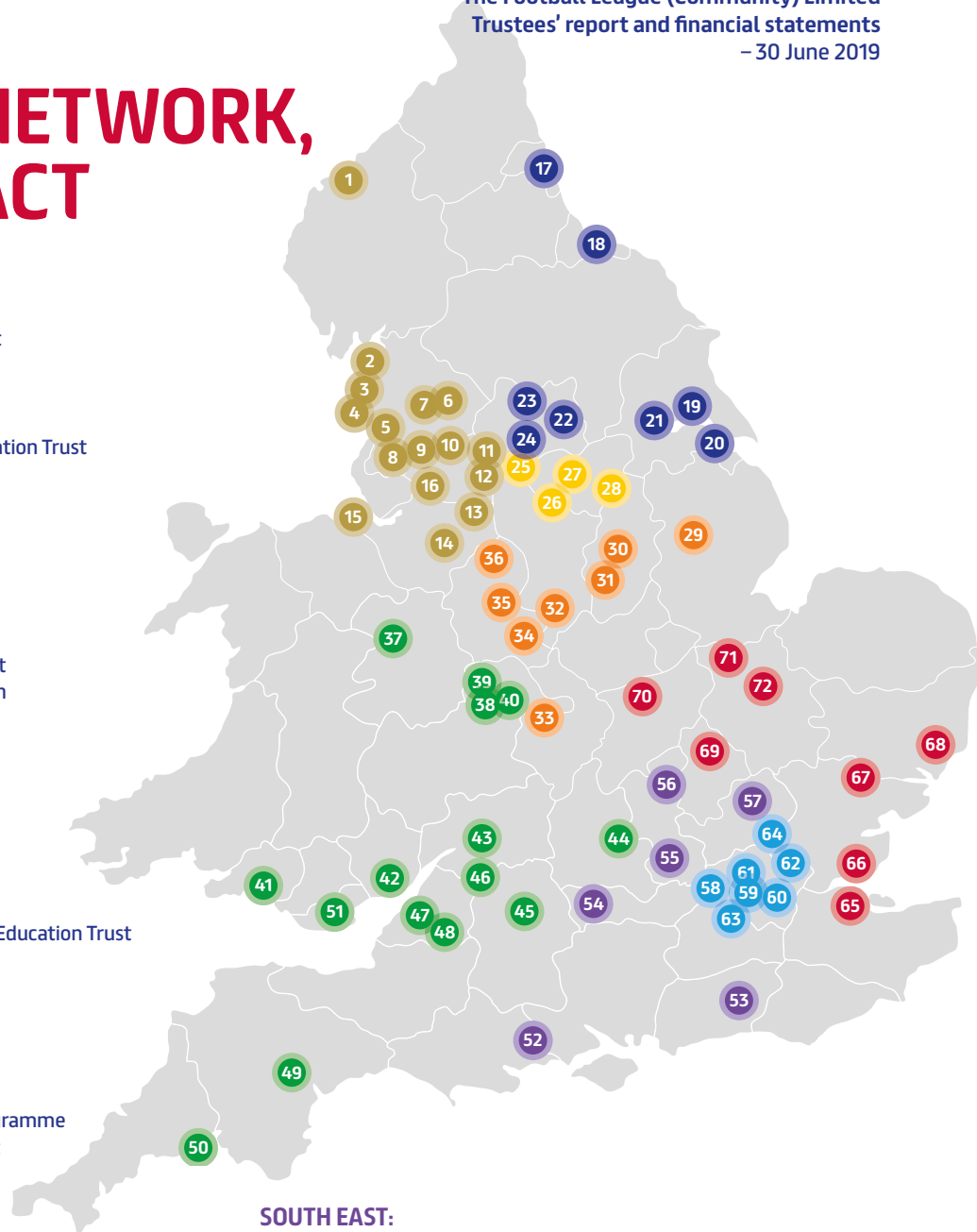
52. Pompey in the Community (Portsmouth)
53. Crawley Town FC Community Sports Foundation
54. Reading FC Community Trust
55. Wycombe Wanderers Sport & Education Trust
56. MK Dons Sport and Education Trust
57. Stevenage FC Foundation

## LONDON:

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

## EAST:

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





# TRUSTEES' REPORT

## CHIEF EXECUTIVE OFFICER'S REPORT

**2018/2019 has been an important year for the EFL Trust in many ways. This period introduced a mixture of challenges as we strived to maintain excellence in programme delivery and development whilst working behind the scenes to devise the appropriate strategy and funding streams to secure the future of the organisation as we move into 2020 and beyond.**

The scale of EFL Trust is significant. Annual turnover has grown from £18.6m to £20.1m and our staff numbers grew during the year from 40 to 44, as we further evolve to match the needs of the growing number of funding partners, deliver our KPIs and strive to constantly improve standards.

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. Last year I reflected on the importance of the year ahead and our ambitious plans to grow the programme further from summer 2020. I was delighted to receive the news in May 2019 that we had been successful in the NCS recommissioning process and the overall outcome of this is that the EFL Trust will be delivering NCS to around 20,000 young people in the 2020/21 period and working with over 60 delivery partners. This result could not have been achieved without the quality of our programme delivery to date; outstanding performance and commitment from our team and several months of intense hard work directed towards the recommissioning bid itself.

As a result of this success and in readiness for delivery in 2020, we have seen the EFL Trust team grow in size to over 60 full time employees. With success comes risk, and since the financial year end the NCS world has been rocked by the administration of The Challenge Network, a key NCS supplier and partner of EFL Trust. This has provided a stiff test of our risk management processes, and our ability to react to adversity. With the support of our Board I am proud that EFL Trust has been able to navigate this period and ensure none of our outstanding delivery partners will be financially affected, and many have stepped up to increase their delivery to support the national NCS programme.

Our Joy of Moving programme continued into its 6th year with a complete refresh of its content based on source material from Italy, including the Foro Italico University of Rome and published research in the UK into children's lifestyle habits and activity levels. Ferrero UK are one of our longest standing partners and this programme drives their UK CSR policy. The new programme content is endorsed by the British Nutrition Foundation.

It was another strong year across our Education & Employability offer. Our degree and foundation degree programmes with the University of South Wales continue to flourish, with students based within in our football clubs continuing to out-perform those based on campus. With 425 registered students currently on programme this now makes the Foundation Degree in Community Football and Coaching Development the largest programme at USW. Specifically designed to support the future workforce for our industry, this remains a flagship programme for EFL Trust with exciting plans to diversify in the future to keep pace with the changing world, including offering a Sport pathway, and degree and higher degree apprenticeships to the network's current workforce

EFL Trust's ESFA-funded traineeship programme has gone from strength to strength, bucking the national trend, engaging more trainees where nationally the number of traineeships delivered by further education providers is falling. The CCOs running the traineeships continue to achieve very good outcomes, with positive progressions well above national averages. In total, the network supported some 350 16-24 trainees in 18/19 and is set to support 500 in 19/20.



This year, we have expanded our employability offering to our communities, introducing our Training Ground programmes. 'Match Fit' is a course that offers support for people over 25 who are struggling to find work and 'Changing Room' is an 'upstream' course addressing the barriers and challenges faced by those individuals who are furthest away from the workplace for a range of reasons, including a lack of qualifications and mental and physical wellbeing challenges. The DWP relationship has developed significantly and offers the charity network the opportunity to draw on new funding streams to support both employability, sport and health-related programmes.

Significant funding has also been secured for other key programmes during the last year and projects that have been in development have also launched across our network.

In March 2019, I was delighted to be able to announce in Parliament that Wembley National Stadium Trust (WNST) had agreed to extend their partnership for our Every Player Counts programme for a further two years. Disability sport continues to be an area that is under-funded nationally and we thank WNST for their fantastic commitment to our network to grow our provision in this area.

In April 2019, EFL Trust underwent the Merlin Standard Assessment and was not only successful in receiving the accreditation, we were selected as the 2019 winner of the Merlin Standard Award. The EFL Trust was also successful in its Matrix accreditation that took place in late autumn 2019. Our assessor commended the Trust for excellent progress since the last assessment in 2016. This acknowledgment of the quality of the guidance and support given to the CCO network was reflected in the Ofsted Monitoring Visit in July 2019, when the lead inspector reached the same conclusion and commended our progress and the importance of the work EFL Trust undertook with the network to support the unemployed.

To further evidence and reflect EFL Trust's commitment to supporting the unemployed, it has signed up to the Care Leaver Covenant, become a Disability Confident organisation, and joined Movement to Work, an initiative involving major employers who seek to offer the unemployed placement and job opportunities.

In May 2019, we launched a rail safety campaign, You Vs Train, across our entire network with funding partners Network Rail. The partnership sees all EFL Clubs and their Community Organisations supporting vital safety messaging via their digital and social media channels and has also seen over 23,000 young people receive face to face safety messaging via our CCOs in specific areas that have significant railway trespass concerns.

In June we launched our National Lottery funded Extra Times Hubs, which are pilots of a concept to create a national social movement of people in their retirement years. We are creating a 'shared interest community' - a critical mass of older people who meet on a weekly basis to socialise and to do the things they enjoy. In doing so, we are nudging them towards improved connectedness



and lifestyle habits. Extra Time Hubs will harness the unique assets of our network, and the affinity and loyalty many people feel towards their football club, to bring older people together to enjoy themselves and to be active together. The concept has been recognised by the World Health Organization for its innovative approach to reaching and supporting older people.

As the year drew to a close we submitted a solicited proposal to Sport England for how we will reach adults on low incomes with a lifestyle behaviour change programme. Having secured the rights to use the Football Fans in Training programme developed by University of Glasgow and SPFLT, we have rebranded it as FIT FANS and have plans to develop this as a core part of our long term public health offer.

The annual Day of Action was once again a massive success with over 33 million people reached via the various media channels engaged including BBC Breakfast. This is a very special day for us, when we take the opportunity to showcase the massive breadth and depth of our programmes and the work of all our CCOs across the country on one day. We look forward to having the opportunity to share the message of the network's ongoing work and impact once again on Day of Action in March 2020.

The ability of EFL Trust to show the impact of our programmes and our network is increasingly significant. During 2019, the EFL commissioned an independent national study by sport and leisure management consultancy Knight, Kavanagh and Page, to provide some context to this. The outcomes of this study show that over 36.6 million people live within a ten mile catchment area of EFL Clubs and many of these are the most deprived areas in the country, where individuals need the most intervention in terms of health, wellbeing, employability



and cohesion outcomes. During the 2018/19 season, over 880,000 people took part in activities with the network across a variety of projects and initiatives, with over £62 million invested directly on these activities. The activities provide a staggering 41.5 million hours of participation across the network. This study has created a format for ongoing measurement across the network and the development of our impact reporting will remain a key priority as we move into our new strategic period.

Our relationships with existing partners and funders have continued to flourish over the past 12 months including programme developments and new funding arrangements. We are proud of our partnerships with all the organisations discussed above plus our ongoing and strengthening relationships with the University of South Wales, Ferrero UK Limited, the Education and Skills Funding Agency (ESFA) and Warwickshire College group.

Relationships continue to develop within our industry including the NHS, the Department for Work and Pensions, Ministry of Housing, Communities and Local Government (MHCLG) and many other government departments and are creating exciting opportunities for collaboration and partnerships in the future.

As we move into another year, I once again thank my entire EFL Trust team for their commitment and dedication to growing and strengthening our organisation and look forward to a challenging and exciting year ahead.

**Mike Evans**



Activities provide  
a staggering  
**41.5 million** hours  
of participation  
across the network.

# 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 charitable arm of the Football League Ltd ("EFL").

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

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

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

Over the last 12 months the new governance structure has been fully operational and instrumental in supporting our continued organisational development.

We are now working towards compliance with Sport England Tier 3 code of Governance.

The Audit and Risk Committee has managed the process of reviewing our financial policies and procedures to ensure they are in line with best practice, the completion of a successful financial audit and ensuring robust and rigorous stress testing of our business plan in preparation for the possibility of significant business growth.

The Remuneration and Nominations Committee have played an integral part in a comprehensive organisational restructure to ensure that our staffing resources at all levels remain both efficient and effective but robust enough to ensure continued successful delivery of our strategic objectives going forward.

The EFL Trust Advisory Group, working closely with our Board, have been a major influence in the development of our new strategic plan which was launched at our annual conference in September 2019. Their valuable input has ensured that our new strategic objectives are completely aligned with the priorities of our Club Community Organisations and facilitate refinement of our support and enabling role.

### 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 £4,271,472 (2018: £2,452,890). 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 £4,245,255 (2018: £2,434,583). The outgoing resources for the year ended 30 June 2019 amounted to £18,274,393 (2018: £17,684,156). Given the potential variation in donations and the associated

difficulty in establishing an accurate ideal reserves figure, a strategic reserve figure of £1,770,000 (2018: £912,000) is considered by the Trustees as a reasonable level to retain, to cover up to six months of wages and salaries, plus a provision for other closure costs. 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 £2,501,472.

## 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 during the period ended 30 June 2019.

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 Cup Committee, England Ambassador and Chair of the EFL Trust. John is due to retire from his position in 2020 and an open recruitment process for his replacement will take place during summer 2020.

### **Charlotte Hill OBE (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. Shaun stepped down as CEO of EFL in July 2019.



### **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 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. Katie decided to step down as a Trustee in December 2019. A recruitment process aligned with that of appointing a new chair will take place during the summer of 2020.



### **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 (Chief Executive Officer) 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

#### Chief Executive Officer

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 Participation & Community Engagement

Loo oversees the development of the Trust's strategy on engaging all sections of the community in active and inclusive citizenship, incorporating integration and diversity issues. This includes generating funding opportunities, and creating and maintaining key stakeholder relationships.



### 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 Department for Work & Pensions, the Education & Skills Funding Agency, Combined Authorities and housing associations. He and his team develop programmes with partner universities and training providers that meet the needs of the CCO Network workforce and the employed and unemployed in local communities.



### Adrian Bradley

#### Head of Health & Wellbeing

Adrian is responsible for the strategic development of our health and wellbeing offer. He represents the network by managing relationships with national stakeholders including NHS England, Sport England and leading health charities, manages our expanding portfolio of health interventions, and generates funding opportunities for the Trust and CCOs.



# TRUSTEES' REPORT continued...

## SENIOR MANAGEMENT TEAM

### **Jules Riley** **Business & HR Manager**

Jules is responsible for the development and management of the EFL Trust central business support functions which includes contract management, data management as well as human resource services.



### **Michelle Robbins** **Head of Marketing & Communications**

Michelle is responsible for the 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.



### **Dominik Stingas Paczko** **Head of NCS**

Dominik is responsible for the leadership and management of our national NCS programme, supporting and managing 65 community organisations to deliver life changing experiences to more than 20,000 teenagers in 2020.



### **Andrew Sellers** **Head of Finance**

Andrew is responsible for the EFL Trust accounts and the management and monitoring of all financial activity, including financial analysis as and when required. 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, strategic planning, Health and Safety 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.







## TRUSTEES' REPORT continued...

### STRATEGIC RISKS AND RISK MANAGEMENT

Over the last year work has taken place to embed the comprehensive risk management policy approved by Trustees in 2018 and to embed related risk management procedures. An operational risk management steering group has been established to assess, mitigate, and appropriately identify risk. The steering group has reporting lines directly into the Senior Management Team (SMT) and the Audit and Risk Committee (ARC), facilitating the regular discussion of risk management at the most senior level of the organisation. Work is now underway to commission a thorough review of the current organisational risk profile and adequacy of

controls, to provide assurance of a robust control environment at EFL Trust. EFL Trust strategic risks have been grouped under the following key themes, and included here is a summary of risk mitigation controls in place:

#### Going Concern Covid-19

The trustees have considered the impact of the Covid-19 pandemic on the Trust and the impact on its ability to continue as a going concern. Following review of the Trusts' cash flow the trustees believe the organisation can mitigate any risk impacting the Trusts' financial stability.





## STRATEGIC RISKS AND RISK MANAGEMENT

### Business growth in line with strategic aims and objectives

Following EFL Trust's continued success with the NCS programme and the subsequent re-contracting with NCS Trust for NCS 2.0, diversification of business growth remains a key mitigating control to safeguard against an over reliance on one area of business. The last year has also seen significant growth in other areas of the organisation, particularly the successful development of health and wellbeing programmes, and EFL Trust are committed to diversifying business growth over the next year, aided by the new organisational structure.

### Financial / Funding

Financial performance is regularly discussed at both SMT and board level, ensuring that management decisions are based on accurate current financial information, with management accounts produced on an increasingly regular basis. The Audit and Risk Committee have developed a key role in gaining an assurance of financial management, and oversight of the organisation's control environment. The release of funding to the EFL Trust network of CCO's is subject to a series of checks that constitute the award winning 'Capability Code of Practice', prior to financial authorisation. This process is subject to segregation of authorisation responsibility in line with the organisation's financial regulations.

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

An all-staff survey was commissioned within the last year to gain an independent view of staff satisfaction, with the subsequent reporting process facilitating the identification of risks and mitigating actions in relation to staffing. Annual appraisals are completed with all staff to ensure continuous development opportunities and include the identification of individual training needs, forming the basis of a comprehensive annual training programme, which is reviewed and approved by board. To ensure that high standards of staff performance are maintained, a suite of HR policies and procedures are in place and a comprehensive new health and safety policy is in the final stages of development. An improved staff induction process is now in place to facilitate the efficiency of new staff integration at a time of significant business growth, along with the development of a comprehensive staff handbook.

### Reputation

EFL Trust adopt a proactive approach to mitigating against reputational damage through comprehensive communications and marketing planning in addition to maintaining positive relationships with key stakeholders. EFL trust continue to maintain a close working relationship with EFL in regards to mitigation of potential reputational damage as a result of any incidents within the EFL or EFL Trust network of clubs and CCOs. There is a social media policy in place with mature and embedded processes, which includes the regular monitoring of all channels, together with guidelines for staff relating to use of social media linked to the organisation. As highlighted in the previous annual Trustees report, a crisis communications procedure is in place that would be executed in the event of an incident that emerges within the public domain that could cause reputational damage.



# STRATEGIC RISKS AND RISK MANAGEMENT

The Football League (Community) Limited  
Trustees' report and financial statements  
– 30 June 2019

## Governance

An action plan is in place for adherence with highest tier (Tier 3) of the Sport England Code of Governance. Articles of association have been reviewed and will be approved for the organisation in 2020, and each committee of the board has an approved Terms of Reference in place. The new EFL Trust strategic plan was officially launched in September 2019, and will be operationalised through the trust-wide operational plan that has been approved by board. EFL Trust suppliers that are outside of the CCO delivery network are subject to the EFL Trust due diligence process to gain an assurance of organisational capacity and best value, and a comprehensive procurement policy is under development. All staff and trustees are mandated to complete an annual declaration of interests in order to consider and manage any potential conflicts as they arise.

Trustees are recruited on the basis of their experience, knowledge and expertise, and a trustee skills audit forms the basis of a skills matrix to identify any skills gaps. In addition to internal expertise along with the provision of training where required, Trustees are assisted by external professional advisors, as appropriate, who advise Trustees to enable them to discharge their duties effectively in line with legal obligations and sectoral best practice.



## Data security

A suite of board-approved policies are in place relating to data protection and information security, and incorporating the requirements of all current applicable legislation. An information risk register has been developed, documenting the risk related to the processing of both personal and business sensitive information, and forms the basis of a data protection action plan. The information risk register is monitored by a newly established Information Governance Steering Group, which has an approved terms of reference and reports directly into both SMT and ARC. Data protection and information security is a standing agenda item at both SMT and board, demonstrating accountability at EFL Trust in relation to the management of information risk. The EFL Trust network is Cyber Essentials certified and the organisation will soon be working towards Cyber Essentials Plus certification.





# WHO WE ARE AND WHO WE WORK WITH

## EFL Trust

### Registered address and principle address

EFL House  
10-12 West Cliff  
Preston  
PR1 8HU

Charity registered number 1132689

## Secretary

T S Detko

## Chief Executive Officer

Mike Evans

## Bankers

Barclays Bank PLC  
2-4 Birley Street  
Blackpool  
Lancashire  
FY1 1DU

## Solicitors

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

## Auditor

Saffery Champness LLP  
Chartered Accountants  
and Registered Auditor  
Mitre House,  
North Park Road,  
Harrogate  
HG1 5RX

## Trustees

Steven Day

John Hudson

Nick Perchard

John Nixon

Andy Williamson

Donald Kerr

Debbie Jevans

Charlotte Hill (Senior Independent)

Robbie Drye

Roger Davidson

## Trustees also in office in the financial year:

Shaun Harvey (Resigned 1 July 2019)

Katie Reed (Resigned 2 December 2019)





# WHAT DO WE DO?

As part of our ongoing review of governance we have made amendments to our articles of association and slight changes to our charitable objects. These will be approved by our Board and the Charity Commission during 2020.

The charity's objects are:

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

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





# WHAT WE DO

Our team focuses activities in 3 core areas:

## HEALTH & WELLBEING

### Joy of Moving

Funded by Ferrero UK, the Joy of Moving, 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 an 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.

### Extra Time Hubs

Extra Time Hubs is funded by Sport England through the National Lottery and engages retired and semi-retired people by harnessing the power of local football Clubs, ultimately aiming to combat loneliness and inactivity. The Hubs are not prescriptive and provide attendees with the opportunity to create their own programme of activities. Hubs so far have shown a range of activities from quizzes to arts and crafts and physical activity that all benefit physical and mental health.

### Every Player Counts

Funded by the Wembley National Stadium Trust and EFL 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.



Over **880,000** people engage in life changing projects every year across the network.





# PARTICIPATION & COMMUNITY ENGAGEMENTS

## 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 Leasing.com 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. The programme has been delivered to over 10,000 young people annually up until now and following the successful retender in 2019, this figure will rise to over 20,000 from Summer 2020.

## Network Rail – You Vs Train

A new project in 2019 that is supported by all EFL CCOs and Clubs. This project focuses on raising awareness of rail safety in young people between the ages of 11 and 18. The power of football and Club players is used to get a key message across to young people and to get them to stay off the tracks.



Over **650** social action projects were delivered last year involving over **265,000** volunteering hours across our NCS network.



# EDUCATION & EMPLOYABILITY

## 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 6 years. Students are based at their home club and attend residential courses at USW. Last year saw the largest cohort of Foundation Degree students, 350 based at 29 CCOs across England and Wales. Another 75 continued on to the 'top-up' degree BSC in Sport in 2018/19 and 11 have achieved a first class honours degree. BA (Hons) in Business Management (Sport & Football).

## Training Ground Employability Programmes

We offer three programmes to those seeking employment or further training: 16-24 Traineeships, and 'Match Fit', and 'Changing Room' for unemployed who are 25+. These programmes offer small groups the opportunity to develop employability skills and to develop their functional skills such as Maths and English. Traineeships and 'Match Fit' also give people the chance to undertake substantial work experience in a range of employment contexts.

Traineeships help young people (aged 16-24) struggling to find work get the first step into employment; 'Match Fit' offers support for people over 25 that are struggling to find work and 'Changing Room' is a 8-12 week course specifically for people who have health & well-being challenges and need additional support to help them secure work.



MFC Foundation  
provided over **4,300**  
hours of vital provision  
for children stepping  
up from primary  
to secondary school.



# PROGRAMME PARTICIPANT NUMBERS

## Participant numbers

Department	Programme	2018	2019	Change
Education and Employability	16-24 Traineeships	289	233*	
Education and Employability	USW Foundation Degree	331	403	
Education and Employability	Open University BA (Hons) Business Management	78	84	
Community Engagement	NCS	10,053	12,002	
Health & Wellbeing	Every Player Counts	4,892	3,694*	
Health & Wellbeing	Extra Time Hubs	0**	559	
Health & Wellbeing	Joy of Moving (Move & Learn and Festivals)	59,567	68,100	
Health & Wellbeing	Kids Cup	16,128	16,624	
Health & Wellbeing	Girls Cup	5,848	6,104	
Health & Wellbeing	Futsal	935	720***	

### Notes:

\*Participant numbers are reflective of sustaining individuals rather than increasing the number of new participants annually

\*\*Programme was not running in the 2018 financial year

\*\*\*Expected reduction in participation numbers due to reduction in recruitment



## EFL TRUST VOLUNTEERS IN THE COMMUNITY

This year the EFL Trust introduced a policy for its staff, whereby they can take two days a year to volunteer with a charity or charities of their choice. Here are some of the volunteering days that have been completed so far by members of our team:

### Michelle Robbins, Head of Marketing and Communications

Michelle lives near to a park area in Lytham, which was developed to become a hub of the community and to attract visitors from the region and beyond. The charity who run the park rely on donations, grants and heavily on volunteers, to ensure the maintenance of this vital area to the local community.

"I found my volunteering day fun, relaxing and rewarding. To be able to play a part in improving an area so close to home that is so important to the local community was fantastic. Being away from the hustle and bustle of life, out in the fresh air and not being attached to phones and emails for a day was also a very positive feeling. I am really looking forward to seeing people enjoying the new pathway and facilities in the coming months."



### Mike Evans, Chief Executive Officer at EFL Trust

Mike organised and participated in a bike ride including taking on the role of mentor for one participant who had never done anything of this scale before. The ride was 417 miles in 5 days from Burnley to Walsall, taking in Hull, Zeebrugge, Bruges, Dover, London and Market Harborough. Over £24,000 was initially raised for the Barry Kilby Prostate Cancer Appeal, a charity that aims to raise awareness of prostate cancer and provide PSA testing days for men aged 50+. PSA testing days have been held at many football clubs including Burnley, Aberdeen, Pompey, Ipswich, Oldham, and Rochdale. Many men have had tests show as 'red', meaning they needed immediate treatment despite showing no symptoms – these tests save lives and show the importance of such fund raising. Money raised will allow more testing days around the country and provides a template for football clubs to copy to make the whole project sustainable. Mike continues his work with the charity, as a trustee for BKPCA.



### Charlotte Dinsdale, NCS Regional Performance Manager

Charlotte was one of four of our NCS team members who volunteered at the Hull Homeless Community Project.

When EFL Trust first introduced the volunteering days I knew this was something I wanted to be a part of... particularly considering my involvement with the NCS programme. When the opportunity to link up with Hull Homeless Community Project, one of our NCS partners, came to light, it was a no brainer for me to get involved - just as it was for some of my colleagues. The job was to renovate a run down and what can only be described as a drab flat for a lady who had escaped domestic violence and become visually impaired as a result of this traumatic experience. My colleagues and I were only too keen to put on our scruffs and do what we could to make the flat habitable. This was by no means a 'breezy day'...in fact we spent most the day smoothing down the walls and applying several coats of paint as the walls were in such a bad state. It was physically exhausting but all completely worthwhile seeing the end result.

The lady was completely overwhelmed with what we had done! She expressed her gratitude with pure emotion and heartfelt tears, which showed me that taking just one day away from the day job and spending it giving back to the community was so worth it. It has not only made me feel good, but has made such a difference!"



# MAKING A DIFFERENCE TO PEOPLE'S LIVES

## Bernie's Story

Extra Time Hubs helped fill a hole in Bernie's life after losing her husband. Funded by the National Lottery and Sport England, EFL Trust Extra Time Hubs are a national movement aimed at making a positive difference to the lives of retired and semi-retired people across the country.

For lifelong Wigan Athletic fan Bernie, the opportunity to engage in a range of activities at the stadium she has attended for 40 years was one she couldn't turn down. The Hub has enabled her to be around people in a similar position.

"I felt like this was home, because I've been coming to this stadium for so many years and had such fabulous times here."



The Hub allows her to try new things and do something different.

**"Just because you're getting older doesn't mean you can't learn something new or do something different."**

## Yonas's Story



**"Football has no language and this allows people from very different backgrounds to get to mix with each other."**

After escaping persecution in his home country, Yonas arrived in Middlesbrough with nothing – no family, no friends, just the clothes he wore. When forced to work for the army in Eritrea, he fought against it because it didn't align with his beliefs. For this, he was tortured which resulted in him fleeing the country. Three days after arriving in the UK, he joined Middlesbrough Foundation's 'Club Together' programme. The programme is for men who have sought asylum in Middlesbrough due to severe risks to their safety in their home countries. He says the Club was key to him settling in a new country: "It has helped me become part of the community, make friends and settle in a new town and way of life."

Over the last two years, Yonas has become a key member of the group. He is due to complete his FA Level One coaching qualification and has started a degree at Teesside University. Yonas has also taken on a mentoring role with new participants on the programme to support their first steps and assist Foundation staff by providing interpreting skills.



## Natalie's Story

After moving to Blackpool five years ago from Scotland with her son, Natalie struggled to find employment due to her criminal record. However everything changed for Natalie when she joined Blackpool FC's Community Trust's 'Match Fit' programme. Match Fit offers support for people over the age of 25 that are struggling to find work due to barriers to employment such as mental health, being a single parent, social isolation, lack of confidence or physical disabilities. The programme provides key skills needed to find employment and more recent, relevant work experience.

After completing the course and passing her Maths and English exams, Natalie landed a full-time role as a cleaner. Three months later, she is excelling in her role and credits the programme for the many benefits it has given her, including helping her to develop her self-confidence.



**"The course helped me find confidence and the courage to push myself. The Match Fit Traineeship at Blackpool FC Community Trust was the best thing I ever did, I now have a full-time role and can actually go on holidays with my son!"**

## Louie's Story

After completing NCS he now has the confidence to stand in front of peers and tell his story and he has gone onto get himself a role on NCS with Peterborough United. Jenna Lusk, NCS Manager at Peterborough United, reflects on Louie's journey.

**"He came on the programme quite quiet and shy and left a confident and positive young man. His increased confidence made him an excellent project leader."**



**"I was shy, nervous and wouldn't talk to people." says Louie Salmon.**

However, fast forward two years after completing NCS (National Citizen Service) with Peterborough United, Louie is a very different person. NCS is a three week programme that challenges young people and helps their transition into adulthood. Months before Louie was due to depart for NCS he had reservations about going because of time away from home and was nervous about meeting new people.

**"I had begun to think I was a lost cause and that nothing I did would help me get better. Luckily, I was wrong! I pushed through exam season and I did it! I went on NCS and it was the best thing I ever did."**

# **FINANCIAL REVIEW AND STRATEGIC REPORT**

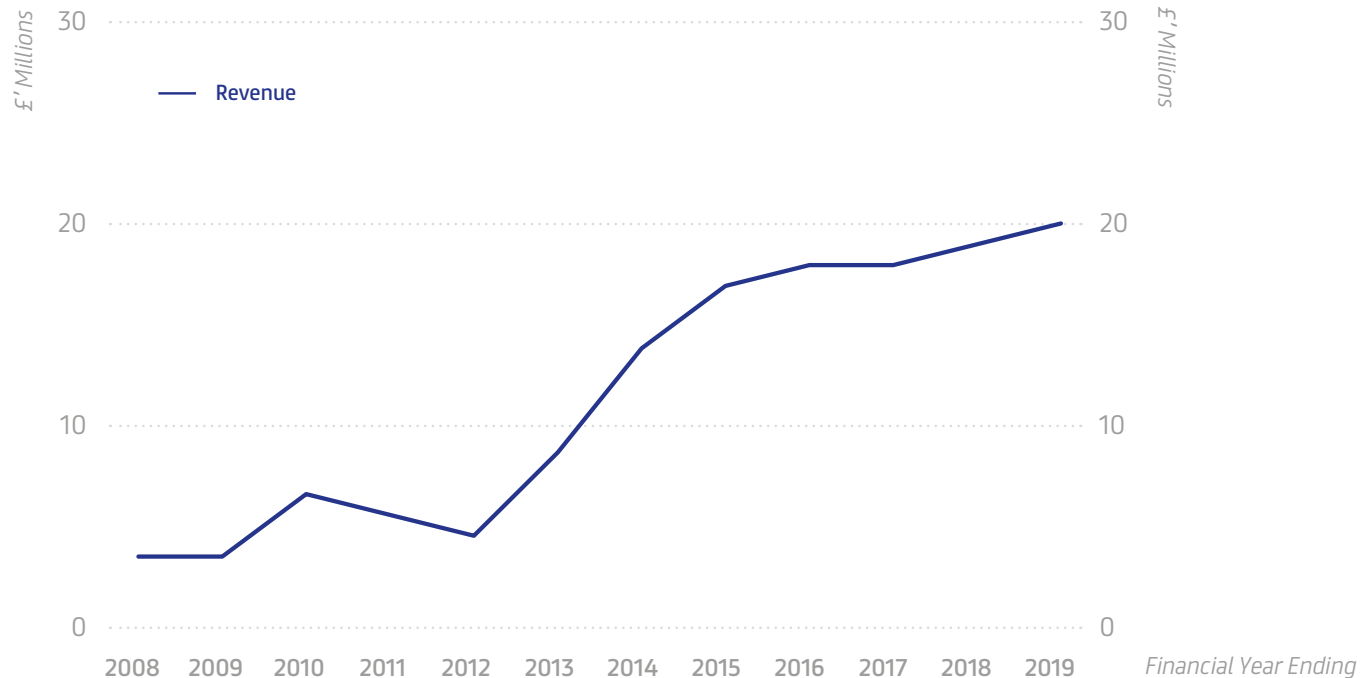


# OUR FINANCES – SUMMARISED

## Our Growth

Since 2008 income has increased steadily from £4.0m in 2008 to £20.1m in 2019.

Graph 1 – below illustrates this growth year on year.



## Our Income

Graph 2 – EFL Trust – Income By Department – Year Ending June 2019 (2018)

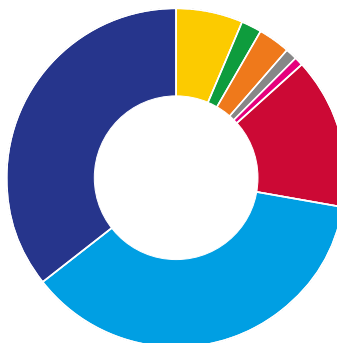


COMMUNITY – LOCAL	36% (35%)
COMMUNITY – REGIONAL	35% (36%)
PFA & EPL	14% (15%)
EFL "IN KIND" SUPPORT	1% (1%)
OTHER / INTEREST	1% (0%)
SPORT	2% (3%)
HEALTH	4% (4%)
EDUCATION	7% (6%)

Overall income increased in the year by 8% compared to 2017/18. The graph shows high growth in Community and Education, with a small decline in Health and Sport.

## Our Spend

Graph 3 – EFL Trust – Expenditure By Department – Year Ending June 2019 (2018)



COMMUNITY – LOCAL	35% (34%)
COMMUNITY – REGIONAL	36% (34%)
PFA & EPL	14% (15%)
EFL "IN KIND" SUPPORT	1% (1%)
NETWORK GRANTS	1% (1%)
SPORT	5% (3%)
HEALTH	2% (6%)
EDUCATION	6% (6%)

Expenditure totalled £19.8m in 2018/19 (£18.5: 2017/18). This was £0.3m less than our income in 2018/19 (£0.3m: 2017/18). Included within this expenditure was £0.4m (£0.2m: 2017/18) in grants, taken from our reserves, 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 are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

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

---

## Disclosure of information to Auditor

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

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

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

## Auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and Saffery Champness LLP will therefore continue in office.

The Trustees Report, including the Strategic Report, has been approved by the Board of Trustees and signed on behalf of the Board on 8 June 2020.



J Nixon  
Trustee

Company registration number 6469948  
Charity registration number 1132689



# THE FOOTBALL LEAGUE (COMMUNITY) LIMITED

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

### OPINION

We have audited the financial statements of The Football League (Community) Limited for the year ended 30 June 2019 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 2019 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 has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the 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.

### Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 25, the trustees (who are also the directors of the 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](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 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.

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

### Chartered Accountants

Statutory Auditors  
Mitre House  
North Park Road  
Harrogate  
North Yorkshire  
HG1 5RX

Date:  
.....

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



**Consolidated statement of financial activities (incorporating the income and expenditure account)  
for the year ended 30 June 2019**

	<i>Note</i>	Unrestricted funds	Designated funds	Restricted funds	Total 2019	Total 2018
		£	£	£	£	£
Income from:						
Donations	2	4,814,961	-	-	4,814,961	2,939,810
Charitable activities	2	-	-	14,681,588	14,681,588	14,850,486
Other trading activities	3	586,000	-	-	586,000	806,966
Investments	4	10,426	-	-	10,426	9,633
Total income		5,411,387	-	14,681,588	20,092,975	18,606,895
Expenditure on:						
Raising funds	3	(557,312)	-	-	(557,312)	(766,692)
Charitable activities	5	(2,619,917)	(415,576)	(14,681,588)	(17,717,081)	(17,684,156)
Total expenditure		(3,177,229)	(415,576)	(14,681,588)	(18,274,393)	(18,450,848)
Net income/(expenditure)		2,234,158	(415,576)	-	1,818,582	156,047
Transfers between funds	12	(2,819,816)	2,819,816	-	-	-
Net movement in funds		(585,658)	2,404,240	-	1,818,582	156,047
Reconciliation of funds:						
Total funds brought forward		585,658	1,867,232	-	2,452,890	2,296,843
Total funds carried forward		-	4,271,472	-	4,271,472	2,452,890

All transactions derive from continuing activities.

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

The notes on pages 31 to 41 form an integral part of these financial statements.

## Balance sheet as at 30 June 2019

	Notes	2019 £	Group 2018 £	Charitable company 2019 £	Charitable company 2018 £
Fixed assets					
Tangible fixed assets	7	26,217	18,307	26,217	18,307
Investments	8	-	-	1	1
Current assets					
Debtors	9	1,268,412	729,878	1,297,100	762,090
Cash at bank and in hand		4,930,599	5,369,083	4,592,596	5,113,131
		6,199,011	6,098,961	5,889,696	5,875,221
Creditors: amounts falling due within one year	10	(1,953,756)	(3,664,378)	(1,644,442)	(3,440,639)
Net current assets		4,245,255	2,434,583	4,245,254	2,434,583
Net assets		4,271,472	2,452,890	4,271,472	2,452,890
Funds					
Unrestricted funds		-	585,658	-	585,658
Designated funds		4,271,472	1,867,232	4,271,472	1,867,232
	12	4,271,472	2,452,890	4,271,472	2,452,890

The notes on pages 31 to 41 form an integral part of these financial statements.

These financial statements were approved by the Board of trustees on 8 June 2020.

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 2019

	<i>Note</i>	2019 £	2018 £
Net cash (outflow)/inflow from operating activities	13	(431,761)	246,243
Returns on investments and servicing of finance	14	10,426	9,633
Capital expenditure and financial investment	14	<u>(17,149)</u>	<u>(16,042)</u>
Cash (outflow)/inflow before use of liquid resources and financing		(438,484)	239,834
Financing		-	-
(Decrease)/increase in cash in the year		<u><u>(438,484)</u></u>	<u><u>239,834</u></u>
Reconciliation of net cash flow to movement in net funds		2019 £	2018 £
(Decrease)/increase in cash in the year		(438,484)	239,834
Cash at bank and in hand:			
At 1 July 2018		<u>5,369,083</u>	<u>5,129,249</u>
At 30 June 2019		<u><u>4,930,599</u></u>	<u><u>5,369,083</u></u>

The notes on pages 31 to 41 form an integral part of these financial statements.

## Notes to the accounts for the year ended 30 June 2019

### 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 £132,806 of "in kind" support by EFL has been added to both income and expenditure in the 2019 figures and £128,938 in the 2018 comparative figures.

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

#### 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 4 to 15. The company has considerable financial resources and as a consequence, the trustees believe that the company is well placed to manage its business risks successfully despite the current uncertain economic outlook. The trustees have considered the impact of the Covid-19 pandemic on the Trust and the impact on its ability to continue as a going concern. Following review of the Trusts' cash flow the trustees believe the organisation can mitigate any risk impacting the Trusts' financial stability. The trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

#### Voluntary income

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

#### Activities for generating funds

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

#### Investment income

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

#### 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.



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	2019	2018
	£	£	£	£
Professional Footballers' Association	2,800,000	-	2,800,000	2,800,000
English Football League	-	72,000	72,000	-
Erasmus+	-	65,207	65,207	-
Network Rail	-	90,704	90,704	-
Tennis Foundation	-	11,667	11,667	-
Sport England	-	269,998	269,998	-
National Citizen Service	1,864,276	12,327,348	14,191,624	13,119,256
University of South Wales	-	984,939	984,939	991,529
Wembley National Stadium Trust	-	160,000	160,000	320,000
Futsal	-	166,770	166,770	254,943
ESFA	-	296,994	296,994	115,212
Open University	-	40,861	40,861	24,546
Warwickshire College Group	-	20,100	20,100	-
Football Association	-	175,000	175,000	-
GLE	-	-	-	25,000
Other	17,879	-	17,879	10,872
English Football League donation "in kind"	132,806	-	132,806	128,938
	4,814,961	14,681,588	19,496,549	17,790,296

Notes (continued)

## 2. Income from Donations and Charitable Activities (continued)

Unrestricted funds in 2019 were received from the Professional Footballers Association £2,800,000 (2018: £2,800,000), the Football League Ltd £132,806 "in kind" donations of goods and services (2018: £128,938), and a number of other miscellaneous sources amounting to £17,879 (2018: £10,872).

A Management Fee totalling £1,864,276 received for National Citizen Service is classified as unrestricted funds. In previous years any fee received has been transferred from restricted funds to unrestricted funds.

## 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 2019 are filed with the Registrar of Companies. A Gift Aid donation of the taxable profit of £28,688 (2018: £40,274) was made to The Football League (Community) Limited.

	2019 £	2018 £
Turnover	586,000	806,966
Cost of sales	(534,581)	(744,425)
Gross profit	51,419	62,541
Administrative expenses	(22,731)	(22,267)
Operating profit	28,688	40,274
Gift aid donation to The Football League (Community) Limited	(28,688)	(40,274)
Retained profit for the year	-	-

The aggregate of the assets, liabilities and funds was:

	2019 £	2018 £
Assets	338,001	264,014
Liabilities	(338,000)	(264,013)
Funds	1	1



Notes (continued)

#### 4. Investment income

	2019 £	2018 £
Bank interest receivable	10,426	9,633

#### 5. Resources expended

Group	2019 £	2018 £
(i) Analysis of total resources expended		
Staff costs	1,760,640	1,523,671
Support costs	834,963	769,281
Other direct costs	15,121,478	15,391,204
	<u>17,717,081</u>	<u>17,684,156</u>

	£	£
(ii) Analysis of support costs		
Telephone, postage, stationery and printing	46,109	45,131
Employee medical costs	9,838	6,557
Motor, meeting and travel costs	360,537	285,384
Staff training and advertising	36,373	57,349
Subscriptions and printing	27,824	15,495
Marketing	83,857	110,744
Legal & professional costs	101,926	89,137
Depreciation and financial costs	9,818	13,846
Computer system support	36,861	37,140
Rent, rates, light, heat & cleaning costs	105,517	88,778
Audit fees	16,303	19,720
	<u>834,963</u>	<u>769,281</u>

(iii) Analysis of other direct costs (of which £14,681,588 is restricted)

	£	£
Donations to schemes	15,110,678	15,381,934
Other costs	10,800	9,270
	<u>15,121,478</u>	<u>15,391,204</u>

This is stated after charging:

	£	£
Auditors remuneration	10,800	9,270
Depreciation	9,239	16,989
Trustees expenses	1,577	1,420
	<u>21,615</u>	<u>28,129</u>

Notes (continued)

## 5. Resources expended (continued)

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 this year due to the move to new premises and subsequent revised "in kind" charges and equivalent donations from the EFL.

Within other direct costs there was a reduction of £1,972,360 relating to a reclassification of management charges which had historically been included within costs. In line with the charity's reserves policy, any amounts in excess of the strategic reserves will be planned for investment by the Trustees to further the charity's objectives.

## 6. Staff numbers and costs

Group	2019 £	2018 £
Employee costs during the year amounted to:		
Wages and salaries	1,438,938	1,271,941
Social security costs	189,818	133,854
Other pension costs	131,884	117,876
	<u>1,760,640</u>	<u>1,523,671</u>
Average monthly number of persons employed by the Company during the period excluding directors:	<u>44</u>	<u>40</u>

Trustee roles are voluntary and therefore trustees received £nil remuneration (2018: £nil) in respect of their services as directors of the Company. Five trustees received a total of £1,577 expenses in the year (2018: £1,420).

Total contributions to the defined contribution scheme amounted to £131,884 (2018: £117,876). Payments of £nil were outstanding at 30 June 2019 (2018: £nil).

There was one employee paid between £90,000 and £100,000 in the period. (2018: one between £90,000 and £100,000). One other employee was paid more than £60,000 (2018: None)

During the year, employee benefits of the key management personnel of the Trust comprising the Director of Operations and eight Senior Management Team total £611,085 (2018: £529,506).



Notes (continued)

## 7. Tangible fixed assets

<i>Group</i>	Computer Hardware & Fittings	Computer Software	Total
	£	£	£
<i>Cost</i>			
At 1 July 2018	69,365	28,004	97,369
Additions	17,149	-	17,149
At 30 June 2019	86,514	28,004	114,518
<i>Depreciation</i>			
At 1 July 2018	(51,058)	(28,004)	(79,062)
Charge in year	(9,239)	-	(9,239)
At 30 June 2019	(60,297)	(28,004)	(88,301)
<i>Net book value</i>			
At 30 June 2018	18,307	-	18,307
At 30 June 2019	26,217	-	26,217

<i>Charitable company</i>	Computer Hardware & Fittings
	£
<i>Cost</i>	
At 1 July 2018	69,365
Additions	17,149
At 30 June 2019	86,514
<i>Depreciation</i>	
At 1 July 2018	(51,058)
Charge in year	(9,239)
At 30 June 2019	(60,297)
<i>Net book value</i>	
At 30 June 2018	18,307
At 30 June 2019	26,217

Notes (continued)

## 8. Investments

*Group and charitable company*

	Shares in subsidiary	
	2019	2018
	£	£
Cost and net book value		
Investment in subsidiary	1	1

FLT Community Trading Limited is a wholly owned trading subsidiary of The Football League (Community) Limited and is registered in England and Wales and incorporated in Great Britain. FLT Community Trading Limited received funds from commercial partners which 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.

## 9. Debtors

	Group		Charitable company	
	2019	2018	2019	2018
	£	£	£	£
Trade debtors	817,798	683,667	817,798	683,668
Other debtors	19,500	19,000	19,500	19,000
Amount due from intercompany debtors	-	-	28,688	40,274
Prepayments and accrued income	431,114	27,211	431,114	19,148
	<u>1,268,412</u>	<u>729,878</u>	<u>1,297,100</u>	<u>762,090</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	
	2019	2018	2019	2018
	£	£	£	£
Trade creditors	28,329	37,678	26,283	35,654
Accruals and deferred income	1,858,435	3,533,791	1,551,167	3,315,328
Amount due to intercompany creditors	89,578	102,402	89,578	102,402
Social security and other taxes	(22,586)	(9,493)	(22,586)	(12,745)
	<u>1,953,756</u>	<u>3,664,378</u>	<u>1,644,442</u>	<u>3,440,639</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 2019	Total funds 2018
	£	£	£	£	£
<i>Fund balances at 30 June 2019 represented by:</i>					
Fixed assets	26,217	-	-	26,217	18,307
Current assets	244,828	4,271,472	1,682,711	6,199,011	6,098,961
Current liabilities	(271,045)	-	(1,682,711)	(1,953,756)	(3,664,378)
	-	4,271,472	-	4,271,472	2,452,890

Charitable company	Unrestricted funds	Designated funds	Restricted funds	Total funds 2019	Total funds 2018
	£	£	£	£	£
<i>Fund balances at 30 June 2019 represented by:</i>					
Fixed assets	26,218	-	-	26,218	18,308
Current assets	242,546	4,271,472	1,373,398	5,887,416	5,875,222
Current liabilities	(268,764)	-	(1,373,398)	(1,642,162)	(3,440,640)
	-	4,271,472	-	4,271,472	2,452,890

## 12. Reconciliation of movements in funds

Group	At 1 July 2018	Incoming Resources	Outgoing resources	Transfers	At 30 June 2019
<b>Restricted funds</b>					
Total restricted funds	-	14,681,588	(14,681,588)	-	-
<b>Designated funds</b>					
Infrastructure grants	149,042	-	(201,086)	576,000	523,956
Strategic reserve	912,000	-	-	858,000	1,770,000
New designated funds	806,190	-	(214,490)	1,385,816	1,977,516
Total designated funds	1,867,232	-	(415,576)	2,819,816	4,271,472
<b>General funds</b>					
Total general funds	585,658	5,411,387	(3,177,229)	(2,819,816)	-
<b>Total Funds</b>	<b>2,452,890</b>	<b>20,092,975</b>	<b>(18,274,393)</b>	<b>-</b>	<b>4,271,472</b>



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.

In order to protect the charitable company from any unforeseen adverse movements in income or expenses, the Trustees have designated a sum of £1,770,000 of the free reserves of the charitable company as a strategic reserve, being between 3 and 6 months expenses, based on an assessment of the likely reorganisation costs involved in closing down individual projects.

In 2018/19, the Trustees designated a sum of £576,000 to be used to improve the infrastructure of Football League clubs community trusts, under which each of the 72 trusts were able to apply for a maximum of £8,000 in grant funding against goods or services to help them improve their ability to deliver effective community programmes. A post year end total of £110,377 has been paid to club trusts. There is a remaining balance of £465,623.

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	2019 £	2018 £
Net incoming resources	(1,818,582)	156,047
Investment income	(10,426)	(9,633)
Depreciation	9,239	16,989
(Increase)/decrease in debtors	(538,534)	263,791
Increase/(decrease) in creditors and deferred income	1,710,622	(180,951)
Net cash (outflow)/inflow from operating activities	<u>(431,761)</u>	<u>246,243</u>

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

	2019 £	2018 £
Cash inflow from returns on investments and servicing of finance		
Interest receivable and other similar income	<u>10,426</u>	<u>9,633</u>
Cash outflow from capital expenditure and financial investment		
Payments to acquire tangible fixed assets	<u>(17,149)</u>	<u>(16,042)</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 (2018: £nil).

At the year end, FLT Community Trading Limited owed £28,688 to the Football League Community Limited (2018: £40,274).

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 £396,842 (2018: £345,426). At the year end the Football League (Community) Limited owed the Football League Limited £89,578 (2018: £102,402).

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 £132,806 (2018: £128,938). In compliance with the requirements of FRS102, these amounts have been added to income and expenditure in the appropriate years.

## 17. Ultimate parent company and controlling party

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

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

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

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

Notes (continued)

## 18. Comparative information

	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		<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.



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



**...and thank our valued partners:**

