

**REGISTERED NUMBER: 5904736**  
**Charity number: 1117122**

**BLACKBURN ROVERS COMMUNITY TRUST**  
**TRUSTEES' REPORT AND FINANCIAL**  
**STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2016**



**PM+M Solutions for Business LLP**  
**Chartered Accountants**  
**Greenbank Technology Park**  
**Challenge Way**  
**Blackburn**  
**Lancashire**  
**BB1 5QB**

**BLACKBURN ROVERS COMMUNITY TRUST**  
(A company limited by guarantee)

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**BLACKBURN ROVERS COMMUNITY TRUST**  
**(A company limited by guarantee)**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
 FOR THE YEAR ENDED 31 DECEMBER 2016**

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<b>Trustees</b>	G R Root, Chairman M A Cheston I D Silvester  L Talbot (appointed 26 September 2016) P S Watson (appointed 27 September 2016) M Bateson (appointed 13 December 2016)
<b>Company registered number</b>	5904736
<b>Charity registered number</b>	1117122
<b>Registered office</b>	Ewood Park Blackburn Lancashire BB2 4JF
<b>Independent auditors</b>	PM+M Solutions for Business LLP Chartered Accountants Statutory Auditors Greenbank Technology Park Challenge Way Blackburn Lancashire BB1 5QB
<b>Bankers</b>	Barclays Bank Plc 8/14 Darwen Street Blackburn Lancashire BB2 2BZ
<b>Solicitors</b>	Forbes and Partners Rutherford House 2 - 6 Wellington Street (St. Johns) Blackburn Lancashire BB1 8DD

**BLACKBURN ROVERS COMMUNITY TRUST**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

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The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of Blackburn Rovers Community Trust (the company) for the year ended 31 December 2016. The Trustees confirm that the Annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

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

**Objectives and Activities**

**a. Policies and objectives**

Blackburn Rovers Community Trust has continued to develop its policies from a governance, financial, safeguarding and strategy viewpoint, which are in place to support the Trust's aims of meeting its pre-set objectives. These policies are intended to increase public and potential funding provider confidence in the Trust and its aims, missions, values and objectives.

These objectives are:

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

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

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**b. Strategies for achieving objectives**

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

We aspire to work with like-minded organisations in achieving the following key objectives:

- Sports participation
- Education
- Health
- Community inclusion
- Facility improvement
- Sustainability and growth
- Embed services and the Blackburn Rovers brand into the local community's every day thinking

Supporting this plan are separate documents including a 'vision, mission and values' document, a business risk register and both implementation and growth plans.

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**BLACKBURN ROVERS COMMUNITY TRUST**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

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**c. Activities for achieving objectives and public benefit**

Blackburn Rovers Community Trust delivers a wide-reaching range of programmes within our town, borough and the entire county of Lancashire, with occasional outreach work beyond the county borders in conjunction with valued partners. The programmes we have delivered over the past year allow us to achieve the aims of our objectives and comprise of:

**Education**

**BTEC in Sport:** Due to the above national average level of NEETs within Blackburn, we use the power of football and the Blackburn Rovers brand to raise aspirations by delivering a BTEC in Sport at Level 1 and 3 (Extended Diploma) at Ewood Park; to engage with a selection of disenfranchised young people. These youngsters are able to transition into employment or continue their studies at university. In 2016, we had an incredible year, with 63 young people enrolled on our programme.

**Premier League Enterprise:** 39.4% of Blackburn with Darwen's working age population are currently unemployed. Part reasoning for this is due to the borough's residents having low skillsets, with 18% of the population having no recognisable qualifications. PLE uses innovative technologies and stadium facilities to inspire and encourage entrepreneurship, to develop key inter-personal and work-related business skills amongst identified high school children from targeted areas of high IMD. Due to the high performance and quality of our PLE programme, it is considered a national benchmark, engaging with 243 young people every year.

**Premier League Enterprise Challenge:** A spin-off competition from above, with local schools competing in a Dragon's Den-style competition for the right to represent Blackburn Rovers in a national competition. PLEC has a unique real-world challenge designed by the executive chairman of the Premier League, Richard Scudamore. In 2016, our representative team from Pleckgate High School, Blackburn, featured on a BBC feature on the regional finals at Manchester City's Etihad Stadium, where they received great feedback from the judging panel and were said to be close to winning a place in the national final, but narrowly missed out to Everton in the Community.

**Stadium based visits days:** Have engaged with 300 children this year and cater for local schools' needs, which have included numeracy and literacy, history, geography, 'respect' workshops, business orientated days, team-building and prefect training, using a mixture of stadium tours and classroom activities as the inspired setting.

**Health**

**EFL Trust Kinder +Sport Move and Learn:** This project is a school based educational programme for children aged nine or 10-years-old, promoting physical activity, nutritional education and the importance of a healthy diet and leading an active lifestyle. 1,864 unique children benefitted from Kinder +Sport Move and Learn in 2016.

**Heart of the Game:** Blackburn with Darwen has the highest mortality rate in England as a direct result of cardiovascular disease, predominantly due to poor education and lifestyle choices in early life. Directly challenging this, as our young children of today are our future, BRCT's Heart Research UK-funded Heart Of The Game works with Year 5 and 6 pupils in their schools, educating them with the specific benefits of leading healthy lifestyles and taking care of their hearts.

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**Social Inclusion Football League:** A truly inclusive programme that has engaged with approximately 400 people in 2016. The league consists of players with one or more of the following considerations: mental health issues, drug and alcohol abuse, homelessness, unemployment, refugee status, social isolation and people suffering from low confidence and self-esteem issues. SIFL is a regular competitive football league for adults and includes opportunities for positive change via employability, CV and health workshops. This project received great media attention from Granada TV in February and March as part of an awareness campaign led by The People's Projects from The Big Lottery Fund, featuring on a number of their news broadcasts. By the end of the year, there was a further success story, as a team representing The ARC Project (Asylum seeker and refugee community support) were crowned as champions of Division Two, featuring a team made up of players from diverse nations such as Afghanistan, Iran, Iraq, Kuwait, Sudan and Syria, helping them all to integrate into life in Blackburn with Darwen.

**Social Inclusion**

**National Citizen Service (NCS):** With Blackburn with Darwen being considered one of the most culturally segregated towns in England, we use NCS to encourage social cohesion and challenge stereotypes. This has been one of our most successful programmes to date, with 397 participants graduating from the programme in the past 12 months. NCS is a once-in-a-lifetime opportunity, open to all 16 and 17-year-olds, helping to build skills for work and life, by delivering a positive social action project that directly benefits the communities the participants live in, whilst they take on new challenges and meet new friends. Such has been the quality of our delivery and the esteem in which we are held by potential recruits, we are one of only five clubs within the EFL Trust's network of NCS delivery to have exceeded our contracted target number of participants in the past year.

**Premier League Kicks:** Incidents of anti-social behaviour in Blackburn with Darwen continue to decrease, but are still higher than the regional and national averages. In 2016, our PL Kicks programme engaged with 747 young people, through open-access diversionary football sessions, located within areas of high deprivation with a need to reduce instances of anti-social behaviour. The benefits to Kicks include breaking down social barriers, encouraging sustained sports participation, fulfilling potential (possible opportunities for talent ID and recruitment to academies or development centres), volunteering and employment or educational opportunities. In December, we sent a team to experience the thrill of competing at the City Football Academy, Manchester City FC's training complex, and they came away as winners in a contest that also included big city clubs such as Aston Villa, Leicester City, Newcastle United, QPR and the hosts. Throughout the year, the programme saw considerably more female and BME participation than in previous years, creating a notable increase in participants from IMD areas. We also enjoyed increased external support and a strong youth voice helped to create strong end of 2016, which we intend to carry over into 2017.

**Prince's Trust:** Providing a blend of team-building, healthy eating and sports coaching sessions with local NEET groups alongside opportunities for volunteering.

**Sports Participation**

**After school multi-sport clubs:** Hourly after school sessions – linked to the National Curriculum – delivering a range of engaging and fun sports to local primary school children. BRCT delivered sessions to 1,152 young people from 30 different schools.

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**Evening Football Leagues:** Inactivity in Blackburn with Darwen adults is 2% higher than the national average. We combat that trend with organised adult and veteran football leagues are delivered at five and seven-a-side, in a fully equipped indoor facility. Throughout 2016, 400 individuals from 50 teams participated in our small-sided leagues, which run at capacity nearly all year round.

**Football Development Centres:** Linked with Blackburn Rovers Academy and Premier League Primary Stars, development centres are designed to help young people fulfil their potential and are held weekly for children identified as gifted and talented at football to a degree from grassroots and schools, with the potential to progress to the next level.

**Grassroots Matchday Coaching Experience:** Designed for junior football teams, community groups and schools to maximise their matchday experience at Ewood Park and to create fans of the future. A lot of the participants would not normally be able to afford tickets to a football match.

**Mass-Participation Multi-Sport Events (Festivals/Competitions/Central Venue Sports Leagues):** Providing additional competitive games for schools and junior teams, creating more game time, celebrating teamwork, raising confidence and creating further opportunities for players to improve.

**Motivate!** Inactivity in Blackburn with Darwen costs the NHS £3.2m every year. Our Sport England-funded Motivate! is a unique programme of 17 different sports over 25 individual weekly community sessions, devised to promote new sporting opportunities and target the most inactive BME, females and aged 50+ individuals. The programme has seen huge success, with 957 hard-to-reach unique participants being inspired to change their behaviour within its first full year of delivery.

**Premier League 4 Sport (PL4S):** Creating new sports opportunities for children, with connections between high schools and grassroots clubs and opportunities for progression to elite level and up-skilling, working in collaboration with national governing bodies. 1,018 unique young people participated in at least one hour of non-mainstream sport.

**Premier League Primary Stars (part year delivered as Premier League School Sport):** Due to the demand for intervention within Blackburn with Darwen and the surrounding areas, we deliver a variety of bespoke programmes within primary schools, with CPD support for teachers, in an effort to improve the provision of physical activity and sport, both during curriculum and extra-curriculum time. Breadth of delivery ranges from motor-skill development within early years to cross-curricular activity in KS2, which includes mainstream sports, orienteering, dance, gymnastics and supporting numeracy and literacy through sport participation. In 2016, we engaged 1,872 young people and created a legacy for the future through the new skills and techniques that we were able to pass on to dozens of teachers and the thousands of pupils that they serve.

**Premier League Women and Girls' Football:** Delivers football to females in a school and community setting, with a particular focus on BME engagement, working with local grassroots clubs to transition hard-to-reach female players into more regular activity. The Trust engaged 480 young people in 2016, whilst successfully running one of the largest KS1 tournaments in England. Like Premier League Kicks, this programme has enjoyed considerable growth throughout the year, becoming a highly attended concept at a variety of locations around our county. It has been successful at engaging with girls from across the mixed communities within our local boroughs, creating community cohesion, and has been a key transitional tool for helping players to progress to local clubs or development centres.



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**School Dance Provision:** Supporting teaching by providing multiple dance sessions at primary schools in our area, as well as supporting continual professional development for teachers as part of our Premier League Primary Stars delivery. Successful spin off dance festivals have been arranged to showcase the new skills that children have learnt, as well as highlighting their increased self esteem and confidence in front of large audiences of families and well wishers.

**Holiday 'Soccer and Sports Camp' and 'Activity Camp':** Hugely popular inclusive and affordable sports or activity camps, held at the Blackburn Rovers Indoor Centre and Darwen End classrooms facilities during school holiday periods for primary school age pupils. Engaged with 837 young people through soccer camps and a further 200 through the activity camp this year. Numerous other successful sports camps were facilitated by our staff at external venues as diverse as Cumbria, Durham, Yorkshire, Northern Ireland and Germany, as well as other opportunities within our own county, in partnership with grassroots clubs, schools or the armed forces.

**Walking Football:** A new activity which has proven to be very popular, particular with those over the age of 50. The programme is designed to target inactive senior members of the community into regular activity, improving mental and physical wellbeing alongside increasing social opportunities. We have engaged over 60 individuals, playing over 20 individual matches/tournaments. The team wasn't created with the intent of becoming an all-conquering champion team, but within a mere matter of months, they were already competing with the leading teams in the country, reaching a number of semi finals and finals in their debut season; a positive sign of the improvement our coaching made to the players' ability, confidence and fitness.

**Achievements and performance**

**a. Key financial performance indicators**

At the board of trustees meeting at the start of the year, setting out our aims for the fourth year of a five year plan, the agreement was to continue to ensure that Blackburn Rovers Community Trust would operate as a sustainable and viable charitable operation for public benefit, complimented by managed growth, which at this stage, we are on course to achieve.

At each trustee meeting during the year, the Trustees closely monitor the income levels and attendee numbers on each project against budget and individual project performance measurement requirements.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

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**b. Review of activities**

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

We helped the football club to attain the EFL's Family Excellence Award status, bestowed upon approximately half of the league's member clubs for achieving high standards of matchday interaction and entertainment with supporters of all ages. Our contribution towards matchday entertainment, including pre-match coaching, penalty contests and the FanZone outside the stadium and a pre-match guard of honour and half-time shoot-out experience inside the stadium was highlighted as being key to the club's success.

Blackburn Rovers also obtained the EFL's Code of Practice, a recognised benchmarking of sustained efforts towards inclusivity around the club, both for employees and supporters. The work of our charity was widely cited as being key to the overall success.

Once again, we have achieved all of our pre-agreed key performance indicators (KPIs) for our projects (set in agreement with the funding provider) and have attained increased participation and financial returns. As was the case 12 months ago, we have again been able to increase the number of staff available to us, and this has further improved the quality of delivery and the number of beneficiaries of our output.

Though football quite rightly remains at the heart of our ethos, 2016 saw a considerable expansion in the number of alternative sport and fitness opportunities provided by our team. This was largely due to the amazing impact created by the Sport England-funded Motivate! programme, coupled with increased funding for community-based sports participation from the Premier League Charitable Fund.

Since its inauguration, Blackburn Rovers Community Trust has achieved the EFL and Premier League's 'Capability Status' benchmark of quality around governance, finance and business risk, safeguarding, law and constitution requirements and values that underpin strategy every year. This is no small undertaking, as it requires us to not only demonstrate the highest possible standards in all of these areas via a comprehensive report, but also ensure that we achieve them throughout the entire year.

Capability Status is a standard that we can highlight to all those who may wish to work with us, providing further confidence and reason to partner or invest in our work.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**c. Impact of activities**

2016 has been a record-breaking year for the number of people with which we have engaged. Thousands of people from all sections of society can bear testament to the impact of our work and our ability to improve lives for the better, using the power of football and the brand of Blackburn Rovers.

In the past year, our projects had 42,085 engagements with local people of all ages, which is an increase of 58% (15,482) from 26,603 in 2015. These projects range from sport and health sessions for children and adults, education courses for young adults, BME health and sports sessions, disability football/dance/social activities for the elderly, drug rehabilitation and mental health recovery programmes, business engagement and estate-based projects to reduce anti-social behaviour. The 2016 figure includes the 5,000 engagements via the Trust's Enterprise Centre.

The Trust delivered over 40 different community projects and worked with 57 of the 96 primary schools in the BB1 to BB6 post code areas and all of the 14 secondary schools in Blackburn with Darwen, plus many others from different parts of Lancashire. The Trust invested in additional facilities and now boasts seven classrooms and additional office floor space due to the successful growth of our workforce. This compliments the existing three indoor astroturf pitches, a dance studio and a state-of-the-art business facility in the Enterprise Centre, all purpose-built for community use.

For the first time, we will be producing an Impact Report for the 2016 calendar year, which will be a glossy brochure, available during 2017, which will be distributed to key stakeholders. An electronic version will be made available online for the wider public to view and take note of our achievements.

Our 2016 Achievements in Numbers:

42,085 engagements via our inclusive programmes

27,299 project hours delivered within our local community

40 different projects

Financial investment in the community has increased, via a multitude of projects, to £1,067,010 for 2016 - up from £705,519 in 2015

Our turnover has increased from £869,624 (2015) to £1,128,992

We now employ 72 local people, including 26 full-time, 4 part-time and 42 casual/freelance sports coaches

10,300 children aged 5 to 11 years from local primary schools have taken part in sport sessions via stadium visits, Premier League Primary Stars, Kinder +Sport Move and Learn, after-school clubs, birthday parties, dance sessions and EFL Trust funded competitions

480 females have taken part in our Premier League Girls' Football programme

397 young people completed NCS contributing 11,930 hours of voluntary community work

747 individuals engaged in the Premier League Kicks programme

62% of participants had increased confidence and self-esteem as a result of the Premier League Enterprise programme

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**FOR THE YEAR ENDED 31 DECEMBER 2016**

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456 young people have received a OCR or AQA nationally recognised accreditation.

1,800 school children have taken part in our schools' healthy lifestyle programme

437 BAME participants have improved health through becoming more active

**d. Investment policy and performance**

At the trustees meeting at the start of 2016, it was agreed that we would aim to control expenditure and prepare for the future through carefully considered investment plans that would provide Blackburn Rovers Community Trust with sustainability and growth. Each investment over the course of this reporting period has been successful, with an investment in staff (CPD, growth in staff numbers, salaries, benefits etc.), the retaining of all key staff and substantial investment in resources such as classroom space and transportation. We have been able to invest in all of these areas with minimal financial risk to the Trust, and all of these infrastructure improvements have proven to be successful, generating notable positive results.

**Financial review**

**a. Going concern**

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

**b. Financial risk management objectives and policies**

The trustees and chief executive officer have assessed the major financial risks to which the charity is exposed, in particular those related to the finances and operation of the charity, and have put in place systems to mitigate the charity's exposure to the major risks. These systems are reviewed once a year. The main risks identified related to financial stability, the retention (and sourcing) of major funding partners, lack of diversification of income streams and reducing the risk of a major incident which could damage the charity and partners' reputation(s). A financial risk assessment is carried out on an annual basis.

**c. Principal risks and uncertainties**

Principal risks to the charity have been carefully considered and we believe that these can include (but not be exclusive to) loss of (or failure to generate new) grant funding, significant over-spending, underperformance in income generated from charitable trading, complacency, loss of facilities, poor staff retention rates and negligent behaviour from existing members of staff and trustees with regards to their primary responsibilities and duties.

All principal risks and uncertainties are monitored on an ongoing basis and major risks are discussed and negated as required at our regular trustee and management meetings (or sooner if an exceptional occurrence requires urgent attention).

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

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**d. Reserves policy**

The board of trustees has reviewed the reserves policy of the charitable company and determined that an appropriate level of free reserves, that are not invested in fixed assets, should be generated to meet six months' operating costs.

To the extent that free reserves exceeds six months' operating costs, it is the intention of the board to re-invest these as the charity expects operating costs to increase above the current level due to planned increases in activity, and in addition, the board are planning to allocate significant funds to refurbish the present facilities.

**e. Financial performance and position**

Blackburn Rovers Community Trust has exceeded its financial position for the year. The Trust endeavours to break even, but has in fact generated a significant financial surplus, which, adhering to our reserves policy, will be reinvested in facilities.

Income for the year has increased by 30% to £1,128,992 (2015 - £869,624), principally due to increased funding received from The Football League (Community) Limited and Sport England.

Expenditure increased in the year; the main reason for this were costs written off in respect of planning and design costs in respect of the potential new community facility at Ewood Park. Other factors were an increased rent charge and a strategic sponsorship of the family stand at BRFC designed to raise the profile of the Trust further (with great success). The new Community Sports facility is still high on the Trust's agenda. In the meantime, opportunities have arisen for the Trust to manage alternative community based outreach sports facilities at Our Lady and St John's Catholic High School and at the Blackburn Youth Zone.

In addition an overall loss was made on restricted funds of £33,800 caused by incurring expenditure against funds received in the previous year. This was after a project surplus of £27,804 being transferred from unrestricted to unrestricted funds at the year end, as agreed by the grant provider, following completion of the particular project stage.

This resulted in a deficit for the year of £123,881 (2015 - surplus £44,273). The company's financial position at the year end is satisfactory. Total funds are £859,070 (2015 - £982,951) of which restricted funds total £Nil (2015 - £33,800).

The income, expenditure and resulting surplus for the year, and the company's financial position at the end of the year, are shown on pages 20 and 21 of the financial statements.

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**TRUSTEES' REPORT (continued)**  
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**f. Principal funding**

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

- Premier League
- Football League Trust/EFL Trust (re-branded mid year)
- Sport England
- Big Lottery Fund
- Sport Relief
- Blackburn Rovers Football & Athletic Ltd
- Blackburn Rovers Enterprise Centre
- Accrington and Rossendale College
- West Lancashire College
- The Heights Free School
- Blackburn Youth Zone
- Creative Support
- Heart Research UK
- Multiple local educational establishments
- Soccer and Activity Camps

**g. Material investments policy**

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

- Financial Control Policy
- Financial Procedures
- Fundraising Policy

These three documents are adhered to by all staff and have proved to be a sound platform for protecting our capital and ensure that we only invest in cost-effective and relevant materials that maintain or enhance the quality of our project delivery or facility provision. A good example of this was the purchase of a new 17-seat minibus, which has proven to be an excellent addition to our resources.

There are also appropriate sign-off levels within these policies to manage any investment on a sensible basis but not overly restrictive to staff looking to make sound investments for their projects.

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**Structure, governance and management**

**a. Constitution**

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 14 August 2006 .

The company is constituted under a Memorandum of Association dated 14 August 2006 and is a registered charity number 1117122.

The principal object of the company is to provide, where possible, all members of the local community access to high quality services and facilities that can potentially better their personal circumstances and create opportunities for positive change, under the provision of our Mission Statement, which is:

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

There have been no changes in the objectives since the last annual report.

**b. Method of appointment or election of Trustees**

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

**c. Policies adopted for the induction and training of Trustees**

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

**d. Pay policy for senior staff**

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

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**e. Organisational structure and decision making**

The organisational structure is a five-tier system which was agreed at a trustees meeting. It comprises of:

- Board of trustees
- Executive level (chief executive officer)
- Senior management team
- Project delivery staff (including part-time)
- Project support staff (including part-time and volunteers)

Ultimate accountability lies with the board of trustees, but strategic planning and implementation is decided by the chief executive officer.

At the date of preparation of this report, the senior management team consisted of the following members:

- Gary Robinson – Chief Executive Officer
- Nick Cooney – Senior Sport & Education Development Officer
- David Dunwell – Funding Development Officer
- Darren Finch – Senior Football & Sport Development Officer
- Daniel Lord – Head of Education
- Christopher McGrail – Head of BTEC & NCS
- Samantha Weldon – Finance & Enterprise Centre Manager

**f. Risk management**

Blackburn Rovers Community Trust has implemented a comprehensive risk management document, which has identified the following six key areas as being potential risks to be mitigated:

- Governance
- Safeguarding
- Finance
- Health and Safety
- HR
- Security

The trustees and chief executive officer have carried out an assessment and recognised the major risks within those six areas to which the company could be exposed. Procedures have been put in place to the satisfaction of the board of trustees and the chief executive officer to minimise the potential for disruption or damage which could be caused by any of these factors.

**g. Public benefit statement**

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



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**Plans for future periods**

**a. Future developments**

Continuing into the next reporting period, the Trust is fully committed to further the development in this important area and we have planned to introduce additional impact tools to enhance our ability to demonstrate causality and individual movement/progression across the lifespan of a programme.

We have created a growth plan which includes a selection of short, medium and long-term goals that we hope to achieve over time. These are all contained within the following areas:

- New projects
- Greater awareness for local social issues
- Facilities
- Staff
- Media/PR/events
- Improvement in equipment and resources for education and sport purposes

Future development is supported by the growth plan, a business risk register and both strategic business development and implementation plans. These strategies have all been approved at board level.

**Trustees' responsibilities statement**

The Trustees (who are also directors of Blackburn Rovers Community Trust 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

**BLACKBURN ROVERS COMMUNITY TRUST**  
(A company limited by guarantee)

**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

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**Disclosure of information to auditors**

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

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

**Auditors**

The auditors, PM+M Solutions for Business LLP, have indicated their willingness to continue in office. The Designated Trustees will propose a motion re-appointing the auditors at a meeting of the Trustees.

This report was approved by the Trustees on 19 September 2017 and signed on their behalf by:



**G R Root**  
Trustee

**BLACKBURN ROVERS COMMUNITY TRUST**  
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BLACKBURN ROVERS COMMUNITY TRUST**

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We have audited the financial statements of Blackburn Rovers Community Trust for the year ended 31 December 2016 set out on pages 20 to 33. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

**Respective responsibilities of Trustees and auditors**

As explained more fully in the Trustees' responsibilities statement, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**BLACKBURN ROVERS COMMUNITY TRUST**  
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BLACKBURN ROVERS COMMUNITY TRUST**

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**Opinion on other matter 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' report for the financial year for which the financial statements are prepared is consistent with those financial statements and such reports have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustee's Report.

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

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

*PM+M SOLUTIONS for BUSINESS LLP*

Helen Binns (Senior statutory auditor)

for and on behalf of

**PM+M Solutions for Business LLP**

Chartered Accountants  
Statutory Auditors

Greenbank Technology Park  
Challenge Way  
Blackburn  
Lancashire  
BB1 5QB  
26 September 2017

**BLACKBURN ROVERS COMMUNITY TRUST**

(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 DECEMBER 2016**

	Note	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
<b>Income from:</b>					
Charitable activities	4	32,000	764,151	796,151	594,959
Trading activities	2	331,174	-	331,174	272,868
Investments	3	1,667	-	1,667	1,797
<b>Total income</b>		<b>364,841</b>	<b>764,151</b>	<b>1,128,992</b>	<b>869,624</b>
<b>Expenditure on:</b>					
Trading activities	2	476,146	-	476,146	329,034
Charitable activities	7, 9	6,580	770,147	776,727	496,317
<b>Total expenditure</b>	8	<b>482,726</b>	<b>770,147</b>	<b>1,252,873</b>	<b>825,351</b>
<b>Net income / (expenditure) before transfers</b>		<b>(117,885)</b>	<b>(5,996)</b>	<b>(123,881)</b>	<b>44,273</b>
Transfers between Funds	16	27,804	(27,804)	-	-
<b>Net income / (expenditure) before other recognised gains and losses</b>		<b>(90,081)</b>	<b>(33,800)</b>	<b>(123,881)</b>	<b>44,273</b>
<b>Net movement in funds</b>		<b>(90,081)</b>	<b>(33,800)</b>	<b>(123,881)</b>	<b>44,273</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		949,151	33,800	982,951	938,678
<b>Total funds carried forward</b>		<b>859,070</b>	<b>-</b>	<b>859,070</b>	<b>982,951</b>

All activities relate to continuing operations.

The notes on pages 23 to 33 form part of these financial statements.

**BLACKBURN ROVERS COMMUNITY TRUST**

(A company limited by guarantee)

REGISTERED NUMBER: 5904736

**BALANCE SHEET****AS AT 31 DECEMBER 2016**

	Note	£	2016	£	£	2015	£
<b>Fixed assets</b>							
Tangible assets	13			137,684			246,958
<b>Current assets</b>							
Debtors	14	177,426			136,745		
Cash at bank and in hand		755,476			707,917		
		<u>932,902</u>			<u>844,662</u>		
<b>Creditors: amounts falling due within one year</b>	15	<u>(211,516)</u>			<u>(108,669)</u>		
<b>Net current assets</b>				721,386			735,993
<b>Net assets</b>				<u>859,070</u>			<u>982,951</u>
<b>Charity Funds</b>							
Restricted funds	16			-			33,800
Unrestricted funds	16			859,070			949,151
<b>Total funds</b>				<u>859,070</u>			<u>982,951</u>

The financial statements were approved by the Trustees on 19 September 2017 and signed on their behalf, by:


**G R Root**

The notes on pages 23 to 33 form part of these financial statements.

**BLACKBURN ROVERS COMMUNITY TRUST**  
**(A company limited by guarantee)**

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

	<b>Note</b>	<b>2016 £</b>	<b>2015 £</b>
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	18	<u>52,369</u>	<u>63,957</u>
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		1,667	1,797
Purchase of tangible fixed assets		<u>(6,477)</u>	<u>(45,918)</u>
<b>Net cash used in investing activities</b>		<u>(4,810)</u>	<u>(44,121)</u>
<b>Change in cash and cash equivalents in the year</b>		<b>47,559</b>	<b>19,836</b>
Cash and cash equivalents brought forward		<u>707,917</u>	<u>688,081</u>
<b>Cash and cash equivalents carried forward</b>	19	<u><u>755,476</u></u>	<u><u>707,917</u></u>

**BLACKBURN ROVERS COMMUNITY TRUST**

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

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**1. Accounting policies****1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006

Blackburn Rovers Community Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**1.2 Company status**

The company is a company limited by guarantee. The members of the company are the Trustees named on page 2. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

**1.3 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

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

**1.4 Income**

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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

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



**BLACKBURN ROVERS COMMUNITY TRUST****(A company limited by guarantee)****NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016****1. Accounting policies (continued)****1.5 Expenditure**

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

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

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

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

All resources expended are inclusive of irrecoverable VAT.

**1.6 Turnover**

Turnover comprises revenue recognised by the company in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts.

**1.7 Tangible fixed assets and depreciation**

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Short-term leasehold property	-	10% straight line
Motor vehicles	-	25% reducing balance
Fixtures and fittings	-	15% straight line
Computer equipment	-	33% straight line

**1.8 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

**1.9 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

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**BLACKBURN ROVERS COMMUNITY TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

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**1. Accounting policies (continued)**

**1.10 Cash at Bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.11 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation.

**1.12 Financial instruments**

The company 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.

**1.13 Pensions**

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

**BLACKBURN ROVERS COMMUNITY TRUST**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

**2. Trading activities**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
<b>Charity trading income</b>				
Coaching and other football related income	226,896	-	226,896	171,933
Enterprise Centre	104,278	-	104,278	100,935
Net income from trading activities	<u>331,174</u>	<u>-</u>	<u>331,174</u>	<u>272,868</u>
<b>Trading expenses</b>				
Coaching and other football related expense	347,010	-	347,010	215,664
Enterprise Centre	83,931	-	83,931	86,119
Support costs	45,205	-	45,205	27,251
Total	<u>476,146</u>	<u>-</u>	<u>476,146</u>	<u>329,034</u>
Net expenditure on trading activities	<u>(144,972)</u>	<u>-</u>	<u>(144,972)</u>	<u>(56,166)</u>

In 2015, of the trading activities income, £272,868 was to unrestricted funds and £Nil was to restricted funds.

In 2015, of the trading activities expense, £329,034 was from unrestricted funds and £Nil was from restricted funds.

**3. Investment income**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Investment income	<u>1,667</u>	<u>-</u>	<u>1,667</u>	<u>1,797</u>

In 2015, of the total investment income, £1,797 was to unrestricted funds and £ NIL was to restricted funds.

**4. Income from charitable activities**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Grants	<u>32,000</u>	<u>764,151</u>	<u>796,151</u>	<u>594,959</u>

In 2015, of the total income from charitable activities, £32,000 was to unrestricted funds and £764,151 was to restricted funds.

**BLACKBURN ROVERS COMMUNITY TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**Grant Provider**

	2016 £	2015 £
The Premier League Charitable Trust	237,966	202,701
The Football League (Community) Limited	474,467	289,041
The Football League (Trust) Limited	47,000	41,375
National Lottery	-	9,167
Sport England	36,718	50,675
Other	-	2,000
<b>Total</b>	<b>796,151</b>	<b>594,959</b>

**5. Direct costs**

	Basis of Allocation	Utilisation of grants received £	Total 2016 £	Total 2015 £
Coaching and football related income	Directly attributable	362,790	362,790	205,463
Wages and salaries	Directly attributable	372,894	372,894	264,448
National insurance	Directly attributable	32,589	32,589	19,093
Pension cost	Directly attributable	1,874	1,874	1,313
		<b>770,147</b>	<b>770,147</b>	<b>490,317</b>

**6. Support costs**

	Basis of Allocation	Trading expenses £	Total 2016 £	Total 2015 £
Repairs and maintenance	Apportioned	948	948	122
Rent and rates	Apportioned	6,134	6,134	6,219
Telephone and fax	Apportioned	1,217	1,217	1,175
Computer costs	Apportioned	10,799	10,799	1,173
Printing and stationery	Apportioned	13,891	13,891	11,639
Legal and consultancy	Apportioned	2,160	2,160	2,864
Sundry expenses	Apportioned	4,959	4,959	1,255
Bank charges	Apportioned	4,386	4,386	2,219
Bad debts	Apportioned	711	711	585
		<b>45,205</b>	<b>45,205</b>	<b>27,251</b>

**BLACKBURN ROVERS COMMUNITY TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**7. Governance costs**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Auditors' remuneration	6,580	-	6,580	6,000

**8. Analysis of resources expended by expenditure type**

	Staff costs 2016 £	Depreciation 2016 £	Other costs 2016 £	Total 2016 £	Total 2015 £
Expenditure on trading activities	75,522	115,751	284,873	476,146	329,034
<b>Costs of generating funds</b>	<b>75,522</b>	<b>115,751</b>	<b>284,873</b>	<b>476,146</b>	<b>329,034</b>
Utilisation of grants received	407,357	-	362,790	770,147	490,317
Expenditure on governance	-	-	6,580	6,580	6,000
	<b>482,879</b>	<b>115,751</b>	<b>654,243</b>	<b>1,252,873</b>	<b>825,351</b>

**9. Analysis of resources expended by activities**

	Activities undertaken directly 2016 £	Support costs 2016 £	Total 2016 £	Total 2015 £
Utilisation of grants received	770,147	-	770,147	490,317

**10. Net incoming resources/(resources expended)**

This is stated after charging:

	2016 £	2015 £
Depreciation of tangible fixed assets:		
- owned by the charity	115,751	118,034
Auditors' remuneration - audit	6,580	6,000

During the year, no Trustees received any remuneration (2015 - £NIL).

During the year, no Trustees received any benefits in kind (2015 - £NIL).

During the year, no Trustees received any reimbursement of expenses (2015 - £NIL).

**BLACKBURN ROVERS COMMUNITY TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**11. Auditors' remuneration**

The Auditor's remuneration amounts to an Audit fee of £4,000 (2015 - £4,000), and accounting and other services of £2,850 (2015 - £2,000).

**12. Staff costs**

Staff costs were as follows:

	2016 £	2015 £
Wages and salaries	442,027	310,923
Social security costs	38,631	22,447
Other pension costs	2,221	1,540
	<u>482,879</u>	<u>334,910</u>

The average number of persons employed by the company during the year was as follows:

	2016 No.	2015 No.
Total employees	27	20

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel amounted to £188,262 (2015: £146,661).

**13. Tangible fixed assets**

	Short-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Total £
<b>Cost</b>					
At 1 January 2016	1,027,656	35,600	136,918	194,391	1,394,565
Additions	3,482	-	1,086	1,909	6,477
At 31 December 2016	<u>1,031,138</u>	<u>35,600</u>	<u>138,004</u>	<u>196,300</u>	<u>1,401,042</u>
<b>Depreciation</b>					
At 1 January 2016	820,689	11,235	128,769	186,914	1,147,607
Charge for the year	103,114	6,092	2,162	4,383	115,751
At 31 December 2016	<u>923,803</u>	<u>17,327</u>	<u>130,931</u>	<u>191,297</u>	<u>1,263,358</u>
<b>Net book value</b>					
At 31 December 2016	<u>107,335</u>	<u>18,273</u>	<u>7,073</u>	<u>5,003</u>	<u>137,684</u>
At 31 December 2015	<u>206,967</u>	<u>24,365</u>	<u>8,149</u>	<u>7,477</u>	<u>246,958</u>

**BLACKBURN ROVERS COMMUNITY TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**14. Debtors**

	2016 £	2015 £
Trade debtors	65,183	64,483
Prepayments and accrued income	112,243	72,262
	<u>177,426</u>	<u>136,745</u>

**15. Creditors: Amounts falling due within one year**

	2016 £	2015 £
Trade creditors	26,958	51,600
Other taxation and social security	12,609	5,020
Other creditors	736	1,232
Accruals and deferred income	171,213	50,817
	<u>211,516</u>	<u>108,669</u>

**Deferred income**

	£
Deferred income at 1 January 2016	33,866
Resources deferred during the year	121,578
Amounts released from previous years	<u>(33,866)</u>
Deferred income at 31 December 2016	<u>121,578</u>

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

**BLACKBURN ROVERS COMMUNITY TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**16. Statement of funds**

	<b>Brought Forward £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Carried Forward £</b>
<b>Unrestricted funds</b>					
General Funds - all funds	<b>949,151</b>	<b>364,841</b>	<b>(482,726)</b>	<b>27,804</b>	<b>859,070</b>
<b>Restricted funds</b>					
Restricted Funds - other grants	<b>33,800</b>	<b>764,151</b>	<b>(770,147)</b>	<b>(27,804)</b>	<b>-</b>
<b>Total of funds</b>	<b>982,951</b>	<b>1,128,992</b>	<b>(1,252,873)</b>	<b>-</b>	<b>859,070</b>

**Summary of funds**

	<b>Brought Forward £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Carried Forward £</b>
General funds	<b>949,151</b>	<b>364,841</b>	<b>(482,726)</b>	<b>27,804</b>	<b>859,070</b>
Restricted funds	<b>33,800</b>	<b>764,151</b>	<b>(770,147)</b>	<b>(27,804)</b>	<b>-</b>
	<b>982,951</b>	<b>1,128,992</b>	<b>(1,252,873)</b>	<b>-</b>	<b>859,070</b>

**17. Analysis of net assets between funds**

	<b>Unrestricted funds 2016 £</b>	<b>Restricted funds 2016 £</b>	<b>Total funds 2016 £</b>	<b>Total funds 2015 £</b>
Tangible fixed assets	<b>137,684</b>	<b>-</b>	<b>137,684</b>	<b>246,959</b>
Current assets	<b>811,324</b>	<b>-</b>	<b>932,902</b>	<b>844,662</b>
Creditors due within one year	<b>(89,938)</b>	<b>-</b>	<b>(211,516)</b>	<b>(108,670)</b>
	<b>859,070</b>	<b>-</b>	<b>859,070</b>	<b>982,951</b>



**BLACKBURN ROVERS COMMUNITY TRUST**  
**(A company limited by guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**18. Reconciliation of net movement in funds to net cash flow from operating activities**

	2016 £	2015 £
Net (expenditure)/income for the year (as per Statement of financial activities)	(123,881)	44,273
<b>Adjustment for:</b>		
Depreciation charges	115,751	118,034
Dividends, interest and rents from investments	(1,667)	(1,797)
(Increase)/Decrease in debtors	(40,681)	(105,729)
Increase in creditors	102,847	9,176
<b>Net cash provided by operating activities</b>	<b>52,369</b>	<b>63,957</b>

**19. Analysis of cash and cash equivalents**

	2016 £	2015 £
Cash in hand	3,153	423
Notice deposits (less than 3 months)	752,323	707,494
<b>Total</b>	<b>755,476</b>	<b>707,917</b>

**20. Pension commitments**

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £2,221 (2015 - £1,540). There were no contributions outstanding at the year end.

**21. Operating lease commitments**

At 31 December 2016 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	<b>Land and buildings</b>		<b>Other</b>	
	2016 £	2015 £	2016 £	2015 £
<b>Amounts payable:</b>				
Within 1 year	70,732	-	3,538	2,762
Between 1 and 5 years	-	94,831	3,538	-
After more than 5 years	-	-	884	-
<b>Total</b>	<b>70,732</b>	<b>94,831</b>	<b>7,960</b>	<b>2,762</b>

**BLACKBURN ROVERS COMMUNITY TRUST**

(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2016**

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**22. Related party transactions**

During the year, the charitable company received goods and services from The Blackburn Rovers Football & Athletic Limited amounting to £174,612 (2015 - £120,783), and received income amounting to £7,983 (2015 - £Nil). At the balance sheet date, an amount of £14,889 (2015 - £5,660) was owed in respect of these goods and services. At the balance sheet date, an amount of £11,398 (2015 - £Nil) was owed by The Blackburn Rovers Football & Athletic Limited

Fees paid to Business Roots Limited for consultancy work amounted to £2,160 (2015 - £2,863). At the balance sheet date, an amount of £Nil (2015 - £550) was owed in respect of these services. The business is controlled by G R Root, a trustee and the work was carried out on a normal commercial basis.

**23. Controlling party**

The company is controlled by The Blackburn Rovers Football & Athletic Limited.