

**Charity Registration No. 1117122**

**Company Registration No. 5904736 (England and Wales)**

**BLACKBURN ROVERS COMMUNITY TRUST**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2019**

**PM+M Solutions for Business LLP**  
**Chartered Accountants**  
**New Century House**  
**Greenbank Technology Park**  
**Blackburn**  
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**BB1 5QB**



# **BLACKBURN ROVERS COMMUNITY TRUST**

## **LEGAL AND ADMINISTRATIVE INFORMATION**

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**Trustees**

G R Root  
M A Cheston  
L Talbot  
P Watson  
M Bateson  
S Waggott  
U Patel

**Charity number**

1117122

**Company number**

5904736

**Registered office**

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# **BLACKBURN ROVERS COMMUNITY TRUST**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**

**FOR THE YEAR ENDED 31 DECEMBER 2019**

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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 2019. 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

# **BLACKBURN ROVERS COMMUNITY TRUST**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019**

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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:

#### *Provide opportunities in employment, skills and training*

- Access to skills and training for all ages, particularly 16 to 24 year-olds
- Traineeships
- Opportunities
- Inspire children and young people
- Provide life skills
- Incorporate entrepreneurship, skill development into schools and the curriculum

#### *Improve the health and wellbeing of local people*

- Empower people to make better choices relating to their health
- Assist in the reduction of medical prescriptions
- Raise aspirations
- Raise awareness of key health issues affecting Blackburn with Darwen and Lancashire

#### *Encourage social integration, cohesion and community safety*

- Meaningful opportunities to mix
- A better understanding of different communities
- Intervention activities to reduce crime

#### *Promote the benefits of sports participation*

- Utilise the power of sport to achieve the objectives of the aforementioned
- Sustained participation activities
- Success through sport

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

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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### c. Activities undertaken for achieving objectives and for 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 primarily comprise of:

#### Education

**Blackburn Rovers Sports College BTEC in Sport:** In partnership with West Lancashire College, we have used the power of football and the Blackburn Rovers brand to deliver a BTEC in Sport at Level 1, 2 and 3 (Extended Diploma) at Ewood Park stadium. On completion, the students will be able to continue their studies at university or go straight in to mainstream employment.

Working with mainstream and PRU schools, in 2019 we were able to work with 125 unique 16 to 19 year-old students who benefitted from our tuition and facilities over the past 12 months. The course's growth this year has allowed us to sustain our games programme of four 11-a-side football teams playing on a regular basis – three male, one female.

We have a percentage of students, who before joining our Sports College, were disenfranchised by the mainstream education system and were at serious risk of becoming NEETs. Our Sports College offer has helped to mitigate that risk. In 2019, we have been active in being able to help all students to be successful and complete our programme of education and thus our BTEC offer has a 100% pass rate for the fourth consecutive year. 2019 saw all graduating students complete their studies with another education establishment, or move on to higher education or directly into employment.

We have been able to support several learners via a series of bursaries awarded to the Trust to assist young people who are living in deprivation. We have been able to use this grant to its fullest effect by applying it to create a financial support bubble to help retain and sustain the young person's participation in full-time education. Some students come from homes with extremely difficult circumstances (e.g. family members involved in substance misuse and/or crime etc.) and we have been able to offer them the required support on their journey from adolescence into adulthood.

A Level 2 BTEC course has been added to our offering, ensuring that we can now cater for learners at every ability from Level 1 to Level 3, opening the course to more students than ever before.

*"There are lots of opportunities to do practical sport and we have lots of opportunities to learn about sports coaching. The College is upbeat, with great staff and is a brilliant place to learn."* - L. Gregson, BTEC Level 3, Year 12 student

**Foundation Degree in Community Football Coaching and Development:** Delivered in partnership with the University of South Wales and the EFL Trust, we had 10 students enrolled on the course undertake their learning in the excellent classroom facilities at Ewood Park, with an opportunity to upgrade the two year foundation qualification into a full honours degree if the student attains sufficient grades to study for a third year.

*"I left a full-time job to retrain as a sports coach. Doing the foundation degree at Blackburn Rovers Sports College has allowed me to strike a balance between my studies, work and my family. I am now on the third-year top up degree and I can't wait to gain full-time employment in the sports industry."* - Andrew Milligan, Third Year Degree student

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2019

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**Premier League Primary Stars and Blackburn with Darwen School Sports Partnership – Powered by Blackburn Rovers Community Trust:** We continue to be one of only two professional football club official charities in the country to have been designated as the local council's School Sports Partnership (SSP) deliverer, and as such, Premier League Primary Stars plays a huge role within that concept. The programme provides primary schools with support in improving the provision of physical activity and sport, both during curriculum and extra-curriculum time, with high quality experiences for pupils, enabling positive teaching and learning particularly numeracy and literacy and PHSE, alongside increased participation opportunities and playing pathways.

This year, 25 schools have enrolled onto one of our Premier League Primary Stars programmes – many through the SSP - benefitting approximately 4,221 unique children who participate in the scheme with many participating in one or more of the 18 competitions/festivals we hosted at our indoor facilities at Ewood Park for partner schools offering 54 hours of participation.

Our highly skilled staff were able to offer unique physical testing of each child throughout the course of the term, showing how their athletic skillset has improved because of our coaching.

A continued legacy of this year's delivery is that 128 strategically-chosen teachers (up from 78 in 2018; the third year in a row) have been up-skilled in key areas of the National Curriculum, allowing many thousands of children to benefit on a daily basis.

2019 saw the introduction of our Sports Awards with approximately 200 local people attending with several schools receiving awards for outstanding partnership work.

*"BRCT provide really interactive PE sessions. The children have been engaged in all the sessions and they have been encouraged to use the correct terminology and have been shown how to do the skills. All the children participated!" - Rachel Hillary, Teacher, Blackburn St Stephen's CE Primary School*

*It was great opportunity for children and staff to enjoy dance. Well organised and fantastic pace and timing. Staff attitude was brilliant. - Farzana Uddin, Teacher, Blackburn St Anthony's RC Primary School*

*"The PE sessions have been of great benefit to me. I have learned a lot through them and will use all in the future." - Mr Ellis, Teacher, Blackburn St Silas CE Primary School*

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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**Premier League Inspires:** A new project in 2019 led by our highly skilled and experience Pupil Wellbeing Officer. We are one of 28 organisations of the 92 professional football club official charities to have been awarded funding to deliver a high-quality support and mentoring programme. The project's target audience is Year 7 children deemed as 'marginalised' who have transitioned into the identified partner secondary schools. Two of the target secondary schools are situated in the top 1% of the most deprived wards in the country, therefore presenting the opportunity for the project to have greater, longer-lasting impact on pupils who face additional challenges related to education, health, crime and employment in their neighbourhood. Participant criteria is as follows, using the primary and secondary risk factors and include, but may not be limited to:

- Access to pupil premium
- Disability/special educational needs
- Speaks English as a second language
- Gender reassignment
- Encountering an inequality of opportunity via race/religion and belief
- Victim of bullying
- Social exclusion/peer rejection
- Refugee/asylum seeker status
- Negative school experiences
- Living in poverty
- Looked-after child
- Troubled/complex family issues
- Having a parent who has had mental health problems, problems with alcohol or has been in trouble with the law
- Poor attendance/punctuality
- At risk of exclusion from school
- Negative issues with personal mental health
- Drug availability/use
- Low confidence/self-esteem
- Poor concentration/ability to stay on task
- Poor attainment
- Poor behaviour
- Poor communication/social skills
- Low personal resilience/aspirations
- Low commitment to school



# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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Premier League Inspires has provided to be a real asset to the participating schools and pupils, with several young people showing improvement in the following areas:

- Mental wellbeing
- Physical wellbeing
- Confidence and self-esteem
- Feeling inspired and motivated

*"Simon (Pupil Wellbeing Officer) has been working with a group of Year 7 boys over the past four weeks and we've seen a vast improvement already in their engagement in lessons, their attendance. Their parental engagement has also improved."* - Helen Cook, Witton Park (Assistant Head Teacher)

**'Respect' workshops, including Show Racism The Red Card and Kick It Out roadshows:** Working in partnership with the two charities to combat prejudice and hate in local primary schools, including guest appearances from players to reinforce the message.

Blackburn has been identified by the Ministry of Housing Communities and Local Government as one of the most racially segregated towns in England. The town of Blackburn having an approximate 50/50 split between white British and BAME/Asian heritage, it is our duty to help to foster a more caring, considerate and cohesive community. For the fourth consecutive year, we have worked with approximately 300 local primary school-aged children who have benefitted from these education inclusion events in 2019, split between Ewood Park and local schools.

Our third 'Show Racism The Red Card' annual seminar at Ewood Park enjoyed a visit from first team defender Tosin Adarabioyo and former Rovers star Howard Gayle, for the enjoyment of 100 pupils from Blackburn Lammack Primary School and Blackburn St Aiden's CE Primary School.

*"Brilliant workshop on racism - enthusiastic class and excellent discussions"* – Mrs E, Teacher

*"Fantastic to see what the Community Trust have done today. This is something that is needed. All the topics delivered today have been very important."* – Howard Gale, former Blackburn Rovers footballer

**Traineeships:** Our second year of delivery, this Level 1 programme is delivered over a 12 week period and aims to change participant's outlook on work by upskilling participants and repositioning them back in to the job market. The Traineeship course aims to assist those who are aged 16 to 24-years-old and have been identified by partner organisations such as Job Centre Plus, New Directions and Blackburn with Darwen Council's Carers Service who are no currently in education, employment or training and are in need of an opportunity to gain employment.

We increased participation levels by over 100% on the previous year. 31 young men and women were provided the tools to change their behaviour and lifestyle choices allowing them to better place themselves to be more employable.

Of the 31 men and women, 29 completed the full programme. Our achievement rate is an impressive 93.5% which is 18.1% above the 2018 national level of 75.4%. (*Department for Education - 2019*)

*"I wanted to improve my maths and English skills whilst working. I have been able to do this while on the course and I have now been taken on as an apprentice at Arlenes' Salon where I completed my Traineeship placement thanks to the Traineeship programme."* - Sean Brodie, former Traineeship participant

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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### Health

**EFL Trust's 'Joy of Moving':** The Joy of Moving programme is a school-based educational programme for children aged 9 to 10 years-old. It aims to encourage physical activity, promote positive sustainable behaviour towards nutrition and build awareness of the importance of a healthy diet and active lifestyle. For the fourth consecutive year, the project continues to meet all core objectives, achieve pre-agreed KPIs and make a meaningful difference on local children's lives in Blackburn with Darwen and Lancashire.

1,900 pupils (60% white British, 35% BAME and 5% other) from 32 schools have engaged with the Joy of Moving project during this reporting period.

*Feedback from children and teachers include:*

*"I promise to do physical activity at least 60 minutes each day and reduce my screen-time. When I'm doing physical activity, I will try and encourage friends and family to join me and we all will have fun. Also, I will try and have a well-balanced diet every day. Finally, I will keep hydrated throughout the day." – Child A*

*"I want my blood flowing properly and I want to have a healthy life... I want to follow the Eatwell Guide, so I keep healthy my whole life!" – Child B*

*"The recent Blackburn Rovers [Joy of Moving] sessions on fitness and healthy eating have been outstanding. The sessions were a highlight and a real treat for the children who all benefited from them. The course was delivered by Ben, who built up a great rapport with the children. The children responded well to him and they were engaged in their learning. They responded well to praise and were keen to impress. The classroom sessions were very informative, and the children enjoyed having their own Blackburn Rovers booklet to complete. Although there was some factual knowledge to learn, this was presented in a fun way with plenty of opportunities for discussion and group activities which the children enjoyed.*

*"The outdoor, physical sessions were of a high standard. The instructions were given clearly and the children enjoyed different kinds of team games. The children were stationary for hardly any time at all, with fun warm-ups moving on quickly to the main activities. The rules of each game changed throughout the session slightly, so that progress could be made in the sessions. Feedback was given to the children to enhance their progress. Every child in the class was given the opportunity to lead and take part. I would highly recommend this program to other schools! Thank you for all your efforts." - James Wormleighton, Osbaldeston St Mary's RC Primary School*

**Men in Sheds:** 'Men in Sheds' is a project delivered on a weekly basis that sees men with similar health concerns come together to grow their own fruit and vegetables whilst making new friends and participating in low level physical activity. Funded by Blackburn with Darwen by Public Health, Men In Sheds positively impacts on mental health and wellbeing and is owned by the attendees and volunteers of the 'Shed'. It also supports and develops the volunteers within the project and makes relevant links with partner agencies who can also help to support the participants' health and wellbeing.

Men In Sheds has been able to support 20 local men as well as the strategic borough-wide plans to tackle mental and physical inefficiencies of men of a particular age group. Men in Sheds project supports the newly refreshed Joint Health & Wellbeing Strategy (2018-2021), Suicide and Self Harm Prevention Strategy (2016-2019) and Eat Well Move More Shape Up Strategy (2017-2020) and the Local Authority Declaration on Healthy Weight. The project also supports the wider Pennine Lancashire aims of 'Living Happy Healthy and Well' using a place based approach to prevention described in the Pennine Plan. Men in Sheds has successfully supported each of the steps in the Five Ways to Wellbeing:

- Develop a safe community space for people to connect, converse and create
- Address loneliness and isolation
- Improve mental health and wellbeing
- Increase physical activity levels
- Improve access to fresh, healthy food
- Develop skills and knowledge of volunteers and participants
- Provide volunteering opportunities and a possible pathway to employment
- Develop an intergenerational aspect of the project
- Support the development of food growing activity with other growing networks in BwD develop a self-sustaining project which is supported by the local business community

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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It has been recognised through the development and delivery of the BwD Eat Well Move More Shape Up strategy that the opportunities to grow food across the Borough is fragmented with the majority happening on allotments or in private gardens and therefore not universally accessible. There are a handful of community-based food growing projects targeting either specific groups or specific geographical areas which may not be seen to be accessible to everyone.

*"The 'Men in Sheds' programme has given me the opportunity to come and meet with new people, share a drink, get involved in some gardening and play sport". – Ross, participant*

**National Citizen Service (NCS):** 2019 was our six year of delivering this innovative youth engagement project and it continues to offer a once-in-a-lifetime opportunity which is open to all 16 and 17 year-olds in Blackburn with Darwen. NCS helps build skills for work and life and also sees young people positively contributing to their local community by delivering a social action project that directly benefits the communities that participants live in, whilst they take on new challenges and meet new friends.

This year, we targeted our recruitment of young people based on those who resided in Blackburn with Darwen, whereas in previous years, our target area included towns and villages beyond our local authority boundaries in the more affluent areas. This decision was taken to match our overall strategy of prioritising and concentrating our resources on the areas within the football club's catchment area which scored the highest for deprivation – although we did have participants enrol on the programme from the more affluent areas.

2019 was another successful year. 293 young people participated in this year's NCS programme, making our combined cohort one of the biggest in our region.

We create huge opportunities for youngsters in our extension phase, operating the biggest Youth Board/post-NCS graduate programme in the north west with 63 current members (a core of 30 being the most active). Young people are empowered and help in how the project develops and they also share what they've learned with the next generation of NCS recruits to continue to improve the experience so our NCS offer improves year-on-year.

With continued support from our partners the EFL Trust, we have been able to significantly invest in supporting our local young people. We offer full training to any graduate aged 18+ to include first aid training, safeguarding best practice and DBS checks, allowing them to enjoy paid work with us as assistant team leaders in subsequent waves if they wish.

We operate monthly warm-up events – including bowling nights, pizza nights, bingo, race events, etc – both for new recruits and graduates, to allow everyone to integrate and form new friendships.

This year's graduates from our NCS programme have helped to raise awareness of drug abuse and misuse amongst young people within their peer age range. The young people created anti-drug and alcohol posters which were distributed in and around local youth centres throughout Blackburn with Darwen. The group also delivered a drug and alcohol awareness session at local youth clubs where the group educated and informed their peers on the risks and dangers associated with drugs. They also touched upon mental health and taught the children and young people some skills to help reduce anxiety. The teams also volunteered afterwards and continued to engage with the young people in attendance about drug and alcohol misuse.

Additionally, our NCS graduates also worked with the town's The Wish Centre. After consultation with The Wish Centre's staff, the graduates established that the Centre are working with refugee children who are learning about this country and our seasonal celebrations. With Halloween fast approaching, the team decided to create Halloween gift bags for all the refugee children.

Working with such a socially conscious group of empowered young people, the group of NCS graduates also worked with Nightsafe - the town's homeless shelter for young people - to provide them with donations for the young people they work with. The NCS graduates created donation stations in several locations across the town and personally delivered all donations collected to Nightsafe and to the young people accessing the shelter.

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2019

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Blackburn College have been a established partner of the Trust's NCS offer: *"The College has had a longstanding relationship with Blackburn Rovers Community Trust since the first ever NCS programme. Together, we are now supporting and encouraging hundreds of learners across multiple courses to experience the NCS programme"*

*"The NCS programme enhances the learner's college experience by allowing them access to a residential and a social action project within the community where they can interact with both their peers and staff in a different environment."*

*"Rovers' NCS programme supports skills development outside the classroom with regards to teamwork, resilience, and communication. Past history clearly tells us that individuals who undertake the NCS programme not only thoroughly enjoy it, but also learn so much about themselves and their peers."* - Damian Stewart, Assistant Principal, Blackburn College

**Youth Ambassadors:** As with the Community Ambassadors project, this project is funded by MHCLG and is locally managed by Blackburn with Darwen Council. Youth Ambassador's programme aims to help build integrated communities, to better understand and tackle the challenges specific to Blackburn with Darwen, building on local strengths and also on what's been done well elsewhere.

The Youth Ambassadors project delivers a four-week capacity building programme focussed upon developing youth leadership to support community integration. The Youth Ambassador trains young people aged 11 to 16. Young people who completed the programme benefitted from personal development and were empowered to inspire, involve and organise other young people in relation to attitudes, behaviour and actions that lent themselves to stronger social integration. Youth Ambassadors also helped to develop civic voice and leadership of the borough's young people, developing their leadership potential to champion and drive social integration and influence the attitude and behaviour of their peers.

We are pleased to report that 88 local young people completed the programme and demonstrated/acknowledged one or more of the following changes/outcomes:

- Actively engaged other young people in volunteering activities linked to community integration
- Encouraged improved perceptions of those from other races, cultures and religions
- Encouraged other young people to engage more with those from other races, cultures and religions
- Developed and participated in a Youth Ambassador network, where young people can learn from and support each other and promote integration across their different neighbourhoods and communities
- Built relationships, friendships and trust between people from different religious and cultural groups
- Helped individuals to feel like they belong in Blackburn with Darwen
- Helped people to see the positive contribution that people from different backgrounds of their own make to our community
- Increased the number of physical spaces that are perceived as "shared" and not being associated with one specific religious or cultural group
- Helped to reduce levels of residential polarisation based on ethnicity, religion or culture
- Participate in the NCS

*"I am a 16-year-old Muslim girl in Year 11 currently going into college."*

*"I found out about the programme through an assembly in school which Ilyas from Blackburn Rovers held where he spoke about the Youth Ambassadors programme and told us a lot about it."*

*"The programme has allowed me to see many situations differently, it has also given me a chance to learn about different cultures and to also build on my confidence."*

*"I have learnt a lot from this programme from the fact that chicken tikka is in fact England's dish to really helpful team building skills during our residential."*

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2019

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*"It has been really good that Blackburn Rovers Community Trust can host this. It was in an area (Ewood) I haven't really been before and it was fun to get to know the stadium a little more and to meet people from all areas of Blackburn.*

*"If I had to summarise the programme as a whole, I would say that it's a perfect opportunity to create lifetime friendships while working towards a common goal.*

*"Since the launch of the programme I have seen much more confidence in myself and the friends around me."*  
- Sifa Turi, participant

**Premier League Kicks/Neighbourhood Youth Offer:** Mid-way through 2019, an opportunity was seized upon to combine the youth-focused funding of Blackburn Rovers Community Trust, the Premier League and Blackburn with Darwen Council to create a new and improved universal youth offer for the borough's children and young people. This consortium of youth-focused organisations saw the merger of the Trust's Premier League Kicks offer and Blackburn with Darwen Council's Young People's Services' Neighbourhood Youth Offer, to create a large scale free to access 'universal' offer. The merger of the two offers also created the opportunity to improve efficiencies, provide greater value for money and increase outcomes and opportunities for children and young people.

The new Neighbourhood Youth/PL Kicks Offer was successful in meeting the following outcomes:

- To deliver a range of activities that accommodate leisure interests of children and young people: sports, creative Arts, outdoor education and experiences, to include afternoons, evenings, weekends and school holidays
- To deliver a programme of informal education tailored to meet individual and community needs
- To offer referral pathways for children and young people to progress interests: established sports teams, Duke of Edinburgh Scheme, creative arts opportunities, NCS, volunteering, leadership/mentoring schemes and education and skills opportunities
- To carry out activity related to recent mapping exercise of local youth provision
- To use evidence from YPS/Police/Community Safety Partnership/other partners etc. to establish projects in areas of greatest need
- To target work for areas of identified needs and challenges (anti-social behaviour, youth nuisance hotspots)
- To support Blackburn with Darwen referral panels (Transforming Lives, Carers Service, Resource Panel, Adolescent Panel etc.) by offering pathways of support
- To ensure that equality, diversity and inclusion and a duty of care in terms of safeguarding is embedded across the offer
- To establish an effective partnership approach

Neighbourhood based youth work offers a unique opportunity for children and young people to access leisure activities and informal education support, advice and guidance from practitioners skilled in developing relationships with the borough's youth population. Across the borough there are a number of providers of youth work in all its various forms and this proposal is to use available resources across all sectors and to ensure that provision is targeted according to evidenced need and delivered in wards at times that best support available leisure time of children and young people.

This project invites children and young adults to play football and multi-sports accompanied by the opportunity to participate in traditional youth club activities in order to reduce instances of anti-social behaviour, break down social barriers, encourage sustained participation in sport, to stimulate the benefits of volunteering and to help participants work towards gainful employment and education opportunities. At local level this project is supported by our partners Places For People who both provided match funding which enabled us to increase our offer.

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2019

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Our most successful year to date, we engaged with 2,070 unique children and young people (an increase of 63% on 2018), many from areas that rank in the country's top 1% most deprived wards, ensuring we are targeting those young people who are most at risk.

In several wards, we have helped to reduce incidents of anti-social behaviour by between 8%-10% compared to the equivalent year's figures in one of our key delivery areas, improving the lives of local people.

Our aim is to offer life changing opportunities to our participants that would often not otherwise be available to them, which has playing fixtures against the likes of Manchester City, Liverpool and Preston North End as curtain raisers to equivalent first team games at nearby sports centres.

We have rewarded participants with the best attitude and commitment to the Neighbourhood Youth Offer with signed shirts, balls and other goodies, in a bid to see children striving for improved standards, helping to fulfil the projects aims such as reducing anti-social behaviour and improve community cohesion or promoting regular sports participation.

We invest in futures by changing mindsets and habits of many Kicks participants through tailored intervention sessions relating to education, alcohol and drug abuse and the consequences of crime just to name a few. Our informal education have covered topics such as substance misuse, grooming, domestic abuse, mental health and anti-bullying – key messages for the target age range.

We currently have an impressive 33 unique sessions per week in operation spanning across Blackburn with Darwen and Chorley.

**Disability Sessions:** 'Kickstart' and 'Dancestart', a new two-fold initiative which targets two groups in need of provision which complements our established pan-disability offer.

Kickstart works with different local SEN/disability schools, where BRCT provide football and multi-sport activities. Kickstart is divided into three age groups and uses the excitement of Blackburn Rovers Football Club and the skills and experience of the BRCT staff to deliver fun, diverse and inclusive sports sessions. Those participating in the sports sessions are signposted into a new 'Disability Development League' which will enables participants to take part in competition away from mainstream schools and full ability participants.

Dancestart targets the most deprived areas of Blackburn to improve the health of its children. A tutor is based in three different targeted schools every school half-term, delivering a full day's tuition in each. In 2019, 83 children participated in these two disability inclusion projects.

*"Harvey has Downs Syndrome and we struggled to find football training sessions appropriate for him in our area. Harvey used to find it difficult to watch his brother, Freddie, play for a local team as he couldn't understand why he didn't have a team.*

*"He loves the football sessions run by Katie and the coaches. He is so happy to be included in a team of his own and it has been wonderful to see the impact on Harvey emotionally and socially - he now watches Freddie happily play as he has his own team and his confidence has grown. He has a new circle of friends and is latest school report stated his gross motor skills and ball control have improved massively since starting the sessions with Rovers.*

*"He has a great relationship with Katie, the coach, who is lots of fun but firm when needed.*

*"As Harvey's parents, we are delighted that he has been given the opportunity that is widely available to typical children, but sometimes is so hard to achieve for children with disabilities and we can't thank all the team at BRFC and Ds Active for their work." - Alison Rogerson, Harvey's mother*

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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**Blackburn Rovers Citizenship Project:** 695 primary school aged children participated in our citizen-themed project in 2019. We continue to use the power of the football club's brand by encouraging children to avoid falling foul of racism, sexism or other discriminatory activities by delivering workshops within local primary schools.

This project was designed in-house as it's hugely important for a football club based in a town with a near 50/50 split between white British and BAME/Asian heritage residents. This is a particularly important concept in a borough that has been described in government reports as the most racially segregated in England with specific wards within Blackburn being easily denoted as being 'white British', 'South Asian', etc, with very little crossover, so we are using this project to directly tackle integration issues. Whilst progress has been made in making Blackburn's diverse communities more integrated and to increase understanding and tolerance, there is still work to be done.

The football club is striving to be more inclusive – particularly within the town's predominant South Asian community – and projects like this have been vital to support this aspiration. The delivery of this project has coincided with a notable rise in the number of Asian-heritage supporters attending our home fixtures and happily mixing and sitting side-by-side with the majority white British supporter base, particularly within the Blackburn Rovers Community Trust Family Stand that we sponsor.

**Refugee football:** In 2019 we were able to establish a drop-in session within our borough for refugees or asylum seekers, who are often fleeing from war, violence and persecution in their homelands. Primarily drawn from the deprived Bank Top ward in Blackburn, allowing them to play football free of charge and integrate with other local communities. We have 10 regular participants who have enjoyed this session as a way of maintaining or building friendships to integrate into their new home, as well as keeping fit. In addition to using playing football as a tool for integration, we worked in collaboration with Blackburn Rovers Football Club and ARC to provide stadium tours and matchday experiences to over 100 refugees from Syria.

*"To be honest, not just me, but all the people who came on the day really enjoyed themselves. The ones who missed out due to other commitment were very gutted when they saw the photos.*

*"The staff were amazing; a wonderful day and we cannot wait to return again. Well done and thank you so much Blackburn Rovers FC." - Naseem, participant*

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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### **Achievements and performance**

**Community Events:** A dedicated events officer was employed in early 2018 with a specific remit to create fun, engaging and inclusive events for the wider community with the potential to increase fundraising opportunities for re-investment into specific projects in need of additional funding.

Our second year was equally as successful as our inaugural year with all our community events being well attended. 2019 saw us deliver our first ever community 10K fun run which boasted over 1,500 runners and 2,000 spectators. Other events such as family bingo nights, Trust Annual Awards and corporate 5-a-side football tournament help to generate over £30,000 of funding which will be reinvested into our charitable activities.

**(Let's Get Active) Jack's Walkers, Line Dancing and Remember The Rovers:** It's the 13th year we have been working with senior citizens, some whom are isolated due to personal circumstances such as a death of a partner or transport issues. Our senior citizen activities, which falls under our 'Let's Get Active' umbrella, is some of the most rewarding parts of our work. Over 100 senior members of our community (60+) come to Ewood Park and enjoy weekly events that help them to stay physically and mentally healthy and to avoid social isolation through line dancing, walking groups or reminiscent clubs. Spin-off activities include monthly lunch groups and bi-annual parties for all participants.

Through conversations over tea and biscuits, our staff continue to use this time as a tool for tackling loneliness and lessen the potential for mental health issues to develop.

We continue to obtain feedback from participants and for the second consecutive year, over 50% of participants have stated that either Jack's Walkers, Line Dancing or Remember The Rovers is one of the only times that they leave the house each week.

The participants and family members cite these weekly activities as being vital to their mobility and continued good health, with the most mobile participants enjoying the coordination and motor skill benefits of the line dancing and the less mobile enjoying the more leisurely pursuit of undertaking laps of the stadium pitch under the supervision and support of our staff.

*"I first got involved 13 years ago and I enjoy it so much as it keeps me active, but for the company and friendship too."*

*"I have many friends who come along to Jack's Walkers and they are a great bunch. It is great to exercise on a weekly basis at Ewood Park, I certainly feel a lot healthier since I started and it has ensured I have got out of the house."*

*"I would say to anyone straight away, come along, it keeps you fit and it keeps your mind working. Also, you get the chance to meet new people."* – Joyce Windle, Jack's Walkers participant



# **BLACKBURN ROVERS COMMUNITY TRUST**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019**

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### **Sports Participation**

**Rovers @ Blackburn Youth Zone (BYZ):** We have successfully been able to offer a comprehensive sport offer at the town centre youth facility that aims to provide activities and opportunities for young people who often tend to hail from disadvantaged backgrounds. Three full-time and several part-time Community Trust staff are employed to deliver these sports sessions seven days a week.

Building on 2018, we have continued to work with over 3,000 unique children and we have continued to improve the quality of the sports offer and enhanced the range specialist girls and disability sessions, further increasing BYZ's inclusivity.

**After school multi-sport clubs:** Hourly after school sessions delivering a range of engaging and fun sports to local primary school children. Sessions allow children to learn new sports and techniques as well as teamwork and fair play, as well as creating pathways for children who wish to participate in regular organised sports.

In our seventh year of delivering these popular activities, these sessions largely benefit children from highly deprived areas, with the schools themselves using their pupil premium to fund additional opportunities for their pupils. We delivered over 700 after-school club sessions throughout the year with over 1,300 children participating.

Some sessions are targeted at those with low motor skills, inviting their parents to attend too.

The attention from our coaches helps children to potentially achieve their football dreams, as the sessions are continued to be used to ID talent for Blackburn Rovers Academy's football development centres.

**Mini Rovers and Player Development Centres:** Being open to all, these drop-in centres are designed for children aged three to 11 who want to play football for fun and/or improve their game. The project looks to create a pathway for children who want to participate in organised football (those that show exceptional ability have the opportunity to progress to a Blackburn Rovers male or female academy development centre) and brings together children from all different religious, social and economic backgrounds.

Girls-only sessions were made available across most age groups to encourage more female participation.

Expanding the size of the playing surface available to us and increase the number of delivery staff proved to be a sound decision as it allowed us to cater for even more enthusiastic budding footballers with 200 participants attending on a weekly basis.

**Grassroots matchday coaching experience:** Sessions designed for junior football teams, community groups and schools to maximise their matchday experience at Ewood Park with the chance to come and enjoy coaching and game time prior to Rovers' first team fixtures. Regularly combined with the chance for the groups to form a pre-match guard of honour, walk out as player escorts or take penalties on the pitch during half-time. This project is supported by Blackburn Rovers FC who provide discounted match tickets located within the Blackburn Rovers Community Trust Family Stand.

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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With Rovers having a relatively successful season on the field this helped to attract a large number of primary schools and junior clubs, who enjoyed this experience, with over 1,000 participants involved in this fun concept in 2019, bringing them to closer to their home town football club.

**Rovers Early Years:** We continue to provide an early intervention programme, working with Key Stage 1 to develop the 'FUNDamentals' of movement, using various motor skill enhancing activities.

Participants who have below average motor skills for their age are specifically targeted. We have successfully created an appetite in these young children to play sport – this project is often the first time that any of them have played any sort of organised sport/coaching. The success of this project helped to form the basis for our parent and child after school clubs.

**School/grassroots football tournaments (Central Venue Leagues):** 2019 become our second year of providing schools and junior teams extra competitive games to play in, creating more game time and chances for players to progress to the next level through a combination of one-off events and planned leagues. The regular 'Central Venue Leagues' in football and netball allow local primary schools to play rounds of fixtures at our Indoor Centre throughout the autumn/winter period when outdoor pitches are unavailable.

Participant levels have remained consistent with over 30 teams of children regularly participating in the football competition with an additional 20 teams in the Central Venue League Netball competition. Many of these children do not get the opportunity to represent their school due to not being the elite sports children within their school. As a result, informal feedback and observations from multiple teachers included that the children's confidence and self-esteem and attitude to participating in sport had improved.

**School dance provision:** Supporting teaching by providing multiple dance sessions at primary schools in our area and providing elements to the continual professional development of teachers. These dance sessions and festivals help to enrich the lives of the participants and bring together many different children from different faiths and socio-economic backgrounds and improves wellbeing of all involved and breakdown social barriers.

We remain the only professional football club charity in our region that has invested in two dedicated quality full-time dance tutors.

A key physical activity that is enjoyed by 13 local primary schools where 15 children from a SEND got chance to take part in this year's delivery after participating in a successful pilot in 2018.

Our dance offer helps youngsters to become active and creative and is delivered cross-gender, we challenge stereotypes through an inclusive range of dance styles. We have hosted four dance festivals, including one that attracted over 100 attendees.

**Half-Term 'Football Camp' and 'Activity Camp':** A traditional initiative, which can be traced back to 1989 from the days of 'Football In The Community', involves sports and activity sessions hosted at Ewood Park during every school holiday period. Our Football Camp sessions are mainly based on football but have a multi-sport influence and, again, create pathways for children who wish to play regular organised football, while the Activity Camp caters for creative youngsters through performing arts and craft activities. Both camps are priced to be inclusive, allowing most local families to be able to afford for their child to attend, with an 'After Camp' allowing parents with longer working hours to leave their child in our care for the full duration of their working day.

An impressive 3,442 bookings were taken during 2019. Children enjoyed the fun of the two camps across the five holiday periods of the year, helping an even greater number of working parents to fulfil their childcare needs. A new 'After Camp' has been established to support working parents who need full 9am-5pm childcare (the regular camps run 9am-3pm).

**Waking Football:** A range of weekly sessions take place at different venues within both the borough and the county for men aged 50+ (or younger players with an injury or lower fitness levels that prevent them from playing in mainstream football). We offer opportunities for players to participate in regular mini-tournaments or to represent the club in national walking football competitions.

# **BLACKBURN ROVERS COMMUNITY TRUST**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019**

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We have been able to maintain five weekly sessions delivered at different locations across Lancashire. 350 participants have enjoyed this project so far, with its main aim being to keep older men both physically and mentally active as well as introducing them to other health-related opportunities.

Our representative teams continue to reach numerous finals and semi-finals at tournaments, despite only being in the fourth year of its existence.

**Ewood Park pitch week:** Thanks to the continued generosity of Blackburn Rovers FC, we were able to utilise the benefit of access to the Ewood Park pitch in the weeks immediately following the end of the season. This allowed us to offer some exciting opportunities for grassroots teams, school and local businesses to participate in a series of tournaments or one-off games. We used this opportunity to use this as an incentive for continued participation and to raise much needed funds for our charity.

1,366 people enjoyed the chance to take part in our May 2019 fixtures, heightening their passion for sports participation and giving them a potentially once-in-a-lifetime opportunity to play at the home of the former Premier League champions.

# **BLACKBURN ROVERS COMMUNITY TRUST**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019**

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### **Financial review**

#### **a. Financial review**

Income for the year has increased by 14.7% to £1,847,532 (2018 - £1,610,433), due to increased funding from existing sources and also sourcing new funding and income opportunities. Expenditure increased in the year, generally in line with increased activity. A small surplus was made on restricted funds of £23,801 and was transferred to unrestricted funds at the year end, as agreed by the grant provider, following completion of the particular project stage. Overall a loss of £47,063 (2018 – profit of £398) arose in the year.

The trustees are satisfied that the charity has sufficient reserves to support this and future expansion of the operations. The company's financial position at the year-end is satisfactory.

Total funds are £810,064 (2018 - £857,127) which comprises unrestricted funds.

#### **b. Going concern**

At the trustees meeting at the start of 2019, it was agreed that we would once again 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 facilities and equipment. 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.

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent of at least six month's expenditure. The Trustees considers that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

#### **c. Principal funding**

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

- The Blackburn Rovers Football and Athletic Limited (see below)
- Premier League
- EFL Trust
- Blackburn with Darwen Council
- Spring North
- West Lancashire College
- Blackburn College
- Our Lady and John's Catholic College
- Places For People
- Big Lottery Fund
- Sport Relief
- Blackburn Youth Zone
- Multiple local educational establishments and grassroots sports clubs

The Blackburn Rovers Football and Athletic Limited have donated match tickets and subsidised rent charged to the charity amounting to £27,698 (2018 - £57,626).

# **BLACKBURN ROVERS COMMUNITY TRUST**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019**

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### **d. 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. 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.

The Trustees has assessed the major risks to which the Charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks.

### **Plans for future periods**

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 – particularly youth-focused
- 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.

### **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."*

Our current trustees are:

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# **BLACKBURN ROVERS COMMUNITY TRUST**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019**

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G R Root  
M A Cheston  
L Talbot  
P Watson  
M Bateson  
S Waggott

### **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.

### **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
- 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. At the date of preparation of this report, the executive level and senior management team consisted of the following members:

- Gary Robinson – Chief Executive Officer
- David Dunwell – Deputy Chief Executive Officer
- Samantha Weldon – Head of Finance and Operations
- David Hayhurst – Head of Community Programmes
- Amy Taylor – Head of Primary Education
- Martin Winters – Senior Business and Administrative Officer
- Ilyas Patel – Community Inclusion Manager

# BLACKBURN ROVERS COMMUNITY TRUST

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

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### 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.

### Statement of Trustees' responsibilities

The Trustees, who are also the directors of Blackburn Rovers Community Trust for the purpose 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 Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

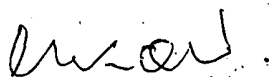
The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets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

### **Auditor**

The auditor, PM+M Solutions for Business LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.

G R Root  
Trustee



Dated: 27 October 2020

# **BLACKBURN ROVERS COMMUNITY TRUST**

## **INDEPENDENT AUDITOR'S REPORT**

### **TO THE TRUSTEES OF BLACKBURN ROVERS COMMUNITY TRUST**

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#### **Opinion**

We have audited the financial statements of Blackburn Rovers Community Trust (the 'Charity') for the year ended 31 December 2019 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2019 and of its incoming resources and application of resources, 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 Charity 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 Charity'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 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.



# **BLACKBURN ROVERS COMMUNITY TRUST**

## **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

### **TO THE TRUSTEES OF BLACKBURN ROVERS COMMUNITY TRUST**

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

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; 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, the Trustees, who are also the directors of the Charity for the purpose 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 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 Charity'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 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 auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

# BLACKBURN ROVERS COMMUNITY TRUST

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE TRUSTEES OF BLACKBURN ROVERS COMMUNITY TRUST

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#### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*PM+M Solutions for Business LLP*

**Helen Clayton BSc FCA (Senior Statutory Auditor)**  
**for and on behalf of PM+M Solutions for Business LLP**  
**Chartered Accountants**  
**Statutory Auditor**

*28 October 2020*  
New Century House  
Greenbank Technology Park  
Blackburn  
Lancashire  
BB1 5QB

PM+M Solutions for Business LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006

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# BLACKBURN ROVERS COMMUNITY TRUST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £	Total 2018 £
<b><u>Income from:</u></b>					
Charitable activities	3	80,958	1,190,096	1,271,054	1,092,556
Trading activities	4	574,010	-	574,010	517,540
Investments	5	2,468	-	2,468	337
<b>Total income</b>		<b>657,436</b>	<b>1,190,096</b>	<b>1,847,532</b>	<b>1,610,433</b>
<b><u>Expenditure on:</u></b>					
Trading activities	6	721,100	-	721,100	592,966
Charitable activities	7	7,200	1,166,295	1,173,495	1,017,069
<b>Total resources expended</b>		<b>728,300</b>	<b>1,166,295</b>	<b>1,894,595</b>	<b>1,610,035</b>
<b>Net (outgoing)/incoming resources before transfers</b>		<b>(70,864)</b>	<b>23,801</b>	<b>(47,063)</b>	<b>398</b>
Gross transfers between funds		23,801	(23,801)	-	-
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		<b>(47,063)</b>	<b>-</b>	<b>(47,063)</b>	<b>398</b>
Fund balances at 1 January 2019		857,127	-	857,127	856,729
<b>Fund balances at 31 December 2019</b>		<b>810,064</b>	<b>-</b>	<b>810,064</b>	<b>857,127</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

# BLACKBURN ROVERS COMMUNITY TRUST

## BALANCE SHEET

AS AT 31 DECEMBER 2019

	Notes	2019 £	£	2018 £	£
<b>Fixed assets</b>					
Tangible assets	11		20,307		31,522
<b>Current assets</b>					
Debtors	12	305,648		307,945	
Cash at bank and in hand		772,920		738,701	
		<u>1,078,568</u>		<u>1,046,646</u>	
<b>Creditors: amounts falling due within one year</b>	13	<u>(288,811)</u>		<u>(221,041)</u>	
<b>Net current assets</b>			<u>789,757</u>		<u>825,605</u>
<b>Total assets less current liabilities</b>			<u><u>810,064</u></u>		<u><u>857,127</u></u>
<b>Income funds</b>					
Unrestricted funds			<u>810,064</u>		<u>857,127</u>
			<u><u>810,064</u></u>		<u><u>857,127</u></u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2019, although an audit has been carried out under section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 27 October 2020



G R Root  
Trustee

Company Registration No. 5904736

# BLACKBURN ROVERS COMMUNITY TRUST

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	2019 £	£	2018 £	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	19		31,751		(46,682)
<b>Investing activities</b>					
Purchase of tangible fixed assets		-		(22,267)	
Interest received		2,468		337	
<b>Net cash generated from/(used in) investing activities</b>			2,468		(21,930)
<b>Net cash used in financing activities</b>			-		-
<b>Net increase/(decrease) in cash and cash equivalents</b>			34,219		(68,612)
Cash and cash equivalents at beginning of year			738,701		807,313
<b>Cash and cash equivalents at end of year</b>			<u>772,920</u>		<u>738,701</u>

# BLACKBURN ROVERS COMMUNITY TRUST

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019

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### 1 Accounting policies

#### Charity information

Blackburn Rovers Community Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Blackburn Rovers Football & Athletic plc, Ewood Park, Blackburn, Lancashire, BB2 4JF. The members of the company are the Trustees previously named. 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.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

#### 1.4 Incoming resources

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

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.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

# BLACKBURN ROVERS COMMUNITY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

### 1 Accounting policies

(Continued)

#### 1.5 Resources expended

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. Governance costs are those incurred in connection with administration of the company and compliances with constitutional and statutory requirements.

Cost 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.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	10% Straight line
Fixtures and fittings	15% Straight line
Computers	33% Straight line
Motor vehicles	25% Reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

#### 1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

#### 1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

# BLACKBURN ROVERS COMMUNITY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2019

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### 1 Accounting policies

(Continued)

#### 1.9 Financial Instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are measured at transaction.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors are recognised at transaction price.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less.

#### 1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### 1.12 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

#### 1.13 Deferred incoming resources

Grant income is deferred on the basis of activities being undertaken in the following period as stipulated by the grant provider.

### 2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The main area of judgement that has a significant risk of causing a material adjustment to the carrying value of assets and liabilities within the next financial year is in relation to the useful economic lives of the company's fixed assets.



# BLACKBURN ROVERS COMMUNITY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2019

### 3 Charitable activities - Income

	2019 £	2018 £
Fundraising activities	35,124	31,272
Grants	1,235,930	1,061,284
	<u>1,271,054</u>	<u>1,092,556</u>
Analysis by fund		
Unrestricted funds	80,958	59,389
Restricted funds	1,190,096	1,033,167
	<u>1,271,054</u>	<u>1,092,556</u>
Grant providers		
The Premier League Charitable Trust	318,489	364,061
The Football League (Community) Limited	391,609	232,953
The Football League (Trust) Limited	344,956	396,476
National Lottery	10,000	-
Sport England	-	62,794
Ministry of Defence	-	5,000
Blackburn with Darwen Council	170,876	-
	<u>1,235,930</u>	<u>1,061,284</u>

### 4 Trading activities - Income

	2019 £	2018 £
Coaching and other football related income	471,461	411,194
Enterprise Centre	102,549	106,346
	<u>574,010</u>	<u>517,540</u>

# BLACKBURN ROVERS COMMUNITY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2019

### 5 Investments

	Unrestricted funds	Restricted funds	Total 2019	Total 2018
	£	£	£	£
Investment Income	<u>2,468</u>	<u>-</u>	<u>2,468</u>	<u>337</u>

In 2018 of the total investment income, £337 was in respect of unrestricted funds and £Nil was in respect of restricted funds.

### 6 Trading activities - Expenditure

	2019	2018
	£	£
Enterprise Centre	91,721	88,089
Coaching and other football related expense	241,354	168,636
Staff costs	321,543	285,518
Support costs	66,482	50,723
	<u>721,100</u>	<u>592,966</u>

### 7 Charitable activities - expenditure

	2019	2018
	£	£
Staff costs	817,726	625,815
Other costs	348,569	384,054
	<u>1,166,295</u>	<u>1,009,869</u>
Share of governance costs (see note 8)	7,200	7,200
	<u>1,173,495</u>	<u>1,017,069</u>

# BLACKBURN ROVERS COMMUNITY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2019

### 8 Support costs

	Support costs	Governance costs	2019	2018	Basis of allocation
	£	£	£	£	
Repairs	4,960	-	4,960	934	Apportioned
Rent and rates	4,371	-	4,371	8,739	Apportioned
Telephone and fax	2,011	-	2,011	1,262	Apportioned
Computer costs	11,903	-	11,903	5,172	Apportioned
Printing and stationery	18,600	-	18,600	17,780	Apportioned
Legal and consultancy	9,860	-	9,860	6,442	Apportioned
Sundry expenses	8,091	-	8,091	7,801	Apportioned
Bank charges	6,686	-	6,686	2,593	Apportioned
Audit fees	-	5,500	5,500	5,500	Governance
Accountancy	-	1,450	1,450	1,450	Governance
Tax Services	-	250	250	250	Governance
	<u>66,482</u>	<u>7,200</u>	<u>73,682</u>	<u>57,923</u>	
Analysed between					
Trading	66,482	-	66,482	50,723	
Charitable activities	-	7,200	7,200	7,200	
	<u>66,482</u>	<u>7,200</u>	<u>73,682</u>	<u>57,923</u>	

### 9 Trustees

Fees paid to Business Roots Limited for consultancy work amounted to £749 (2018 - £1,792). The company is controlled by G R Root, a trustee, and the work was carried out on a normal commercial basis.

# BLACKBURN ROVERS COMMUNITY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

### 10 Employees

#### Number of employees

The average monthly number of employees during the year was:

	2019 Number	2018 Number
Total	88	57
Employment costs	2019 £	2018 £
Wages and salaries	1,042,430	834,235
Social security costs	91,142	72,906
Other pension costs	5,697	4,192
	1,139,269	911,333

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

Remuneration and benefits received by key management personnel amounted to £258,138 (2018-£258,472).

### 11 Tangible fixed assets

	Leasehold land and buildings £	Fixtures and fittings £	Computers £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 January 2019	1,031,138	138,004	213,767	40,400	1,423,361
At 31 December 2019	1,031,138	138,004	213,767	40,400	1,423,361
<b>Depreciation and Impairment</b>					
At 1 January 2019	1,028,703	134,425	202,137	26,522	1,391,837
Depreciation charged in the year	348	1,616	5,783	3,470	11,217
At 31 December 2019	1,029,051	136,041	207,920	29,992	1,403,054
<b>Carrying amount</b>					
At 31 December 2019	2,088	1,963	5,847	10,409	20,307
At 31 December 2018	2,435	3,579	11,630	13,878	31,522

# BLACKBURN ROVERS COMMUNITY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2019

### 12 Debtors

	2019 £	2018 £
<b>Amounts falling due within one year:</b>		
Trade debtors	96,235	176,877
Prepayments and accrued income	209,413	131,068
	<u>305,648</u>	<u>307,945</u>

### 13 Creditors: amounts falling due within one year

	2019 £	2018 £
Other taxation and social security	29,994	20,486
Trade creditors	16,459	25,322
Other creditors	1,529	2,733
Accruals and deferred income	240,829	172,500
	<u>288,811</u>	<u>221,041</u>

Deferred income included above amounts to £224,262 (2018 - £141,267). The 2018 balance was released during the year.

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

### 14 Retirement benefit schemes

#### Defined contribution schemes

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £5,697 (2018 - £4,192).

There were no contributions outstanding at the year end.

### 15 Analysis of net assets between funds

	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £	Total 2018 £
Fund balances at 31 December 2019 are represented by:				
Tangible assets	20,307	-	20,307	31,522
Current assets/(liabilities)	789,757	-	789,757	825,605
	<u>810,064</u>	<u>-</u>	<u>810,064</u>	<u>857,127</u>

# BLACKBURN ROVERS COMMUNITY TRUST

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2019

#### 16 Operating lease commitments

At the reporting end date the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2019 £	2018 £
Within one year	4,130	884
Between two and five years	5,851	-
	<u>9,981</u>	<u>884</u>

#### 17 Related party transactions

During the year, the charitable company was charged for goods and services from The Blackburn Rovers Football and Athletic Limited amounting to £377,597 (2018 - £251,842), and received income amounting to £699 (2018 - £1,643). At the balance sheet date, an amount of £5,518 (2018 - £15,901) was owed in respect of these goods and services.

The Blackburn Rovers Football and Athletic Limited have also donated match tickets and subsidised rent charged to the charity amounting to £27,698 (2018 - £57,626).

#### 18 Controlling party

The Trust is controlled by The Blackburn Rovers Football and Athletic Limited.

#### 19 Cash generated from operations

	2019 £	2018 £
(Deficit)/surplus for the year	(47,063)	398
Adjustments for:		
Investment income recognised in statement of financial activities	(2,468)	(337)
Depreciation and impairment of tangible fixed assets	11,217	14,487
Movements in working capital:		
Decrease/(increase) in debtors	2,295	(58,144)
Increase/(decrease) in creditors	67,770	(3,086)
Cash generated from/(absorbed by) operations	<u>31,751</u>	<u>(46,682)</u>

#### 20 Analysis of changes in net funds

The Charity had no debt during the year.