

**Millwall Community Trust
(formerly Millwall Community Scheme)
(A company limited by guarantee)**

**Report and Financial Statements
For the year ended 31 March 2019**



Millwall Community Trust

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Millwall Community Trust

Company Information

DIRECTORS AND TRUSTEES:

Peter Walsh (Resigned 22 June 2019)
Rev. Owen Beament MBE (Resigned 11 November 2019)
Andrew Ambler
Mark Fairbrother (Appointed 23 September 2019)
Rt Hon Sir Simon Hughes
Steve Kavanagh
Peter Garston
Lord Kennedy of Southwark (Appointed 16 July 2018)
Carly Simmons (Appointed 16 July 2018)
Keith Soper (Appointed 16 July 2018)

COMPANY SECRETARY:

Philip O'Halloran

CHIEF EXECUTIVE OFFICER:

Stephen Bradshaw (Left on 7 April 2019)
Sean Daly (Appointed as Interim Chief Executive on
8 April 2019. Appointed as Chief Executive on 1 October 2019)

REGISTERED OFFICE:

The Den
Zampa Road
London SE16 3LN

REGISTERED CHARITY NUMBER:

1082274

COMPANY NUMBER:

03920152

AUDITORS:

Roffe Swayne
Registered Auditors &
Chartered Accountants
Ashcombe Court
Woolsack Way
Godalming
Surrey GU7 1LQ

BANKERS:

Barclays Bank PLC
Leicester
LE87 2BB

Millwall Community Trust

Report of the Directors and Trustees for the Year Ended 31 March 2019

The Directors and Trustees present their annual report for the year ended 31 March 2019 together with the audited accounts for the year and confirm that the latter comply with the requirements of the Companies Act 2006 and the Charities SORP (FRS 102).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document: The charity is controlled by its memorandum and articles of association, being a company limited by guarantee, as defined by the Companies Act 1985.

Recruitment and appointment of new trustees: Trustees are selected for their professional skills and experience across a variety of areas to which they can contribute towards the effective running of the charity. The number of trustees must not be less than three, and there is no maximum.

The first trustees subscribed on incorporation of the company. At the first annual general meeting all of the trustees retired from office, in accordance with the articles of association. At each subsequent general meeting one-third of the trustees (with longest service) are subject to retirement by rotation.

New trustees must be recommended by a trustee and are appointed by an ordinary resolution of the company. During 2018, an external recruitment process was undertaken to appoint additional trustees.

Induction and training of new trustees: New trustees are invited to the Trust's offices at the Lions Centre to meet the staff and are given an overview of the Trust's activities. They are provided with a copy of the Memorandum and Articles of Association for the Trust plus minutes of recent meetings. New trustees are provided with details of their fellow trustees, who they are invited to meet at the earliest opportunity.

Organisational structure

The Trust is a company limited by guarantee and is registered with the Charity Commission. Six trustees (directors for company purposes) were appointed on incorporation, all of which have since resigned. At 31st March 2019, MCT had nine trustees.

A Chief Executive, who is not a trustee, leads the Trust on a day to day basis supported by an Operations Manager, with a Leadership team including up to three strand managers, responsible for Schools Coaching & Sports Participation (Football, Sport Development) ; Education & Employability; and Community Development & Health Improvement.

The Leadership Team develop core projects and usage of the Lions Centre, related to the Trust's Charitable Aims. The Chief Executive Officer is paid at market rates which have been approved by the board of trustees. A Finance Manager is responsible for processing all financial reporting for the Trust.

Wider network

Millwall Community Trust (MCT) has a strategy of encouraging sports participation through positive partnerships. It is affiliated to The English Football League Trust, which links all professional Football League Club Community Organisations. It has contracts with Housing Associations across the London Boroughs of Lewisham and Southwark, and KICKS is supported by the Metropolitan Police and the Premier League Charitable Foundation. The Trust has a strong relationship with London Boroughs of Southwark and Lewisham. In addition, the Trust has developed Service Level Agreements with a number of schools across its catchment area for curriculum and extra-curricular physical activity delivery.

Millwall Community Trust

Report of the Directors and Trustees for the Year Ended 31 March 2019

Vision, Objectives and aims

The charity's objects are for the benefit of the public generally with a clear "vision" to use the unique passion of Millwall to connect and inspire the club's communities. The MCT mission is that we will use the power of Millwall to improve the lives of people through engagement in sport. In this way, MCT aims to deliver high quality services that engage, enable and improve the lives of the people in the following key areas:

Schools Coaching & Sports Participation: To provide a high-quality sports service to schools and the community.

Education & Employability: To provide inspiration, encouragement and guidance for young people and adults, leading to improved education and career opportunities.

Community Development & Health Improvement: To act as a true community partner by providing sport and physical activity opportunities in order to improve quality of life and neighbourhoods.

Neighbourhood Cohesion & Celebrating Diversity: To work with Millwall Football Club in promoting neighbourhood cohesion, including disaffected young people and other target groups; and to celebrate the diversity of the local community.

Facility & Business Management: To manage MCT facilities sustainably, providing the community with opportunities to participate in sport, physical activity, health, and education; to ensure the financial and budgetary requirements of the Trust are provided in an appropriate manner.

Strategic Business Development: To work to a Business Plan, taking into consideration the vision, ambitions and future aspirations of Millwall Community Trust.

Lions Centre and St. Paul's Community Sports Ground

The Lions Centre is the Trust's operational HQ. Opened in 2002, the centre offers excellent facilities, including a sports hall, indoor Artificial Grass Pitch, two study centres, a seminar room, refreshment bar, office and changing space. The centre is primarily used to build sports participation amongst the local community, train new coaches and forge links with local schools, community groups and businesses.

In December 2016, MCT took on the management responsibility of St Paul's Community Sports Ground in Rotherhithe, Southwark. The facility offers a full-size, floodlit artificial turf pitch, a club room, changing rooms and spectator facilities enclosed within a secure sports ground fencing. The facility is the home venue for Fisher FC, Millwall Lionesses and Millwall Lionesses Regional Talent Club (RTC). The venue also hosts a number of local clubs, schools and higher education institutions.

The facilities act as venues for the MCT Academy, an educational programme that provides interactive sports learning programmes for local young people aged 16-19 years. Educational delivery is focused and tailored to meet the needs of young people with a combination of classroom-based lessons, followed by practical sessions in the gymnasium, outdoor or indoor football pitches.

MCT aims to create a sustainable year-round community sport offer for the residents of Southwark and Lewisham and our partners. We have embarked on discussions with parties interested in working with us to decide where additional delivery hubs will be, enhancing the range of opportunities for all.

Related parties

Whilst the Trust is an independent organisation constituted as a company limited by guarantee with Charitable status directed by a board of trustees, it has a longstanding working relationship with Millwall Football Club. The Trust evolved from a Football in the Community programme originally established in 1985, which was a partnership between the football club, and Lewisham and Southwark local authorities.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2019**

Risk management

The trustees have identified and reviewed the risks to which the charity is exposed and ensured that appropriate controls are in place to provide reasonable assurance against fraud and error.

Significant activities

The Trust provides a broad range of opportunities throughout the year, designed to engage the local community in sports, health and education activities. This ranges from the schools' sports programme that is offered across a range of sports to the comprehensive social inclusion programmes in Lewisham and Southwark.

A full description of activities is provided under the details of charitable activities.

Public benefit

The trustees have followed the guidance issued by the Charity Commission with regard to the public benefit arising from the activities they decide the Trust will undertake. The objectives and aims of the Trust are covered in more detail in these notes. The Trust provides thousands of people within the surrounding community with a range of free or affordable opportunities to participate in sport and leisure promoting inclusion and opportunity for all who wish to take part. In addition, the Trust is working with local partners to improve facilities with the aim of providing more sporting opportunities.

Volunteers

An increasing number of people are volunteering to support the work of the Trust. Within the various work areas, volunteers have been recruited to assist in coaching, administration, direction and organisation. No trustee receives any remuneration for their services. Volunteers range in age from 14 to adult. The Trust has, in some cases, provided further training for volunteers and qualifications in sport and people management.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2019**

STRATEGIC OVERVIEW OF THE YEAR 2018-19

Introduction

It is 34 years since the Millwall Community Scheme was established in 1985 as a result of a Greater London Council (GLC) initiative, that offered London football clubs revenue funding for the employment of a single worker, plus a working budget for a five-year project to develop links and programmes within their communities. In the intervening years, MCT has grown to offer a diverse range of sports, health, education and inclusion projects.

2018-19 has proved to be a year of consolidation as the organisation built on its refreshed vision mission, aims and objectives. MCT continued in its ambition to be more outward facing with an emphasis on partnership working and collaboration. MCT worked closely with existing and new partners in the planning and delivery of an inclusive range of sporting and social opportunities for thousands of young people and adults living in disparate communities across Lewisham and Southwark.

Millwall Community Trust (MCT) has re-established itself as a significant provider of sport, health, education and community development opportunities for children, young people and adults across Southwark and Lewisham. MCT has expanded and enhanced sports provision and continues to improve the quality of life for both individuals and neighbourhoods.

The aims and objectives agreed for each strand of activity this year resulted from our regular review of the values, principles and services provided by the Trust. The strategic financial aim is for MCT turnover to be equally split between funded projects and services and generated income. This is a considered strategy to ensure that our income streams are spread across a range of sources in order to protect against the risk of funding declining or income generation reducing.

Maintaining some projects that deliver social outputs such as the Millwall RTC girls' and disability programmes place a strain on Trust finances, which is a continuing yet accepted challenge. Nevertheless, we have continued to "right-size" the organisation to maximise resources available as well as ensuring there remains significant social impact to our work. Despite a strong year in terms of outputs and achievements the financial reality of delivering services with small margins is that to recover actual costs is very difficult. Partners have been responsive to the challenges that we face and we have had success in developing new themes of work, particularly in health improvement and employability, which now deliver some exciting and innovative projects.

It is through the delivery of our programmes by our dedicated staff that we continue to capture the imagination and commitment of the growing number of local people that use our services. This year on average over five and a half thousand young people weekly and over nine thousand residents annually benefit by engaging with MCT services.

A detailed analysis of the 'end of year' reports provided by programme managers defines a richness in the quality and diversity of MCT work and pays tribute to the enormous dedication and professional competence of full and part time staff. In this short summary of the outcomes of MCT work, we will draw attention to achievements and will attempt to summarise the impact the Trust's programme has made to the growth and development of young people, teachers, community entrepreneurs and public and voluntary bodies.

Below is a breakdown of specific projects. The funded projects have a duration of 1-3 years. Each project manager is responsible for their specific cost centre and submits proposals for funding. The CEO also develops large funding proposals and supports management staff with their projects.

Millwall Community Trust

Report of the Directors and Trustees for the Year Ended 31 March 2019

Charitable activities – Schools Coaching

MCT delivers school curricular and extra-curricular sports programmes with over 75 sessions per week across our two core boroughs of Lewisham and Southwark. This includes the delivery of the *Premier League Primary Stars* programme (PLPS) where we have engaged with 21 new schools, each receiving a minimum of 10 hours' football coaching per week for a full term, including targeted girls-only sessions and practical PSHE sessions focusing on nutrition. In partnership with L&Q Housing Association, we delivered the *One Goal Kick* Programme in four Lewisham schools, a programme that combines sport and education to help engage those requiring additional support in Maths and English, engagement of 10 schools.

MCT also organises sports days, summer fetes and fairs at schools in Lewisham and Southwark, including supporting large community events such as Lewisham People's Day and Bermondsey Festival. Also supporting the club's outreach work in the community, via the FANZONE.

Other activities include:

- Boys and girls football competitions on behalf of the Premier League & EFL Football League Trust
- Boys and girls football competitions for local schools on the pitch at The Den at the end of the football season.

Charitable activities - Sports Participation

Holiday Courses

The Trust undertakes a large sports participation programme both in football and multi-sports. MCT coaching staff deliver a range of sports in schools, local grass roots football clubs and sports centres, on behalf of community groups and organisations, and deliver holiday course programmes during the school holidays. School holiday provision (11 weeks per year) for boys and girls is delivered at venues in Lewisham, Southwark and Kent, including the Lions Centre, Downside Fisher Youth Club and St Paul's Community Sports Ground. MCT continue to deliver a new free at the point of access project in partnership with the L&Q Housing Association holiday sports programme at each school holiday throughout 2018/19 apart from Christmas.

Term Time FC

We continue to deliver Term Time FC, the after-school football coaching programme. Sessions are offered three nights per week and at the weekend engaging children aged 4 - 11 years. We are continuing to develop this programme and align it more closely to the schools coaching programme in order to encourage children to continue their participation outside of school and increase attendance levels.

Football Development

The Trust has a strong relationship with the Millwall FC Academy and Millwall Lionesses, with a number of participants from our activities being invited to trial for and then sign for the respective club. Term Time FC continues to provide a sustainable foundation for young player development, with currently 10 first team Lionesses players first starting their football journey with MCT and attending the Millwall girls RTC programme.

Millwall Lionesses and Regional Talent Club (RTC) status

Millwall Lionesses is one of the oldest clubs and most recognisable names in women's football. Founded in 1971, the Lionesses became the first club in the country to be officially affiliated to a professional men's team in the 1980's, as Millwall FC sought to strengthen its ties with the local community. Following the decision in May 2019 to relinquish the FA Women's Championship licence, the Lionesses now field one senior team, competing in the Eastern Region Women's League. As part of the on-going partnership with Millwall FC and the Community Trust, the Lionesses first team train and play their fixtures at St Paul's Sports Ground.

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Millwall Lionesses was the first club in the country to open a Girls' Centre of Excellence (a model that was later adopted by the FA and rolled out across the country), allowing the club to develop players from the age of eight years. Millwall Community Trust completed its first year as one of the new Regional Talent Clubs (RTC's) successfully with progress made on and off the pitch. At youth level and as part of the FA Girls' England Talent Pathway, the Lionesses will field RTC squads at U12, U14 and U16, with a current Tier 3 status.

Premier League Girls

Millwall Community Trust successfully applied for funding to run eight Premier League Girls' Satellite Clubs. We deliver two 11-13 Satellite Clubs and six 14+ Satellite Clubs.

The Premier League Girls enable talented girls to experience a higher standard of football and coaching, as well as understanding more about the possible pathways they may be able to take, either in elite football with the RTC or transitioning into local partner football clubs.

London Mayor's Fund

A range of healthy activity sessions have been organised for girls and women to participate in football, sport and fitness activities. These include walking football, walking sports, cricket, girls' football and fitness sessions for mums while their children participate in other Trust activities. These fitness sessions for parents have been well received, as sometimes the only free time they have to exercise is while they are waiting for their child who is playing football.

NCS – National Citizen Service

MCT has received a contract for an NCS programme for autumn, for 24 young people, to attend an out of bounds venue and complete a social action programme. Success of this project could lead to a contract for three years from 2020 looking at 450 young people to attend a similar programme.

Dulwich College

MCT has formed a partnership with Dulwich College, to support teachers at the College with delivery of the PE football curriculum and, being a private college, for a football trust to be embedded in a success achievement.

PE Premium project

MCT has partnerships with seven local schools to advice and delivery of their PE premium outcomes around sports participation, teacher CPD, skills within sport, tournaments. This project has given MCT a good foothold within local schools.

Club Partnerships

MCT has formed partnerships with various grass roots local football clubs in Lewisham, Southwark and Kent, working with them to host MCT football holiday camps, player development centre, coaches CPD events, tickets to MFC matches (which promotes new supporter base for the club) - income will be based on 50/50 profit split.

Toddler Soccer

MCT has formed a partnership with Southwark Leisure centre provider "everyone active" to deliver football provision within the Southwark sports centres. MCT has started with toddler soccer, football for 3-4 years delivering sessions in two sites, the castle and seven islands.

Kinder "Move and Learn"

Delivery of EFL *Healthy Lifestyle* programme within 15 schools over the school year, as a six-week programme consisting of education and physical activity workshops, linking in the *Healthy Schools* accreditation, funding from EFL of £12k.

Millwall Community Trust

Report of the Directors and Trustees for the Year Ended 31 March 2019

Charitable activities - Disability Projects

Millwall Community Trust is fully committed to increasing the number of structured and regular sports and physical activities available to residents of all ages with disabilities within the London Boroughs of Lewisham and Southwark. All SEN schools we are currently offering provision include; Drumbeat, Cherry Garden, Brunswick Park and Spa School who have all signed up for the current academic year.

Millwall DS Lions are the official Millwall Downs Syndrome Team, who this year entered the national DS festival. The group come together once a month at the Lions Centre and have a mixture of fun training sessions and matches against other Downs Syndrome teams run by other professional community football clubs.

Millwall Lions are the official Millwall mental-health team, which trains weekly at St Paul's Sports Ground and compete in the South London grassroots football league. The group is managed by SLAM (South London and Maudsley Mental Health Trust) and MCT supports the programme by providing free facility usage and provide a coach to support the sessions.

Inclusive Pride

Inclusive Pride programme supports young disabled people aged 16-25 with physical disabilities or learning difficulties towards a position where they are empowered and able to take control over their decisions, have autonomy and ultimately act independently to manage their independence.

We are supporting 30 students during cohort's 1 and 2. The programme will:

- Engage with young disabled people aged 16-25 across Lewisham and Southwark.
- Provide mentoring and home visits where required.
- Work with the Education and Employability Manager to develop opportunities for personal development and advocacy within the sports programme
- Work closely with SEN schools and the local authorities to ensure strong links between schools and Inclusive Pride programme and offer open referral routes
- To promote the work of MCT and encourage the referral to associated disability sport
- Work with Partners to increase participants
- To work on the development of annual celebration event

Charitable Activities – Community Development Programmes

Premier League Kicks

Premier League Kicks is the Premier League's flagship community initiative. It has a long history of using the power of football and the value of sports participation to help hard-to-reach youngsters in some of the most disadvantaged areas of the community, turn their lives around. By engaging young people between the ages of 8-19 in constructive activities, including a wide variety of sports, coaching, music and educational and personal development sessions, local communities have been transformed with impressive sports participation rates and the authorities reporting significant reductions in anti-social behaviour.

Millwall Community Trust have managed to continue to maintain a high percentage of delivery and coverage through securing local match funding. We work closely with Southwark Youth & Play (Southwark) and Youth First (Lewisham) to identify locations in need for constructive youth provision, where we now have a number of successful Premier League Kicks satellite venues throughout both boroughs.

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Report of the Directors and Trustees for the Year Ended 31 March 2019

19+ Football

Millwall Community Trust work in partnership with Active Communities Network to provide free weekly football sessions for young people between the ages of 19-24. Although the sessions are open access, they aim to engage with young men and women who are either out of education or employment and the majority who engage are ex-KICKS participants. This session evidences that participants' relationship with MCT is enduring and in some cases continues long into adulthood.

Volunteering & Mentoring

Millwall Community Trust make a commitment to support a number of people between the ages of 16-18 who have demonstrated a commitment to enrol on the active volunteer's package through attending Millwall Premier League Kicks sessions in Lewisham or Southwark.

Young volunteers benefit from:

- Good learning environment by supporting qualified coaches at Millwall Community Trust
- Mentoring 1:1 support with project manager
- Opportunity to enrol on accredited coaching courses to gain an insight in the coaching world of professional development and other educational awareness training.
- Certificate of achievement on completion of packages
- Access to a variety of coaching session plans
- Variety of volunteering opportunities through the different departments at Millwall Community Trust such as community development, sports development and Lions Centre or St Paul's Community Sports Ground facilities.

DIVERT

DIVERT is a Metropolitan Police service diversion programme where Millwall Community Trust provide a Custody Intervention Coach based in Lewisham Police Station. DIVERT's mission is to speak with 18-25-year olds while they are still in police custody with the aim of finding them employment, education and training. Using a teachable moment, we speak with individuals who have been arrested and listen to what they want to aspire to. Using sustained and effective support we then refer young adults to respective organizations and employers.

Ultimately DIVERT's goal is to prevent reoffending and reduce crime. The programme runs separately to the criminal justice system, which allows us to deal with young adults on a bespoke, case-by-case basis and tailor our work to ensure that young people receive the most effective support. So far, we have worked with over 200 young adults and helped nearly 100 people into employment. Our overall reoffending rate is just 8 per cent.

PRIDE

PRIDE engages with young adults aged 18-25 who are persistent offenders with multiple and complex needs, and who are likely to continue reoffending.

Our aim is to deliver high quality interventions that engage, enable and improve the lives of disadvantaged and vulnerable people living in our community. Through these interventions, we provide inspiration, encouragement and guidance for young people and adults that helps them change their lives for the better and puts them on the pathway to leading more positive futures.

Millwall Community Trust

Report of the Directors and Trustees for the Year Ended 31 March 2019

Millwall Walking Sports Clubs

Millwall Community Trust work in partnership with the Southwark Pensioners Centre and the SE London Alzheimer's Society to deliver weekly Walking Sports Clubs for older people across the London Borough of Southwark. The programme supports older people and those with two or three limiting long-term health conditions, dementia, mental health difficulties, limited mobility or those who are inactive, to stay fit and healthy. The two-hour weekly activities offer older people the opportunity to meet other people have fun, stimulating the mind, and, developing balance and hand eye coordination. It offers an opportunity for a target audience that would not otherwise be active and may feel disengaged with the local community. Before and after each activity, the group have open and individual conversations over refreshments, allowing members to help each other by sharing life experiences and thus reducing stress, isolation and loneliness.

Charitable Activities - Education and Employability Programmes

The aim for the MCT Education and Employability strand is to provide a suitable and robust education and employability programme to target groups within the Boroughs of Lewisham and Southwark. Over the course of the year, these programmes have developed and changed to meet the needs of those we are working with and to ensure we are compliant and working to meet regulatory requirements.

Alternative Provision

Significant changes have been made in the last 12 months to enhance our AP offer. We have adapted our current programme to an AP Academy which provides a natural pathway into our post-16 initiatives. This has enabled us to tap into the mainstream market more and approach local schools to offer our services as AP provider which acts as a precursor to post-16 programmes. This year has seen a decline in delivery days but an increase in numbers with 10 learners being referred from SILS and a further two from Deptford Green.

Recent developments have seen us implement a bespoke 1:1 offer whereby schools can refer students to us on a short-term basis, full-time. This can be used by schools as sixth-day provision or respite for any students who are in need of re-engagement and re-integration back to mainstream. MCT AP Academy can take up to five students at any period of time throughout the academic year.

All students are on task to achieve BTEC qualifications this year with Year 10 students working towards an award and Year 11 looking to achieve a Diploma. Our education partners, the Mitre Group, have been very supportive with the moderation of work and will continue to externally verify the work we are doing to ensure we maintain the highest standards.

The AP has been quality assured by both LB Lewisham and LB Southwark and our short-term objective is to increase the number of learners referred and the range of schools we work with. This will subsequently increase our current days of delivery and enable us to further invest the development of MCT AP. Our longer-term aim is to register Millwall Community Trust Alternative Provision as a Free School.

MCT Academy

Extensive time and effort has been invested into improving the overall quality of our Academy provision this year. This has subsequently led to an increase in numbers on the programme, improved reputation in the local area, strong links created with partner schools and the implementation of additional offers such as; NCS, pre-season training programme, Christmas Party and MCT Academy Voluntary Scheme. There are 58 young people on the programme across two academic years, studying two qualifications, NCFE Level 2 and BTEC Level 3 Diploma. Our presence at this year's Skills London event at the Excel Arena has proven to be successful and this was evident at our second trial that took place. A total of 15 students, out of 65, attended the trial based on seeing us at the event. Initiatives like this are great for raising the profile of the Trust/Club and to further enhance the Academy offer by attracting young people across London.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2019**

MCT Traineeships

In August 2018, MCT enrolled six NEET young people on the first annual traineeship of the year. Out of the six who attended, three successfully moved on into employment/training, with another two finding places at college. One particular trainee is now working in the facilities team at the Lions Centre on a regular basis and has further ambitions to obtain work in the administration sector. In partnership with the EFLT, we have delivered our first 19-24 traineeship with a group of young people with specific needs, ranging from ADHD to Asperger's. Despite multiple challenges the programme has been a success and with five out of a possible six remaining on the programme for the full duration. The MCT Employability team look to continue in the vein for 2019 by delivering three programmes across the year, dovetailing with the Divert project to provide a programme tailored to meet the needs of those who have offended.

MCT Employment

Our Employment Support Programme has gone from strength to strength as the year has progressed. We have run a total, of five cohorts, engaging with 82 unemployed participants, delivering over 300 different qualifications with a 95% retention rate, and 30 of those who attended moving on into further training or work. The sector specific pathways we have created along with an expansive patrons' community has meant that we can actively recruit in a variety of areas and on completion of the programme suitable refer participants on to employers in a range of industries. The case study below further highlights that positive work carried out in the last 12 months.

JQ – has had some serious health problems to overcome, even though he's only in his mid-twenties. His mum was very worried about him at our initial meeting. She was very happy with JQ's progress once he started with MCT, and told me that he had become much more cheerful since he started on our programme. JQ told us himself one day in class that coming on our programme had given him a lot more self-confidence. JQ writes a blog about MFC and has a considerable number of followers. He did his work experience at the Lions Store. Mary from the shop recently told me they were recruiting, so I called JQ and let him know and he forwarded his CV to her. Mary confirmed last week that JQ has now secured work with the shop on match days.

Millwall Community Trust

**Report of the Directors and Trustees
for the Year Ended 31 March 2019**

FUTURE DEVELOPMENTS

In the recent past, trustees have had to report on the difficult and potentially ominous situation regarding the proposals for the development of the site around the Lions Centre. We can now report on that story on a much happier note. Lewisham Council has resolved to terminate the conditional land sale agreement whereby the Council would have sold our land to a local property developer, and therefore the threat of compulsory purchase has been removed. Trustees have given their backing to Millwall Football Club to negotiate a new lease for the land around The Den. At a recent meeting attended by the new Mayor, his Head of Planning and the Chairman of Millwall Football Club, it was agreed in principle that a new long term lease of all the land occupied by the Club and by the MCT would be granted containing provisions allowing the redevelopment to be carried out.

The architects appointed by the Football Club have created a scheme to redevelop and regenerate the land around The Den which includes expanding the stadium, bringing it and its facilities into line with Premier League requirements, a new centre for the Millwall Community Trust within the stadium, protection of MFC's youth academy's status, and a hotel and conference centre.

This is all very good news for the MCT, Millwall Football Club, its supporters and, above all, for the local community.

MCT will continue to develop core themes of activity, which in turn will create social value outputs. Some new health improvement, alternative education and employability projects have gained presence and critical mass during 2018-19. MCT is strategically developing a new delivery portfolio, building sustainability into each project. We also continue to increase activity and partnerships at the Lions Centre, creating additional income. As an example, we are widening the scope of holiday course opportunities by developing the multi-sport and activity programme to create a sustainable year-round offer.

MCT is also using its experience to partner other organisations to develop new projects in Southwark and Lewisham including "Walking Sports for Older People" and other health-related projects.

Millwall Community Trust

Report of the Directors and Trustees for the Year Ended 31 March 2019

FINANCIAL REVIEW

Comments on accounts 2018-19

A number of restricted funds held in reserves carried forward into the financial year were spent delivering projects. This shows up as a loss on the profit and loss account and annual results. Despite a strong year in terms of outputs and achievements the financial reality of delivering services with small margins is that to recover actual costs is very difficult and some of the projects ended the year in deficit.

The balance sheet as at 31 March 2019 states reserves of (£88,021) with good levels of cash at bank. Total reserves decreased by £120,649 to (£88,021) (2017-18 decreased by £259,762 to £32,628), of this £5,679 was a decrease in Restricted Reserves in line with project timings (2017-18 increase by £28,329). There was also a decrease in our Unrestricted Reserves by £114,970 to £174,297 (2017-18 decrease £288,091 to £59,327). Total incoming resources increased to £1,141,063 (in 2017-18 these decreased to £983,685) and costs of charitable activities increased to £1,261,712 (in 2017-18 increased to £1,243,447).

The Directors continuously review the Trust's income streams and expenditure to identify potential efficiency cost savings to mitigate against projects that produce financial deficits. Much consideration has been given to restructuring the Trust's activities in the light of the current economic climate.

Core Funding

Significant funding support comes through Premier League Charitable Fund, English Football League Trust, The FA and two local authorities, LB Lewisham and LB Southwark. The Trust is also grateful for the generous in-kind publicity and logistical support it receives from Southwark News.

The majority of expenditure is on staff and volunteers and the other funds are committed to overheads from occupying offices not on club premises.

We are continuously developing creative partnerships to enable projects to evolve. Maintaining projects that deliver social outputs but place a strain on Trust finances is a continuing challenge. For example, despite the superb work of the Education and Employability team and the disability department, which is considered an essential element of the Trust's plans going forward, margins are exceptionally tight. Nevertheless, there is a social output value to this project beyond the profit and loss report.

Core Costs – Full Costs Recovery Model

The Trust aims to employ a full cost recovery model, offsetting costs across projects. In recent years, this has become increasingly difficult due to reduced funding and increased costs. There is a limit to the amount each funder will allow for management and overheads. As a guideline we try to recover 15% for management costs plus a proportion of overheads. We are finding that in the case of some projects they cannot take the full overhead which places pressure on the core.

Investment performance

In recent years, the Trust has kept its reserves as cash at bank. However, interest rates are monitored to enable trustees to take an informed view as to whether the Trust could receive a competitive rate of interest if reserves were kept on deposit. This is unlikely in the current financial climate.

Millwall Community Trust

Report of the Directors and Trustees for the Year Ended 31 March 2019

Reserves policy

Trustees aim to keep reserves equal to three months' operating expenses, which is currently estimated to be in the region of £255,000. The trustees are aware that the current level of reserves are below this target, and are taking steps to return them to this level. A full review of the budget for 2019/20 and the Trust's management structure has taken place and this has resulted in cost savings being identified. In addition, new funding has been obtained in 2019, including Huski Chocolate and the National Citizen Service (through the EFL Trust). At 2019/20 year-end, it is expected that the Trust will be in surplus and the reserves will be in a healthier position.

Funds in deficit

Whilst project margins are tight, some projects have run in deficit in 2018/19. We are aware of the financial and operational risks to the Trust. Project Managers have clear targets for budget development and delivery with each project area being treated as a cost centre and sub-groups have been created to address challenges, these projects need to be delivered, as there is impact value and profile for the Trust. In the case of the RTC and Breaking barrier funds, they were in deficit at the end of the 2018/19 financial year pending the outcome of a review by the funding body. Following the year end, both of these projects were funded, and the trustees expect them to return to surplus in 2019/20. In respect of the unrestricted funds deficit of £49,440, this is due to staff costs, which have been reduced in the current year to stop the current trend and bring the unrestricted funds into a surplus position.

Principal funding sources

Funding is achieved for grassroots sports development linked to community cohesion, social inclusion, health improvement, education, engagement, employability and participation in sport. The Trust has a number of funding partners including central and local government as well as sports and local charities, such as the Premier League Charitable Trust, The FA, EFL Trust, housing associations, local authorities and in-kind support from Millwall Football Club. Some funds are generated through the organisation of in-school and extra-curricular coaching, weekend and holiday sports clubs, Coach education and a football development programme.

TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Millwall Community Trust for the purposes of company law) are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

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

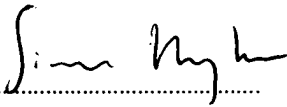
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements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

In so far as the trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware; and the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

CONCLUSION

The Trust is delighted that the dark clouds which hung over us have been largely removed and looks forward to working with Millwall Football Club and LB Lewisham to support the proposals for the redevelopment of the land held by Millwall Football Club and the Trust. A strong relationship with MFC remains and the Trust's commitment to deliver high quality services that engage, enable and improve the lives of the people of Lewisham, Southwark and the wider 'Millwall Community' continues to drive staff, Trustees and volunteers in their excellent service to the organisation.

The Trust faces the challenge of taking community engagement to a new level with optimism and positivity in light of Millwall Football Club retaining its place in the English Football League Championship. There is a tangible excitement about the future - both on and off the field.



.....
Sir Simon Hughes
Vice-Chair of Trustees

Date: 14. Dec 2017

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

Opinion

We have audited the financial statements of Millwall Community Trust (the 'charity') for the year ended 31 March 2019, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2019 and of its results 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the accounts.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the (set out on page 14), the trustees 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

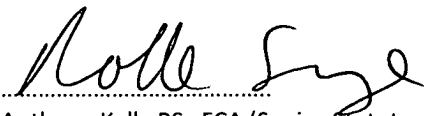
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Millwall Community Trust

Independent Auditor's Report to the Trustees of Millwall Community Trust

Use of our report

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



Anthony Kelly BSc FCA (Senior Statutory Auditor)
For and on behalf of Roffe Swayne,
Statutory Auditors & Chartered Accountants
Ashcombe Court
Woolsack Way
Godalming
Surrey
GU7 1LQ

19/12/19

Millwall Community Trust

Statement of Financial Activities
(including Income and Expenditure Account)
For the year ended 31 March 2019

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
INCOMING RESOURCES					
Incoming resources from charitable activities					
Grants, donations and contracts for projects and activities	4	52,874	367,668	420,542	405,761
Grants for the construction of the Ball Court Extension	3	-	145,000	145,000	145,000
Sub-total Grants		52,874	512,668	565,542	550,761
Soccer Schools		1,421	-	1,421	-
Schools coaching		80,548	-	80,548	101,240
Other fees and income		261,977	-	261,977	154,115
Facility hire and other rental income		231,575	-	231,575	177,569
Total Incoming Resources		628,395	512,668	1,141,063	983,685
RESOURCES EXPENDED					
Costs of charitable activities:					
Sport and education programmes	5	849,675	412,037	1,261,712	1,243,447
Total Resources Expended		849,675	412,037	1,261,712	1,243,447
NET INCOMING RESOURCES - BEFORE TRANSFERS					
	2	(221,280)	100,631	(120,649)	(259,762)
Transfers between funds	14	171,840	(171,840)	-	-
NET MOVEMENT IN FUNDS		(49,440)	(71,209)	(120,649)	(259,762)
TOTAL FUNDS brought forward		(59,327)	91,955	32,628	292,390
TOTAL FUNDS carried forward	14	(108,767)	20,746	(88,021)	32,628

The Statement of Financial Activities includes all gains and losses in the year. All incoming/ (outgoing) resources expended derive from continuing activities.

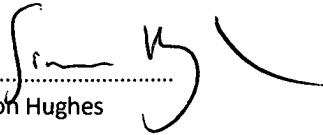
The notes on pages 22 to 32 form part of these accounts

Millwall Community Trust

Balance Sheet
as at 31 March 2019

	Notes	2019 £	2018 £
FIXED ASSETS			
Tangible assets	9	418,889	565,933
CURRENT ASSETS			
Debtors	10	171,289	109,868
Cash at bank and in hand		52,201	101,894
		<hr/>	<hr/>
		223,490	211,762
CREDITORS			
Amounts falling due within one year	11	(485,068)	(354,735)
		<hr/>	<hr/>
NET CURRENT (LIABILITIES)/ASSETS		(261,578)	(142,973)
		<hr/>	<hr/>
TOTAL ASSETS LESS CURRENT LIABILITIES		157,311	422,960
CREDITORS			
Amounts falling due after one year	12	(245,332)	(390,332)
		<hr/>	<hr/>
NET ASSETS	15	(88,021)	32,628
		<hr/>	<hr/>
FUNDS			
Unrestricted funds			
General funds	14	(108,767)	(59,327)
		<hr/>	<hr/>
Total unrestricted funds		(108,767)	(59,327)
Restricted funds	14	20,746	91,955
		<hr/>	<hr/>
Total Funds		(88,021)	32,628
		<hr/>	<hr/>

These Financial Statements from pages 19 to 32 have been approved by the Board of Directors on 17 June 2019 and signed on its behalf by


.....
Sir Simon Hughes
Trustee

The notes on pages 22 to 32 form part of these accounts

Millwall Community Trust

**Statement of Cash Flows
For the year ended 31 March 2019**

	Notes	2019 £	2018 £
Net movement in funds for the reporting period		(120,649)	(259,762)
Adjustments for:			
Depreciation charges		149,156	148,853
Decrease/(Increase) in stocks		-	7,540
Decrease/(Increase) in debtors		(61,421)	69,710
(Decrease)/Increase in creditors		(14,667)	(20,259)
Net cash provided by (used in) operating activities		(47,581)	(53,918)
Cash flows from investing activities:			
Purchase of plant and equipment		(2,112)	(1,918)
Net cash provided by (used in) investing activities		(2,112)	(1,918)
Change in cash and cash equivalents in the reporting period		(49,693)	(55,836)
Cash at the beginning of the reporting period		101,894	157,730
Cash at the end of the reporting period		52,201	101,894

The notes on pages 22 to 32 form part of these accounts

Millwall Community Trust

**Notes to the Financial Statements
for the year ended 31 March 2019**

1. ACCOUNTING POLICIES

1.1 Statement of compliance

Millwall Community Trust is a private company limited by guarantee, incorporated in England. The registered office is The Den, Zampa Road, London. The nature of the charity's operations is set out in the Report to the Trustees.

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

1.2 Basis of preparation

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

1.3 Going concern

The trustees are aware of the financial issues that have resulted in deficits being incurred in the past two financial years. During 2019/20, a full review has taken place of the Trust's annual budget and its management structure, including financial management. This has resulted in cost savings being implemented and in a forecast increase in the Trust's income levels for 2019/20 and beyond is now expected. A five-year sponsorship deal has been agreed with Huski Chocolate and the Trust has been successful in securing a substantial contract for the delivery of services in the London Boroughs of Lewisham and Southwark on behalf of the National Citizen Service (through the EFL Trust). In the light of these developments, the trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

1.4 Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Computer equipment	25% straight line basis
CCTV system	20% straight line basis
Leasehold improvements	20% straight line basis
Fixtures and fittings	15% straight line basis
Sports Equipment	10% straight line basis

The Ball Court Extension was completed in November 2005. The extension is considered to have three separately identifiable components each of which have different estimated useful lives, as detailed below. All of the parts are depreciated on the straight-line basis.

Astroturf	10 years
Roof	17 years
Building	17 years

1.5 Voluntary Income

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. The value of certain services and facilities provided by Millwall Football Club and Footballers' Further Education and Vocational Training Society Limited has not been included.

Millwall Community Trust

**Notes to the Financial Statements
for the year ended 31 March 2019**

1.6 Grants Receivable

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable. The grants are split between different types of incoming resources as deemed appropriate.

The grant for the Ball Court Extension has been treated as deferred income and will be matched to the capital expenditure it relates to. It will be released in line with the estimated useful life of the building. This policy is considered to be appropriate as it reflects a fairer position of the charity in relation to the income and expenditure of the Ball Court.

1.7 Deferred Income

Fee income from soccer schools and schools coaching, facility and other equipment hire is recognised when the service is performed.

1.8 Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure is reported as part of the expenditure to which it relates:

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services. It includes costs that can be allocated directly to such activities and costs of an indirect nature necessary to support them.

Support costs include other professional fees and charges or credits relating to the Company's Value Added Tax partial exemption registration. These costs and credits have been allocated directly to such activities, where possible and otherwise with reference to the proportion of total restricted income to total unrestricted income.

Governance costs include those associated with meeting the constitutional and statutory requirements of the Charity which include the audit fees and costs linked to the strategic management of the Charity.

1.9 Restricted Funds

Restricted funds are to be used for the purposes specified by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of premises and administration overhead. Staff costs and overhead expenses are allocated to projects and activities on a fair and reasonable basis within the terms and conditions of the funding provided.

1.10 Unrestricted Funds

Unrestricted funds are grants, donations and other income received or generated for the objects of the charity without further specified purpose and are available as general funds.

1.11 VAT

Income and expenditure have been included inclusive of VAT where VAT is considered to be irrecoverable.

Millwall Community Trust

**Notes to the Financial Statements
for the year ended 31 March 2019**

1.12 Debtors

Short term debtors are measured at transaction value less any impairment. At each balance sheet date, debtors are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is measured as the difference between the carrying amount and the amount expected to be received.

1.13 Creditors

Short term trade creditors are measured at transaction value. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and subsequently at amortised cost using the effective interest method.

1.14 Key Judgement and Estimates

The only key judgement and estimate is considered to be the Ball Court depreciation which is detailed in note 1.4

2. NET OUTGOING/(INCOMING) RESOURCES FOR THE YEAR

	2019	2018
	£	£
This is stated after charging or (crediting):		
Depreciation of tangible fixed assets owned by the Charity	149,156	148,853
Amortisation of ball court grant	(145,000)	(145,000)
Auditors' remuneration		
Audit services	21,550	15,775
	<hr/>	<hr/>

3. GRANTS FOR THE CONSTRUCTION OF THE BALL COURT EXTENSION

	Unrestricted	Restricted	Total	Total
	£	£	2019	2018
			£	£
Amortisation of Ball Court grant	-	145,000	145,000	145,000
	<hr/>	<hr/>	<hr/>	<hr/>

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2019

4. GRANTS, DONATIONS AND CONTRACTS FOR PROJECTS AND ACTIVITIES

	Unrestricted	Restricted	Total	
	£	£	2019	2018
			£	£
Projects and Activities				
Academy Programme	-	5,818	5,818	379
Active Communities	-	5,000	5,000	-
Affinity Sutton	-	-	-	1,145
City Bridge Trust	-	38,600	38,600	-
Disability	-	-	-	8,728
Divert Programme (MPS)	-	15,000	15,000	-
Employability	-	-	-	20,000
Football League Trust – Core Funding	35,000	-	35,000	34,600
Football League Trust – PCUK	-	-	-	5,187
Fusion	-	-	-	488
Premier League Continuous Improvement Grant	7,245	-	7,245	15,000
Premier League Kicks	-	90,350	90,350	90,750
Kinder Move & Learn	-	15,000	15,000	2,391
L&Q Housing Grant	-	38,400	38,400	75,600
Lewisham Management	-	10,000	10,000	-
Lewisham Youth Service	-	-	-	16,902
Lloyds Bank	-	14,500	14,500	-
London FA	-	-	-	1,200
London Mayors Fund	-	-	-	1,950
Premier League Trust – Girls	-	8,000	8,000	16,000
Premier League Trust – Primary Stars	-	20,000	20,000	40,000
Regional Talent Club	-	24,500	24,500	42,022
Royal British Legion grant	-	31,750	31,750	-
Southwark Council Bermondsey	-	2,500	2,500	-
Southwark Council Surrey Dock	-	2,970	2,980	-
Southwark Youth & Play	-	20,000	20,000	-
Southwark Youth Service	-	-	-	15,575
Southwark Neighbourhood Fund	-	-	-	5,052
Sundry Donations and associated gift aid	573	-	573	6,362
Traineeship Programme	10,056	-	10,056	144
US Girls	-	-	-	6,286
Youth First Football League	-	25,280	25,280	-
	<u>52,874</u>	<u>367,668</u>	<u>420,542</u>	<u>405,761</u>

Of the £405,761 income from projects and activities received in the year ended 31 March 2018, £359,612 was restricted and £46,149 was unrestricted.

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2019

5. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SPORT AND EDUCATION PROGRAMMES

	Unrestricted	Restricted	Total 2019	Total 2018
	£	£	£	£
Salaries	464,860	231,262	696,123	630,382
Sports equipment and kit	642	918	1,560	31,230
Hire of facilities	32,399	5,121	37,520	23,309
Other project and activity costs	42,191	15,122	57,313	67,993
Staff training	3,797	5,160	8,957	2,407
Transport, travel and motor expenses	15,763	927	16,690	14,419
Premises costs	93,627	-	93,627	70,302
Printing, post, stationery and telephones	15,331	2,293	17,624	16,502
Computer equipment and software	16,665	-	16,665	26,587
Depreciation	3,701	145,000	148,701	148,853
Other expenses	48,275	833	49,108	71,365
Governance Costs (Note 7)	21,550	-	21,550	15,775
Support Costs (Note 6)	90,875	5,400	96,275	124,323
	<u>849,675</u>	<u>412,037</u>	<u>1,261,712</u>	<u>1,243,447</u>

Of the £1,243,447 costs incurred in the year ended 31 March 2018, £774,217 was restricted and £469,230 was unrestricted.

6. RESOURCES EXPENDED
CHARITABLE EXPENDITURE: SUPPORT COSTS

	Unrestricted	Restricted	Total 2019	Total 2018
	£	£	£	£
Professional fees	38,993	5,400	44,393	87,320
Company Secretary fees and expenses	9,007	-	9,007	-
Other expenses	42,875	-	42,875	26,850
Non-recoverable VAT	-	-	-	10,153
	<u>90,875</u>	<u>5,400</u>	<u>96,275</u>	<u>124,323</u>

The £124,323 costs incurred in the year ended 31 March 2018 all related to unrestricted funds.

7. RESOURCES EXPENDED
GOVERNANCE COSTS

	Unrestricted	Restricted	Total 2019	Total 2018
	£	£	£	£
Audit	<u>21,550</u>	<u>-</u>	<u>21,550</u>	<u>15,775</u>

The £15,775 costs incurred in the year ended 31 March 2018 all related to unrestricted funds.

Millwall Community Trust

**Notes to the Financial Statements
for the year ended 31 March 2019**

8. STAFF COSTS AND NUMBERS

	2019	2018
	£	£
Staff costs were:		
Salaries and wages (including coaching staff)	631,011	585,477
Social security costs	44,526	43,177
	<hr/>	<hr/>
	675,537	628,654
	<hr/>	<hr/>

The average weekly number of employees during the year, calculated on the basis of full-time equivalent was as follows:

	2019	2018
Core Staff	15	15
Casual coaches	10	10
	<hr/>	<hr/>
	25	25
	<hr/>	<hr/>

The average number of staff employed during the year was as follows:

	2019	2018
Core Staff	15	14
Casual coaches	26	29
	<hr/>	<hr/>
	41	43
	<hr/>	<hr/>

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year was as follows:

	2019	2018
£60,001 - £70,000	-	-
£70,001 - £80,000	1	1
	<hr/>	<hr/>

During the year remuneration of £78,000 (2018: £78,000) was paid to Key Personnel.

During the year remuneration of £Nil (2018: £Nil) was paid to the Trustees.

During the year expenses of £Nil (2018: £Nil) were paid to the Trustees.

Various volunteers helped the trust during the year, assisting with delivery of projects, administration and general maintenance at the Lions Centre.

Millwall Community Trust

**Notes to the Financial Statements
for the year ended 31 March 2019**

9. TANGIBLE FIXED ASSETS

	Ball Court extension	Leasehold Improvements	CCTV system	Computer equipment	Sports equipment	Fixtures and fittings	Total
	£	£	£	£	£	£	£
Costs							
At 1 April 2018	1,503,771	15,066	4,460	31,662	29,182	21,398	1,605,539
Additions	-	-	-	-	1,312	800	2,112
Disposals	-	-	-	-	-	(455)	(455)
At 31 March 2019	<u>1,503,775</u>	<u>15,066</u>	<u>4,460</u>	<u>31,662</u>	<u>30,494</u>	<u>21,743</u>	<u>1,607,196</u>
Depreciation							
At 1 April 2018	948,314	9,539	4,078	31,136	26,564	19,975	1,039,606
Charge for the year	145,000	3,013	163	316	421	243	149,156
Disposals	-	-	-	-	-	(455)	(455)
At 31 March 2019	<u>1,093,314</u>	<u>12,552</u>	<u>4,241</u>	<u>31,452</u>	<u>26,985</u>	<u>19,763</u>	<u>1,188,307</u>
Net Book Value							
At 31 March 2019	<u>410,457</u>	<u>2,514</u>	<u>219</u>	<u>210</u>	<u>3,509</u>	<u>1,980</u>	<u>418,889</u>
At 31 March 2018	<u>555,457</u>	<u>5,527</u>	<u>382</u>	<u>526</u>	<u>2,618</u>	<u>1,423</u>	<u>565,933</u>

All tangible fixed assets are owned by the charity and are used directly for charitable purposes.

Millwall Community Trust has a 25-year lease with the London Borough of Lewisham to occupy the Lions Centre at a peppercorn rent. The lease expires on 19 November 2029.

Millwall Community Trust

**Notes to the Financial Statements
for the year ended 31 March 2019**

10. DEBTORS

	2019	2018
	£	£
Grants, fees and donations receivable	144,923	96,757
Other taxes and social security	6,810	13,111
Prepayments and accrued income	19,556	-
	<u>171,289</u>	<u>109,868</u>

11. CREDITORS (AMOUNTS FALLING DUE WITHIN ONE YEAR)

	2019	2018
	£	£
Trade creditors	144,736	108,072
Other taxes and social security	85,968	25,654
Other creditors and deferred income	81,514	60,659
Accruals and deferred income	27,850	15,350
Deferred Grant (Ball Court Extension)	145,000	145,000
	<u>485,068</u>	<u>354,735</u>

Included within Other creditors and deferred income is £Nil (2018: £31,750) relating to deferred income, the movement being made up as follows:-

	2019	2018
	£	£
Deferred income brought forward	31,750	-
Recognised in the year	(31,750)	-
New income deferred this year	<u>-</u>	<u>31,750</u>
Deferred income carried forward	<u>-</u>	<u>31,750</u>

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2019

12. CREDITORS (AMOUNTS FALLING DUE AFTER ONE YEAR)

	2019 £	2018 £
Deferred grants	245,332	390,332
	<u>245,332</u>	<u>390,332</u>

The amortised grants provided in relation to the ball court extension which totalled £245,322 at 31 March 2019 have been deferred for release against the original cost of the extension which totalled £1,503,771 and are included within fixed assets at the year end. The ball court grant income will be released in line with the estimated useful life of the ball court (note 1).

DEFERRED GRANT

	£
Cost	
At 1 April 2018 and at 31 March 2019	<u>1,482,929</u>
Amortisation	
At 1 April 2018	947,597
Amortisation for the year	<u>145,000</u>
As at 31 March 2019	<u>1,092,597</u>
Net Book Value	
At 31 March 2019	<u>390,332</u>
At 31 March 2018	<u>535,332</u>
	£
Due within one year	145,000
Due after one year	<u>245,332</u>
	<u>390,332</u>

13. OPERATING LEASE COMMITMENTS

The total of future minimum lease payments is as follows:

	2019 £	2018 £
Not later than one year	4,691	4,691
Between two and five years	<u>6,645</u>	<u>11,336</u>

Millwall Community Trust

Notes to the Financial Statements
for the year ended 31 March 2019

14. MOVEMENT IN FUNDS

	1 April 2018	Incoming	Outgoing	Transfers Between Funds	31 March 2019
	£	£	£	£	£
Restricted funds					
Academy Programme	-	5,818	-	(5,818)	-
Active Communities	-	5,000	(2,600)	-	2,400
Affinity Sutton	622	-	(622)	-	-
Breaking Barriers	-	-	(5,636)	-	(5,636)
Bellingham Community	-	-	(150)	150	-
City Bridge Trust	-	38,600	(27,740)	(10,860)	-
Divert Programme (MPS)	-	15,000	(15,000)	-	-
Dockland Settlement Girls	-	-	(900)	900	-
Employability	807	-	(807)	-	-
Football Foundation – Fans Zone	2,898	-	(2,898)	-	-
Fusion	-	-	(425)	425	-
Kicks Premier League	18,560	90,350	(53,700)	(38,400)	16,810
Kinder Move & Learn	1,473	15,000	(16,473)	-	-
Lewisham main grant	-	10,000	(7,365)	(2,635)	-
Lloyds Bank	-	14,500	(10,325)	(4,175)	-
L&Q	33,230	38,400	(2,119)	(69,511)	-
Mayor's Office for Police and Crime	8,110	-	(8,110)	-	-
Premier League Girls	6,285	8,000	(12,785)	(1,500)	-
Premier League Stars	15,676	20,000	(12,828)	-	22,848
Regional Talent Club	-	24,500	(40,176)	-	(15,676)
Riverside	-	-	(800)	800	-
Royal British Legion	-	31,750	(5,400)	(26,350)	-
Southwark Council Bermondsey	4,294	2,500	(2,000)	(4,794)	-
Southwark Council East Dulwich	-	-	(1,200)	1,200	-
Southwark Council Surrey Dock	-	2,970	(2,376)	(594)	-
Southwark Youth & Play	-	20,000	(15,540)	(4,460)	-
Sir John Cross Foundation	-	-	(863)	863	-
Youth First Football League	-	25,280	(18,199)	(7,081)	-
Sub-total	91,955	367,668	(267,037)	(171,840)	20,746
Ball court grant amortisation	-	145,000	(145,000)	-	-
Sub-total Restricted funds	91,955	512,668	(412,037)	(171,840)	20,746
General funds	(59,327)	628,395	(849,675)	171,840	(108,767)
Total restricted and unrestricted funds	32,628	1,141,063	(1,261,712)	-	(88,021)

Millwall Community Trust

**Notes to the Financial Statements
for the year ended 31 March 2018**

14. MOVEMENT IN FUNDS(continued)

Active Communities: Supports a weekly football sessions for vulnerable 19-24 year olds. **Affinity Sutton:** Social inclusion sessions at the Rotherhithe Docklands Settlement which started in April 2015. **Breaking Barriers:** Fund is in deficit as the funds were withheld pending a review of the services. Funding was received post year end. **Regional Talent Club:** Provision of high quality football coaching for girls. The Centre runs squads for U10s, 12s, 14s and 16s and is linked to the Football Association national programme. Fund is in deficit as the funds were withheld pending a review of the services. Funding was received post year end. **Football Foundation Fans Zone:** To provide matchday activities for Millwall and visiting young supporters. **Premier League Kicks:** A sports activity programme for 12 to 19 year olds in partnership with the Metropolitan Police, The FA, the Premier & Football League.. The basis is intensive provision in a geographical area highlighted as a "hot spot" for youth crime. **Lewisham Youth Service:** Annual funding application for specific youth activities based around inclusion and education. **L&Q:** Free at the point of access holiday provision, multi-sport activities and arts at the Lion Centre and St Pauls which started in May 2015. **Mayor's Office for Police And Crime:** Additional funding towards the Premier League Kicks programme described above. **Premier League Girls:** After schools girls coaching programme at central venues. **Premier League Primary Stars:** Primary schools coaching and education programme. **Southwark Council Youth and Play:** A grant from the London Borough of Southwark towards the Millwall Kicks programme on the housing estates in Southwark. **Ball Court Extension:** Extension to original Lions Centre consisting of an indoor Astroturf.

The total balance of £20,746 on Restricted Funds is to be carried forward into 2019/20 to be spent on the respective projects. The transfer to unrestricted funds totalling £171,840 represents the net amounts charged to these projects and activities in respect of management costs and for the use of the Lions Centre facilities, coach education courses and other goods and services provided by the charity.

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total Funds £
Tangible fixed assets	8,432	410,457	418,889
Net current (liabilities)/assets	(117,199)	(144,379)	(261,578)
Creditors due after 1 year	-	(245,332)	(245,332)
Net assets at 31 March 2019	(108,767)	20,746	(88,021)

16. CONTROLLING PARTY

The charity is controlled by the Trustees and Directors of Millwall Community Trust.

17. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year. In the prior year £24,276 was paid to L Bradshaw, wife of the CEO S Bradshaw in respect of accountancy services, and no sums were owed by Millwall Community Trust.