

COMPANY REGISTRATION NUMBER: 06797988
CHARITY REGISTRATION NUMBER: 1128906

Plymouth Argyle Football in the Community Trust
Company Limited by Guarantee
Financial Statements
30 June 2021

ELLIOTT BUNKER LIMITED
Chartered accountants & statutory auditor
61 Macrae Road
Ham Green
Bristol
BS20 0DD

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Financial Statements

Year ended 30 June 2021

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Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 30 June 2021

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 30 June 2021.

Reference and administrative details

Registered charity name	Plymouth Argyle Football in the Community Trust
Charity registration number	1128906
Company registration number	06797988
Principal office and registered office	Home Park Plymouth Devon PL2 3DQ

The Trustees

Captain D M Tall OBE RN	(Resigned 3 December 2020)
Mr P Baker	(Resigned 3 December 2020)
Mr P Berne	
Mr S Brownlow	
Ms C A Dennerly	
Mr J Morgan	
Mr A Parkinson	
Mrs J R Cubbon	
Mr R T Ramsey	
Mr P G Steer	

Company secretary Mrs Jo Yorke

Auditor Elliott Bunker Limited
Chartered accountants & statutory auditor
61 Macrae Road
Ham Green
Bristol
BS20 0DD

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report) *(continued)*

Year ended 30 June 2021

Structure, governance and management

Plymouth Argyle Football in the Community Trust was incorporated as a company limited by guarantee registration number 06797988 on January 21, 2009 and is registered with the Charity Commission under Charity Number 1128906. It is governed by its Articles of Association and operates under the name "Argyle Community Trust".

Organisational Structure

The Trustees are responsible for the general control and management of the Trust. The Trustees give their time freely and receive no remuneration or other financial benefits, apart from expenses related to attendance at Trust Board meetings.

The Trustees meet together as a body usually no less than bi-monthly and are responsible for all decisions taken in relation to running the Trust and the community facilities and activities provided by the Trust.

Recruitment and appointment of trustees

The existing Trustees are responsible for the recruitment of new Trustees and invite new Trustees to the board. Potential Trustees are invited to attend Trustees' meetings as observers and are given more details of the Trust's aims and activities and, if all agree, they are then proposed as new Trustees at the subsequent Trustees' meeting. This process allows due consideration of the person's eligibility, personal competence, specialist knowledge and skills.

The day to day management of the Community Trust facilities, activities and projects are delegated to staff, under the leadership of Chief Executive Officer Mark Lovell.

Risk Management

Insurance cover is in place and the finances of the Trust are kept under review. Appropriate Disclosure Barring Service (DBS) checks and Safeguarding training, supported by regularly reviewed policies, are made for all those who work with children or other vulnerable groups within the Trust.

Plymouth Argyle Football in the Community Trust

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Trustees' Annual Report (Incorporating the Directors' Report) *(continued)*

Year ended 30 June 2021

Objectives and activities

Our aims

The Trust's objects (its charitable purposes) are:

- to promote physical education;
- to promote community participation in healthy recreation by providing facilities for the playing of football and other sports capable of improving physical health;
- to assist (whether by providing financial or such other assistance as may be deemed appropriate by the trustees) in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life; and
- to advance the education of the public and to provide opportunities for them to develop their full capacities and enable them to become responsible members of society so that their conditions of life may be improved.

Our objectives

Our objectives are to build productive partnerships between Plymouth Argyle Football Club and the local community, support local people by providing access to a wide range of both physical and human resources, to develop within young people and their families, a positive attitude, and a commitment to lifelong learning and to nurture self-respect and respect for other individuals and to avoid prejudice and discrimination in the treatment of others.

The Trustees confirm that they have had regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning future activities.

Use of volunteers

Volunteers are an important resource in our community work. All volunteers working with projects involving children or other vulnerable groups are DBS checked.

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Trustees' Annual Report (Incorporating the Directors' Report) *(continued)*

Year ended 30 June 2021

Achievements and performance

Staffing Levels

Argyle Community Trust currently has 70 full-time staff, 13 apprentices and utilises a pool of 44 sessional staff. This facilitated our delivery of provisions within our communities during the COVID-19 pandemic and its many restrictions throughout the period.

Key Staff:

- Chief Executive Officer - Mark Lovell
- Compliance and Safeguarding Officer- Alison Lowman
- Head of Operations - Jason Chapman
- Head of Business and Impact - Dwain Morgan
- Head of Education and Employment - Gareth Harries
- Finance and Office Manager - Jo Yorke
- Cornwall Programmes Manager - Mike Foley
- Head of Facilities - Lewis Coombes
- Head of Health - Ben Kerswell
- Regional Participation Managers - Stewart Walbridge, Gary Jeffrey and Liam Chinn
- Head of Community Engagement - Daniel Hart

Strategic Update:

The past 12 months have been a difficult year for the charitable sector, following the effects of the pandemic. The Trust has diversified its delivery to support our communities and, in some cases, paused provisions due to government restrictions. As restrictions eased, the charity restarted in phased approaches, offering varied provisions to retain engagement and support those most in need, particularly those vulnerable and isolated throughout Devon and Cornwall.

Before the pandemic, the charity launched its new 'Our Community' strategy from July 2019 -2022. Its purpose was to provide opportunities to all people within our communities by inspiring and empowering them through sport.

The key strategic aims outlined for the strategy were:

Empower People: To support the communities of Devon and Cornwall in overcoming inequalities, raising aspirations, and providing accredited attainment.

Inspire Supporters: To ensure the passion that surrounds the club is shared with the charity. To look after our current supporters through our community outreach programmes, increase engagement, and develop new supporters of the Trust and Club.

Promote Physical Participation and Wellbeing: Encouraging healthier lifestyles and increasing opportunities for people of all ages and abilities to participate. Promote strategies and provide opportunities that support and maintain good physical, mental and emotional health, and remediate the adverse effects of poor health.

Improve Our Systems and Structures: Focus on providing our staff and communities with comprehensive and ongoing innovative leadership and support.

Understanding and Measuring Impact: Identifying that a key area for development is to understand and measure the impact of our programmes. We currently measure in line with funding partner requirements and overall figures.

These aims have and will be met through projects and programmes delivered within communities, with some key aims and enablers improving our output and the resulting impact.

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By 2022, we will have invested in the infrastructure and resources to evidence and analyse the extent to which the money invested in our community has added value and provided social worth. Consideration has been given to the demands of new projects and strands of work that have been implemented to achieve our strategic aims.

Maintaining existing and developing new partners continues to be important to ensure we retain services for those most in need but also provide the opportunity to evolve, diversify, and reach new audiences as identified through local insight.

The effects of the pandemic allowed the Trust's management team to reflect on and review its strategic plan and acknowledge that some of the challenges faced by the community have changed. Through SWOT analysis and key stakeholder engagement, the Trust's 'Our Community' strategic plan has been extended to 2024 and enhanced with a detailed plan of how goals will be achieved from the learnings of the last 18 months.

Cost:

Since becoming a charity in 2009, Argyle Community Trust has undertaken a range of activities to fulfil its charitable aims. The charity aims to deliver benefit to our customers through reduced or subsidised prices and providing some provisions free of charge which lead to improved health and well-being, improved skills and qualifications, long-term behaviour changes that retain involvement in sports, education, and employment strands. We continually monitor costs to ensure that finance is not an an obstacle.

Examples of this:

Our Fit and Fed programme for children on free school meals delivers sports activities, healthy meals and enrichment provisions during the school holidays to ensure they remain healthy, develop new skills and are fed when schools close.

We deliver targeted interventions designed to help people become active, improve health, and initiate behaviour change targeting those based in areas of health inequality in Plymouth and Cornwall. Participants undertake a 12-week health and well-being programme, funded by Plymouth City Council and Cornwall Council, to ensure cost was not a barrier to a healthier lifestyle.

Educational courses and programmes targeted the unemployed, pupils and trainees and were delivered free. A funded programme was delivered for adult education, ensuring cost barriers were removed for those most in need.

Our community projects for participants in areas of deprivation, hard to reach groups and those disadvantaged, were offered at substantially reduced rates and, in many cases, were free including PL Kicks and satellite clubs. Participants gained free accredited qualifications through this remit.

Our subscription-based provisions, including after school clubs, were offered at £4 per session, helping people access provisions. A maximum of £30 per hour for PE lesson cover and school support was charged, further reduced if additional staff or hours were required. Similarly, Soccer Schools were delivered at just £12 per day, with sibling discounts available. Wherever possible we aimed to remove or subsidise these costs by gaining corporate sponsors, funding, or donations.

Our sports facilities were competitively priced to ensure they were community focussed and not based on commercial costs, ensuring local people could access the sites. In some cases, we received funding for programmes that covered the cost of facilities removing costs and barriers to access. We have remained mindful to ensure our business plan covers overheads, sink funds and other costs associated with running facilities, but we remain competitive and present at all sites.

During the reporting period, our provisions diversified due to restrictions. The majority of these were funded by our current funders or new support grants that we received to help those during the pandemic.

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Trustees' Annual Report (Incorporating the Directors' Report) *(continued)*

Year ended 30 June 2021

How our activities have benefited the community:

The Trust carried out a variety of provisions to meet our charitable aims and continues to deliver benefit to our participants by offering reduced, subsidised and fully funded programmes that are accessible to our community, with some programmes providing accredited qualifications and others providing lifelong learning or health benefits.

Whilst the cost of living has risen, along with employer contributions to pensions, national minimum wage and general overheads, the Trust is extremely proud that it has not passed these increases on to the end-user, maintaining our policy of removing barriers to participation. This is something we continue to monitor.

The Trust's services have further expanded with the introduction of an agreement to manage Central Park Sports Hub on behalf of Plymouth City Council.

COVID-19 Provisions

From July 2020 until June 2021 the Charity's income was £2,826,177. This enabled us to deliver over 70 projects across Devon and Cornwall with a focus on:

- Sports Participation
- Education
- Employment
- Health
- Disability
- Community Engagement
- Facilities

Whilst restrictions hindered some elements of delivery, we diversified our output to help our communities during the first lockdown. With new projects, creative programmes, and online content, our teams rose to the challenge to support those most in need.

Engagement with programmes saw the Trust work with over 30,000 people during this period, ranging in age from 2 to 87 years, classified as vulnerable or hardest to reach across the two counties. We focused on levelling up our provisions in Cornwall, ensuring the offer was like that of Devon, where there was a need in the area.

Community Engagement & Social Action:

We are immensely proud of our output and coverage of the National Citizen Service programme. Residential programmes were cancelled due to the pandemic, so we adapted to offer localised programmes with some virtual provisions. During the 2020/21 financial year 177 YP graduated, undertaking 100 hours of activity each and delivering 2,655 hours of youth social action in Plymouth, equating to £12,226 of unpaid work.

PL Kicks has continued to engage with hard-to-reach young people between the ages of 8 and 18 in areas of high social deprivation. The charity has retained partners and further enhanced these relationships with more accredited courses, workshops, and delivery sessions in Plymouth. A higher virtual presence was needed for the programme, with e-sports leagues and online check-ins created to boost our contact levels with young people in need. 389 young people engaged in 548 delivered PL Kicks sessions which equated to 1,073 hours of positive activities. Numerous positive outcomes were achieved.

The financial year 2020/21 saw further development of the Unify Plymouth programme, which we managed alongside five other Plymouth-based organisations. The focus of the programme was to work with people in the city to embed migrants and develop cohesive communities in four city suburbs, registered as having the lowest levels of cohesion.

Case Study: It Started with Jack

Between September 2020 and May 2021, we collaborated with our partners from the Jack Leslie Campaign

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Year ended 30 June 2021

to produce a programme that championed acceptance and shared an important story of our city:

- 721 participants took part in an 'It Started with Jack' session.
- Each participant will be invited to the unveiling of a statue of Jack Leslie in 2022.

Mayflower 400:

The Trust was commissioned to deliver a dedicated sports programme in support of Mayflower 400, with a focus on promoting participation and improved health and wellbeing through a range of activities including the Get Involved project; school engagement; and grass-roots commissioning.

The Trust supported and organised 62 events and 75 Mayflower Ambassadors volunteered with the Trust to support the activities. 25 of these individuals continue to support the Trust. We also helped organisations with:

- Plymouth Youth Sailing Get Young People on the Water Appeal
- Supported the Adrenalin Devon Junior Minor League Keep Players Active Appeal
- Four Greens Spirit of Christmas Appeal

Mayflower 400 was well-positioned to support Plymouth in its recovery from the economic challenges of the pandemic as well as commemorate history with its partners. The programme was successfully redesigned to include online events, ensuring we could contribute to celebrations with 8,700 residents, 3,030 primary school children and numerous other participants taking an active part in the programme in 2020/21.

Facilities:

We diversified our facilities operation because of the pandemic to ensure we could sustain some activities but also support our communities. From July 2020 to June 2021 the facility continued to operate in line with government guidelines which saw changes in activity and function room bookings and hospitality changes. Nonetheless we were proud to be able to help the NHS deliver its services from the Hub during this time.

Income was significantly affected by frequent restriction changes, which dictated what the Trust were able to offer. A revised financial reforecast identified sufficient income opportunities to cover overheads. This formed the operating model throughout the pandemic. Additional financial support was sought via local and national grants, rate relief, and utilisation of the furlough scheme. A successful business interruption insurance claim for £97,864 was received at the end of the financial year and helped support the reintroduction and continuation of activities. Income received from the NHS enabled deployment of staff, reduced numbers of staff on furlough, and provided much-needed income which subsidised the loss of facility hire income.

Schools:

Trust provisions were met with restrictions both nationally and locally. We were fortunate to work with schools in numerous settings - from working as Teaching Assistants for key workers in schools to working in bubbles to allow delivery across multiple year groups and re-opening extra-curricular provisions. This period saw us engage with 144 schools.

The Trust worked with more than 18,000 children aged 2 to 16 in school settings. With infections and changes in restrictions taking place daily, monitoring participant numbers became difficult. School delivery continued apart from large-scale events, competitions, and targeted interventions. With the onset of reduced delivery due to lockdown, the Trust utilised the Government's Job Retention Scheme which allowed us to keep our workforce employed.

Teacher support took place through our Premier League Primary Stars programme which helped upskill teachers and teaching assistants to become more confident and knowledgeable in delivering PE and School Sport. Our Joy of Movement project worked with 30 schools over six weeks, engaging with 60 classes, 1,843 pupils and delivering 270 practical and theory lessons.

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Year ended 30 June 2021

We delivered a Rank funded programme aimed at supporting secondary school students in Plymouth outside of school hours. Virtual sessions were designed and delivered to help build resilience, reduce anxiety, improve mental health, and provide extra-curricular challenges, like live cookery sessions.

Participation:

Participation was the hardest hit in terms of restrictions due to the nature of the sessions. The Trust is immensely proud of the work described in this report but is also pleased to highlight its upskilling work with individual schools to deliver Physical Education and working with young people to improve their numeracy and literacy through the power of sport.

The Trust achieved all KPIs set by the Premier League Primary Stars programme and the English Football League's Kinder Move and Learn provisions.

We continued to grow our women and girls' provisions, aligned to our strategic aims, allowing girls to participate in our talent pathway. We developed 3 new offerings across both counties. Restrictions caused a cessation of delivery, but this will be a continued focus for the next reporting period.

Education:

At the end of June 2021, 144 students were enrolled on our Post 16, and Higher Education provisions. Positive outcomes for Plymouth students included moving on to the next year of the course, into degree programmes, US scholarship programmes or full-time employment.

Our Cornwall Post 16 programme saw 27 graduations, an introduction of a new Year 3 Personal Trainer pathway and students progressing onto degree programmes.

Higher Education programmes delivered in conjunction with the University of St Mark and St John continued to be successful with all third-year BA (Hons) Football Coaching and Development students graduating (one gaining full-time employment with us), 40 students enrolled on the BA (Hons) programme and two Trust employees graduating with Masters' degrees (Sport Development and Sport & Business Management).

We were proud to ensure our programmes continued and recruitment levels reached the highest in the Trust's history despite the challenging period. Our key partners, City College Plymouth, Falmouth School, and Marjon University have contributed hugely to the success of the programmes, ensuring we are fully committed to the people in our community.

Employment Training:

As part of our strategy, a keynote of our work was to support local people. Local insight identified the need for training and education provisions for young people and adults. As part of our strategic aims, we planned and worked with partners to expand our offering including delivering short courses and work placement programmes. We were extremely pleased to have undertaken two virtual courses, one in adult education. This provided 18 adults aged between 18 and 52 with employability skills, confidence and team-building skills and ICT, literacy, and numeracy training. Once restrictions were eased all 18 students were provided with work placements in the local community and mock interviews to help build confidence, skills and find employment.

We secured funding through the Cornwall Development Company and Petroc College to deliver adult education courses targeting those aged 18 to 55, to be rolled out during financial year 21/22.

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Trustees' Annual Report (Incorporating the Directors' Report) *(continued)*

Year ended 30 June 2021

Achievements and performance *(continued)*

Kickstart:

The Government announced support to create jobs for young people with the launch of the Kickstart programme, enabling employers to appoint young people on 6-month contracts to provide work experience with the possibility of employment at the end of their contract. We applied for 10 Kickstart placements through the EFL Trust, our gateway provider.

We are extremely proud of the journeys undertaken by the 10 Kickstart employees who have represented our charity during this period. One Kickstarter finished their placement and gained employment with a Premier League football club. Six became full-time members of staff with the Trust or Plymouth Argyle Football Club and one started an apprenticeship with the Trust in West Cornwall.

Apprenticeships:

In 2020 we successfully registered on the ROTAP which enabled us to plan and deliver apprenticeship training, aligned with our strategic aim of empowering people. We delivered apprenticeships for Level 2 Community Activator Coaches and Level 3 Community Sports and Health Officer, working with 13 partners and 31 apprentices.

100% of learners progressed to End Point Assessment, achieving a pass result (70% distinction), compared to the national achievement benchmark rate of 64%. We linked up with Clarion Futures to provide a free mentoring service and pastoral support to apprentices, as well as a £6k grant to support the acquisition of equipment and uniform.

Disability:

The pause in delivery was particularly disruptive due to most participants being classified as having an underlying health condition. We maintained contact with participants and delivered multiple quiz nights to keep people engaged with our provisions.

Two new projects were introduced:

All Move: Working with participants aged 11-16 from SEND (Special Education Needs and Disability) schools across Devon in a sport and physical activity challenge, designed to increase opportunities for young people specifically with a learning disability and autism to get physically active and aiming to improve their physical and mental wellbeing.

Children in Need (CiN): The Trust was delighted to be awarded funding from the BBC charity, Children in Need to add additional disability provision for the Plymouth communities. The funding is being used to support a disability football project called Ability Counts which allows children and young people to take part in free weekly sessions and is already benefiting hundreds of children and families. Sessions are giving young people the opportunity to experience the benefits of taking part in regular football which improves physical and emotional wellbeing, develops confidence, and increases social interaction.

Health:

From July 2020 - March 2021, the Trust delivered the Tackling Loneliness Together project, supporting people who were socially isolated during the pandemic. Support ranged from befriending phone calls, garden gate visits, online social groups, pen pal schemes, walking groups, and food parcels and medication deliveries. 2,991 befriending phone calls were made by the Trust to check on people's wellbeing including the club's owner, Simon Hallett. Zoom sessions, coffee mornings, Argyle Memories and seated exercise were just some of the activities provided.

Letters were sent out to older people to offer support on ways to keep physically and mentally active. A pen-pal scheme between care homes residents and primary school children was also developed. We supported several local initiatives, including Plymouth City Council's Caring for Plymouth scheme and Four Greens Community

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Year ended 30 June 2021

Achievements and performance *(continued)*

Trust's Food Bank, which saw us deliver almost 800 food parcels and over 200 medication prescriptions to some of the most vulnerable. At the conclusion of the project, and when restrictions started to ease, a range of weekly sessions were organised as part of the Extra Time project which aimed to increase activity levels amongst older people and re-engage them back into the community. These sessions included the Extra Time Hub, walking football, Dementia Café, bowls, walking groups and Compassionate Café.

An example of the success of the programme is underlined by a participant named Dave:

Dave unfortunately lost his wife before the pandemic and became socially isolated because of the lockdown. Dave was receiving support from St. Luke's Hospice and after hearing that Dave was a big Argyle fan who regularly followed the club home and away, he was referred to us to receive extra support. After making regular phone calls and visits during lockdown, Dave started to regularly attend a range of sessions once restrictions were eased which has helped him to make new friends and become more physically active. Dave said, "When it was lockdown it was shocking, I couldn't get my head around it at all. I found it extremely hard as I lost my wife a few years ago so the lockdown was quite rough on me. (During that period) a staff member used to come and see me every week to have a chat and now I attend 3 sessions a week. It made me want to live and carry on because I was struggling and making me depressed as I couldn't do what I wanted to do. The staff at are Argyle Community Trust have been terrific and I am so thankful for the help they have given me."

We were also able to deliver our two weight-management programmes, Fit Fans and Argyle FIT.

The Fit Fans programme recommenced in September 2020. Due to the lockdown, the 12-week programme had to be moved online. Our weight loss football league, Argyle FIT recommenced in March 2021 with 68 people signed up. A video on the Argyle Fit and Fit Fans programmes can be viewed here: [Argyle Fit | Weight Loss Programme - YouTube](#) [Fit Fans | EFL Trust - YouTube](#)

Large Scale Events Campaigns and Awareness events/days and Virtual Question Time: Some of our awareness campaigns were restricted or reduced in size due to government restrictions especially around stadia, with games being played behind closed doors. We used high profile players of the club to promote campaigns via our social media channels and raised awareness in schools through virtual meetings and open forums.

Some large-scale events and communication campaigns were:

- Show Racism the Red Card online Q&A
- Kick it Out awareness week
- LGBTQ+ socials takeover
- Jack Leslie Campaign in schools working with over 2,000 young people.
- Disability Awareness
- Mental Health
- RESPECT
- Anti-Bullying

Meeting our strategic aims:

The previous year caused us to reflect and review and become more proactive about our strategic aims. Whilst there have been multiple restrictions, we have managed to ensure we have worked towards these aims. This has been highlighted throughout the context of our projects and programmes above. To further evidence this, below are some examples of how we have achieved them:

Promote Physical Participation: We provided continuous physical activities through virtual sessions, in groups when restrictions allowed and increased some of our offerings to those that were inactive, helping to develop behaviour change ensuring people remained physically active.

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Year ended 30 June 2021

Achievements and performance *(continued)*

Empower People: By diversifying our educational and employment offerings to virtual learning enabled people to complete qualifications and provided more offerings, especially with unemployment levels at their highest. We took positive steps and appointed one of the highest numbers of Kickstart placements which has seen young people gain work experience and employment with the charity or club.

Inspire Supporters: By using our parent club's staff such as players and management, providing virtual Q&A sessions, contacting participants on our programmes, we ensured those in our community felt connected to our club and Trust. This inspired people to become supporters of the Trust and continue to access our services.

Improve our systems and structures: Through SWOT analysis and reviews we significantly improved our systems by making changes to our back-end functions, improving our efficiencies such as moving our accounting system over to Xero, introducing BrightPay for our staff and developing a shared service with our parent club for areas like ICT, data, finance and grounds maintenance.

Understand and Measure our Impact: As part of our strategy to improve our measuring tools, we appointed a dedicated Impact Officer and invested in our systems to ensure reporting is monitored and evaluated.

Through our provisions and project output, we have started to meet some of our strategic aims, providing people with further qualifications by developing new courses both online and in-person which empowers people to develop their skills and provides career direction.

Other elements which demonstrate our drive to meet our strategic goals include improving efficiency and increasing support to our staff to enable us to deliver more to end-users. This has included the use of virtual platforms, reducing travel to meetings and ensuring time is better used. Staff meetings are delivered virtually ensuring maximum availability and reducing our carbon footprint. Working remotely and providing sufficient time for tasks has helped ensure roles are maintained and duties completed.

Staffing:

The charity has remained stable throughout the pandemic with use of the flexible furlough scheme and business grants. We have managed to react to the issues our communities have faced by diversifying our funding strands to help those most in need. This, alongside varying some of our projects to meet the needs of our strategic aims, has seen a reduction in use of sessional staff but a growth in overall permanent staff numbers.

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Trustees' Annual Report (Incorporating the Directors' Report) *(continued)*

Year ended 30 June 2021

Financial review

Net incoming funds from unrestricted sources for the year were £608,830 (2020: net outgoing funds of £4,664) which after a transfer of £14,318 to restricted funds resulted in accumulated unrestricted funds of £1,569,567 (2020: £975,055) to be carried forward. When restricted funds are included, total funds at the year-end (excluding those of linked charity The Plymouth Argyle Training & Development Trust for Young People) were £1,778,281 (2020: £1,088,820).

Free reserves at the year end after allowing for unrestricted funds represented by fixed assets have been calculated at £1,360,097 and the trustees are satisfied that the current level of reserves held is in accordance with the reserves policy based on annual staff costs of £1,568,022 per note 15 to the accounts, support costs of £300,836 and a desire to fund some capital works in financial year 2021/22. Consolidation of funds was a key budget consideration as a result of the global pandemic.

Reserves Policy

It is the policy of the Trust to hold unrestricted funds to a level to provide sufficient funds to cover:

- expectations of future committed expenditure;
- the risk of unforeseen emergency or unexpected need for funds; and
- any future capital works to the requirements of the Trust where grant funding may not be available.

The target minimum level of reserves has been set as 6 months worth of staffing costs and future committed expenditure, based upon latest forecasts and budgets (or the most recent 6 months of financial reports, where not available).

The Trustees monitor reserves at each Trust Board meeting and have created a capital reserve fund for future use and facilities as detailed above.

The Trustees acknowledge that how the level of reserves changes during the year can be a good indicator of the underlying financial health of the Trust and can be an indicator of potential problems.

The level of reserves will be monitored throughout the year as part of the normal monitoring and budgetary reporting processes. In addition, financial reporting and analysis provides a financial control environment which assists the management of such reserves.

In particular, Trustees will:

- identify when reserves are drawn on so that they understand the reasons and can consider the corrective action, if any, that needs to be taken;
 - identify when reserve levels rise significantly above target so that they understand the reasons and can consider the corrective action, if any, that needs to be taken;
 - identify where the reserves level is below target, consider whether this is due to short-term circumstance or longer term reasons which might trigger a broader review of finances and reserves;
 - regard the ongoing review of the reserves level, target and policy as part of managing the charity;
 - ensure that the reserves policy continues to be relevant as the charity develops or changes its strategy and activities;
 - review the statement on reserves in the trustees' annual report where there have been significant changes in the reserves policy or level of reserves held.
-

Plymouth Argyle Football in the Community Trust

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Trustees' Annual Report (Incorporating the Directors' Report) *(continued)*

Year ended 30 June 2021

Plans for future periods

Moving Forward:

Using the knowledge from season 2019/20, the Trust was equipped to ensure it could operate throughout restrictions and react to community needs by use of contingency plans, assessing risks and diversifying our delivery strands.

With the review and re-launch of our strategy based on the effects of the COVID-19 pandemic, we are more resilient and focussed on our work strands, ensuring we are target specific to meeting the needs of our community. We have been very detailed in terms of how we achieve our goals, measure them and which organisations contribute to achieving the goals.

We will continue to diversify our funding streams to ensure we are not as reliant on funded programmes, with a greater focus on raising unrestricted funds through donations and sponsorship for the charity. This will ensure we can react to issues and challenges faced within our communities. It will enable the charity to develop new delivery strands along with providing seed funding for new initiatives, such as targeted health provisions within the two counties.

For all, financial year 2020/21 has been a challenging year regardless of contingency planning, mitigating risks and delivery. However, the diversification of delivery and funding has enabled us to support our communities in many ways.

Our Community Strategy builds on our desire to make a change to people's lives using the power of Plymouth Argyle Football Club. The populations we serve face barriers in relation to health, well-being, education, employment, levels of physical activity, high deprivation in some areas and low attainment levels more so than ever before and it is for us to work within our networks and develop new partners to help those most at need. Strategic areas such as traineeships, adult education and apprenticeships will be key to ensuring we meet these targets. However, moving forward, it is essential we improve our systems and structures, improve our quality assurance and continue professional development to ensure that the offerings provided our excellent and that they invigorate and challenge participants to make positive changes.

A concern from the previous year financial year was the concern of staff losses due to reduced delivery. Whilst we managed to retain a good number of staff, there have been some reductions due to the labour market opportunities and therefore, moving forward, our aim is to ensure we provide support mechanisms, incentives, improved CPD and developmental progression to retain our staff and ensure they feel embedded within charity.

We will continue to risk assess, monitor programmes and funding streams as we expect there will be more intensive and higher demand for funding applications. Our business and impact remit will work on insight and consultation to help shape our decisions in terms of future funding strands and activities.

Trustees' responsibilities statement

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

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report) *(continued)*

Year ended 30 June 2021

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The Trustees' annual report (incorporating the directors' report) was approved on 25 March 2022 and signed on behalf of the board of Trustees by:



Mr P Berne
Trustee

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Independent Auditor's Report to the Members of Plymouth Argyle Football in the Community Trust

Year ended 30 June 2021

Opinion

We have audited the financial statements of Plymouth Argyle Football in the Community Trust (the 'charity') for the year ended 30 June 2021 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, 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 applicable law and United Kingdom Accounting Standards, including FRS 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 charity's affairs as at 30 June 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Independent Auditor's Report to the Members of Plymouth Argyle Football in the Community Trust *(continued)*

Year ended 30 June 2021

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

Opinions 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 trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Independent Auditor's Report to the Members of Plymouth Argyle Football in the Community Trust *(continued)*

Year ended 30 June 2021

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of 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.

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Independent Auditor's Report to the Members of Plymouth Argyle Football in the Community Trust *(continued)*

Year ended 30 June 2021

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Key audit matters: our assessment of risks of material misstatement

Key audit matters are those matters that in our professional judgement were of most significance in the audit of the financial statements and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by us, including those which had the greatest effect on the allocation of resources in the audit, and directing the efforts of the engagement team. There are no key areas identified as the audit is very low risk with normal audit procedures adequate in all audit areas. We agreed to report to the board of trustees any corrected or uncorrected identified misstatements.

Whilst we were unable to perform site visit due to the restrictions imposed by the coronavirus pandemic, we were able to obtain key audit evidence via email and telephone meetings.

Identifying and reporting of risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of the Chief Executive Officer and the trustees and inspection of key papers provided to those charged with governance as to high level policies and procedures to prevent and detect fraud.
- Reviewing the minutes of Trustees' meetings.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account possible pressures to meet targets and our overall knowledge of the control environment, we performed procedures to assess the risks of management override of controls. To address the pervasive risk as it related to management override of controls, we reviewed material journal entries and agreed these to supporting documentation where appropriate.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the general manager and trustees. As the charity is regulated, our assessment of risks involved gaining an

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Independent Auditor's Report to the Members of Plymouth Argyle Football in the Community Trust *(continued)*

Year ended 30 June 2021

understanding of the control environment including the entity's procedures for complying with regulatory requirements.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. The potential effect of these laws and regulations on the financial statements varies considerably:

- firstly, the charity is subject to laws and regulations that directly affect the financial statements including financial reporting regulation (including related companies regulation), taxation legislation (payroll taxes) and pension legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures in the audit areas relevant to these items.

- secondly, the charity is subject to many other laws and regulations where the consequence of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect:

Health and safety laws.

Food and hygiene regulations.

Laws relating to working with, and the safeguarding of, young people and vulnerable adults.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of management and trustees and inspection of regulatory and legal correspondence, if any. Therefore, if any breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Limitations to the ability of the audit to detect fraud or breaches of laws and regulation

Owing to the inherent limitation of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as this may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement, and therefore we are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations. A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Independent Auditor's Report to the Members of Plymouth Argyle Football in the Community Trust *(continued)*

Year ended 30 June 2021

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members 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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

P Cridland

Paul Cridland (Senior Statutory Auditor)

For and on behalf of
Elliott Bunker Limited
Chartered accountants & statutory auditor
61 Macrae Road
Ham Green
Bristol
BS20 0DD

25 March 2022

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 30 June 2021

		Unrestricted funds £	2021 Restricted funds £	Total funds £	2020 Total funds £
Income and endowments	Note				
Donations and legacies	5	115,858	567,574	683,432	361,421
Charitable activities	6	1,432,552	–	1,432,552	1,872,842
Other trading activities	7	273,062	–	273,062	105,975
Investment income	8	5	–	5	99
Other income	9	437,126	–	437,126	218,990
Total income		<u>2,258,603</u>	<u>567,574</u>	<u>2,826,177</u>	<u>2,559,327</u>
Expenditure					
Expenditure on charitable activities	10,11	1,649,773	486,943	2,136,716	2,545,167
Total expenditure		<u>1,649,773</u>	<u>486,943</u>	<u>2,136,716</u>	<u>2,545,167</u>
Net income		<u>608,830</u>	<u>80,631</u>	<u>689,461</u>	<u>14,160</u>
Transfers between funds		(14,318)	14,318	–	–
Net movement in funds		<u>594,512</u>	<u>94,949</u>	<u>689,461</u>	<u>14,160</u>
Reconciliation of funds					
Total funds brought forward		975,055	320,335	1,295,390	1,281,230
Total funds carried forward		<u>1,569,567</u>	<u>415,284</u>	<u>1,984,851</u>	<u>1,295,390</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 24 to 41 form part of these financial statements.

Plymouth Argyle Football in the Community Trust

Company Limited by Guarantee

Statement of Financial Position

30 June 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible fixed assets	17	218,186	230,237
Current assets			
Debtors	18	227,946	207,143
Cash at bank and in hand		1,702,655	1,095,128
		<u>1,930,601</u>	<u>1,302,271</u>
Creditors: amounts falling due within one year	19	<u>163,936</u>	<u>237,118</u>
Net current assets		<u>1,766,665</u>	<u>1,065,153</u>
Total assets less current liabilities		<u>1,984,851</u>	<u>1,295,390</u>
Net assets		<u>1,984,851</u>	<u>1,295,390</u>
Funds of the charity			
Restricted funds		415,284	320,335
Unrestricted funds		1,569,567	975,055
Total charity funds	22	<u>1,984,851</u>	<u>1,295,390</u>

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

These financial statements were approved by the board of trustees and authorised for issue on 25 March 2022, and are signed on behalf of the board by:



Mr P Berne
Trustee

The notes on pages 24 to 41 form part of these financial statements.