Leyton Orient Trust (A company limited by guarantee)

Report and Financial Statements

Year ending 31 August 2019

Charity number: 1071766

Company number 3441666

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

Report of the Trustees For the Year Ended 31 August 2019

	Page
Company Information	1
Directors' and Trustees' Report	2 - 14
Auditors' Report	15 - 17
Statement of Financial Activities	18
Balance Sheet	19
Statement of Cash Flows	20
Notes to the financial statements	21-29

Report of the Trustees For the Year Ended 31 August 2019

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

03441666 (England and Wales)

Registered Charity number

1071766

Registered office

SCORE 100 Oliver Road Leyton London E10 5JY

Trustees

G De Ferry

J C E Farmer

N F Gerrard

A S Tobias

Cllr. R Sweden P Argall

Ms D E Griggs

Ms U Sharif

M Taylor

Chair

Treasurer

Vice Chair

Chair

Resigned 24 April 2019

Appointed as Chair 24 April 2019

Company Secretary

Vacant

Auditors

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

Chief Executive

Neil Taylor

Bankers

HSBC Bank plc 192 Hoe Street Walthamstow London E17 4QN

Report of the Trustees For the Year Ended 31 August 2019

The Board of Trustees are pleased to present their annual trustees' report together with the financial statements of the charity for the year ending 31 August 2019 which also comply with the requirements of the Companies Act 2006 and the Charities SORP (FRS 102).

CHAIR'S REPORT

As the new Chair of Leyton Orient Trust I am pleased to be able to present the annual report to you. The last year has been a successful one for the Trust involving change, consolidation and development. I would particularly like to thank Gary De Ferry who stepped down as Chair after 10 years and 12 years on the Board. During this period, he guided the Trust through both challenging and good times ensuring it continued to provide quality services to the local community and we remain indebted to him for his commitment and energy. After 17 years' service we also said goodbye to Adam Rose our Finance Officer and we wish him well in his retirement.

On a sadder note the year also marked the passing of Justin Edinburgh. As the Club's Head Coach he helped stabilise, consolidate and relaunch Orient, closing a difficult chapter in the club's history and leading Orient back into the EFL in his first full season in charge. He continues to be missed by fans and all those associated with the club and our thoughts remain with his friends and family.

For our service users the external environment continued to be challenging around employment, job security, loneliness and isolation with the knock on effect on health and wellbeing. This has meant an increase in demand for our services and we continue to focus our services around four key areas: educational attainment; employability; improved mental health and physical wellbeing.

In the last year the Trust reached over 24,000 people helping to create real change in people's lives at a cost of around £30.50 per contact. To give some examples: 87% of young people on our college programme successfully achieved a qualification, the Coping through Football programme, supporting those with mental health issues, had contact with over 250 people with 18 progressing into education and 5 into employment; while our Pen Pal Project linked nearly 300 schoolchildren with their contemporaries in the United States. A full Impact Report is included in this report.

Over the past year we have been undertaking a thorough strategic review of the Trust and through our new three-year Plan have started in bring in a new approach that will hopefully make the Trust fit for purpose for the challenges ahead. We are excited by the opportunity of working with the National Citizens Service as part of our renewed relationship with the EFL and we have started the process of recruiting additional Trustees. Due to wider regeneration of the area our base for the past 15 years SCORE will undergo major change over the next ten years which we will need to be closely involved with.

As we enter a new decade, I am confident that we have both the staff and a high quality Board to take the organisation forward. It just remains for me to thank the other Trustees for their generosity of time and their insightful governance and oversight of the Trust; our staff for their commitment and energy, our funders and partners for helping us deliver effectively and Leyton Orient FC for their continued support.

Peter Argall Chair



Leyton Orient Trust Impact

September 2018 - August 2019

2,500

Free community tickets

People viewed '80 Years in Leyton' exhibition

9,510

Worked in 65 Primary schools, with 3,620 children

Students enrolled on the College Study Programme

72

5

Health Awareness Match Days Biggest individual weight loss

32.6kg

Hours delivered per week

239

12

Achieved Sports Leaders qualifications People engaged

24,326



Improving life chances Leyton Orient Trust Impact Report

1 September 2018 - 31 August 2019

Leyton Orient Trust works with partners and funders to help improve life chances by developing and delivering health, wellbeing, education and employability programmes in Waltham Forest, Hackney, Tower Hamlets & Redbridge. All programmes benefit from our strong relationship with Leyton Orient Football Club, including player visits, trips to the stadium and the training ground.

Total invested in projects: £817,660 239 hours delivered per week 24,326 people engaged

National League Trust Club Community Award 2018/19 Season – 'Best Project with Player Involvement'



College Study Programme (16-18 years old)

72 students enrolled

63 achieved a qualification

35 progressed within the College Study Programme

In partnership with Waltham Forest College, the Trust delivers level 1, Level 2 and Level 3 (subsidiary and extended) Diploma in Sports and Leisure; Maths and English functional skills; tutorials; work experience; and enrichment programme, including football training and matches.

When the learner voice group was recruiting for new members, David" expressed to his tutor, Chris, that he could be interested in applying, but wasn't confident he could do it. Chris spoke to David and reassured him that he had all the skills and the attributes to excel on the team, and encouraged him to put himself forward for it. David applied for the Learner Voice team and secured a place.

During the end of season awards, David was awarded a certificate to recognise his outslanding achievement in the Learner Votce group.

David has also undertaken work experience and volunteering opportunities with Leyton Ortent Trust. He has led activities in Primary School tournaments, and shadowed our Development Coach, James, in a Primary School, In the Primary School, David worked with a class and in a one-to-one session with a pupil who has Spina Brilda.





David said: "Working with James helped me to settle in. Next year I'd like to go to Uni and he gave me an insight in to a coaching career. As well as from Chris and Josh working with them on the Summer camps. I've been given the apportunities to move forward and to progress, not just as a student but as a person. Being here gave me the confidence to go out and get a part-time job – which was only meant to be over Christmas, but now I'm permanent. Having that confidence and Chris, and all the rutors, really helping to push and encourage me."

* Educational Attainment

* Employability

*name has been changed

Orient Opportunities – Award in Personal Social Development and Employability Qualification (16–18 years old)

.15 Students enrolled

9 completed a Personal Social Development certificate

4 completed an Employability certificate

5 progressed within further education

Orient Opportunities was a pilot scheme launched in November 2018. A gap was identified with Waltham Forest College, as every year there are some students who were not ready for life at college, resulting in them dropping out of education after the first term. This programme offered vocational qualifications mixed with functional skills, sports and outward bounds activities to keep students engaged and in education. They were taught by Trust staff at SCORE and were engaged for up to 25 hours per week until the end of the Summer term. The aim was to give them the skills, confidence and knowledge to help them progress on to their next step

Case study: Michael^{*} was withdrawn from Level 1 Diploma in Sport as he fell below the expectations set, from poor punctuality and attendance to generally not having a good altitude in class which would lum in to being disruptive to other learners. He was given a second chance to stay in education by enrolling on to Orient Opportunities course.

Since being on the course he has worked hard with support from his tutor and mum to improve the previous issues. Michael has grown in confidence, made new friends and has made a huge effort with his coursework. The smaller classroom environment and the focus on practical activities has suited Michael and allowed him to flourish.

Teacher: "Michael was very disruptive when he was in my class, his punctuality was poor and when he did attend he was badly behaved. He had a 6-week probation period, but didn't improve enough in this time so we removed him from the course. When the Orient Opportunities course launched, this seemed like a good fit for him as it's a smaller class, with less competition for attention from the Teacher. It's great to see him in college now and hear how well he's improved."

Educational Attainment

* Employability

*name has been changed

+ Sport Move and Learn

Total number engaged: 926 Number of schools engaged: 16

In partnership with The EFL Trust and Ferrero, the + Sport Move and Learn Project is a national school-based educational programme for children aged 9-10 years old. It aims to encourage physical activity, promote nutritional education and build awareness of the importance of a healthy diet and active lifestyle.

Teacher, Mayville School: "We do have issues with healthy weight in our school. Recently our school has been selected

by the local authority for the "Superzone" pilot for reducing childhood obesity.

This programme fitted in really well with what we are trying to do around educating children about healthy lifestyle session. Our coach Sam was brilliant, he was very engaging and left us with valuable information to be able to carry an

+ Health

★ Wellbeing

Premier League Primary Stars

3,620 pupils engaged 94 teachers engaged 65 partner schools



Premier League Primary Stars uses the appeal of the Premier League and professional football dubs to inspire children to learn, be active and develop important life skills. It inspires girls and boys aged 5-11 in the classroom, the playground and on the sports field. Learning is connected to the real world of sport to enthuse pupils when tackling challenging PSHE topics such as resilience, diversity, self-esteem and fair-play.

James works with Nathan" who is 5 years old and has Spina bifida. This condition means Nathan has limited mobility from the waist down, he's not able to walk without the aid and uses a walking frame during his class PE sessions. The long term aim for Nathan is to walk without a frame and to be able to support himself by using two sticks instead. To reach that, Nathan needs to develop his core strength around the hip area.

When James first started working with Nathan in September, he could hold the star stance for 15 seconds, now he can hold it for 1 minute. This shows that Nathan's core strength and stability has vasify improved. Nathan also enjoys the sessions more - at the start Nathan would dictate to James when the session is over, now James has to tell Nathan to go back to class, as he's keen to stay longer! Nathan said: "James is the best, I love PEIII*

Eileen Myhill, Reception Class Teacher, Chapel End Infant School: "James" impact has been huge for Nathan. It's given Nathan lots of confidence in moving around the classroom, taking part in active PE sessions and more independent. Nathan laves PE time with James and it's wanderful to see how much he has improved in such a shart time".

* Health

★ Educational Attainment

*name has been changed

Leyton Orient Trust Pen Pal Project

270 pupils in the UK and US engaged 1,080 letters written



Created by Christine Teague, wife of Leyton Orient's Principal Investor, Kent Teague, and Neil Taylor CEO of the Trust in July 2017, the Leyton Orient Trust Pen Pal project connects Elementary Schools in Texas, USA to Primary Schools in East London.

The Pen Pal project helps children to develop good hand writing skills, and how to write an informal letter. This hand-written approach appeals to schools as it helps pupils improve their communication and written English skills.

* Educational Attainment

Premier League Kicks

1,051 participants engaged 35 vocational qualifications achieved 37 volunteers

Premier League Kicks is one of the Premier League's flagship community programmes. Launched in 2006, 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 high-need areas. Leyton Orient Trust delivers Kicks' across four hubs in Hackney, Waltham Forest, Redbridge and Tower Hamlets.

Mohamed" regularly attends the Leyton Ortent Trust Premier League Kicks sessions at Cardinal Pole School, Hackney. Mohamed is in Year 9 at school.

Mohamed was on report due to his behaviour in class, this meant he couldn't take part in extra-curricular activities such as Kicks. However, the Teacher saw how well-behaved he was in the Kicks session, and the Lead Coach explained how he acts as a role model to the others. The Teacher and Lead Coach agreed to use Kicks as a positive motivation for Mohamed — if he is well-behaved and achieves good reports he can continue to attend. This worked well and Mohamed was off report in 4 weeks.

Mohamed's teacher recognised the Kicks sessions as a great intervention tool, as they have witnessed "a different student". It has "boosted his confidence and a reason to work towards something".

Lead Coach, Hafiz, said: "It's been great to watch Mohamed' grow as a participant, but also as a leader amongst his

peers, in and outside of the weekly sessions. When Mohamed was experiencing issues in school, it was the Kicks sessions that gave him a focus and something to look forward to.

Rightly he has been recognised by us and his peers, as he is a valued member of the group, who has personally improved, but helped others too."

He was chosen by his peers for 'Player of the Term', and the Jack Fetchey award for the season.



- * Educational Attainment
- * Employability

^{*}name has been changed

Premier League Girls

199 participants engaged 8 volunteering opportunities offered



Delivered in partnership with The Football Association, Premier League Girls Football aims to provide opportunities for females aged 11 – 19 years old to take part in the sport in a local community setting. Leyton Orient Trust delivers its Girls programme across four hubs in Hackney, Waltham Forest, Redbridge and Tower Hamlets

Sarah, 17, attends every week as she enjoys them, commenting: They are fun, I like the coach and it helps me to improve my skills. And also I get to understand more about football, so when I'm at home watching the games I'm understanding what's going on and stuff."

Sarah has noticed the benefit of attending the sessions, not just on her skills, but on her confidence too, commenting: "I would say it's improved my football skills, my confidence with football and talking about football. And as a girl, people don't recognise that girls can play football as well. It's made me feel more comfortable playing and talking about football around boys."

PE teacher Amy Turle said: "Sarah has benefitted significantly from attending the Leyton Ortent Trust female only football sessions, hosted at the college. Having previously played some football in school, these sessions have provided a pathway for continued participation in football in a fun and inclusive environment, at an age when many female students disengage from sport. All of the participants have benefitted from the expertise and experience of coach Kim, and It has been great for the girls to see a female rale model in the coaching position."

* Health

* Employability

*name has been changed

Waltham Forest Easter and Summer Holiday Activity

1,800 participants engaged 12 achieved a qualification

As part of the free Waltham Forest Easter and Summer Holiday activity programme, Leyton Orient Trust delivers Sports Leaders Qualifications, football and multi-sports sessions for 5-19 year-olds during the Summer holidays. Participants also enjoy visits from Leyton Orient Football Club players and apportunities to access free tickets to matches.

Chaniya, 18 years-old: "The Sports Leaders course has given me the chance to develop skills such as leadership behaviours, and learnt how to prepare sessions plans and deliver to different age groups. I have learnt how to adapt my sessions to different age groups and the course has given me a huge amount of confidence."

- ★ Health
- ★ Wellbeing
- ★ Educational Attainment

Walking Football

110 participants engaged

Walking Football sessions were launched in 2015 by Leyton Orient Trust. In 2016, a committee was set up to run the competitive element, becoming 'Leyton Orient Walking Football Club.' The Club was affiliated to the FA in 2017, and gained Charter Standard in 2019. As part of the Charter Standard requirements, 9 players were trained as Level 1 Coaches by Leyton Orient Trust, who then took over the running of the weekly sessions in July 2019.



- Health
- ★ Wellbeing
- ★ Educational Attainment

Man V Fat

341 player registrations Average number of players per season: 91 Total weight loss over 3 seasons: 861 kg Highest individual weight loss: 32.6kg



Photo credit: Tom Clazie Flynn

Leyton Ortent Man V Fat football is part of the nation-wide franchise. It is a weight loss programme designed for Men aged 18+ with a BMI of over 27.5+. Participants play a 6-a-side football match after being weighed and measured. Their weight loss and scores on the pitch add up to an overall weekly score

- Health
- ★ Wellbeing

Over 50s Networking group

53 participants engaged



In partnership with Waltham Forest Council, Waltham Forest residents aged 50 years and older are invited to a monthly networking group at Leyton Orient Football Club. With refreshments supplied by the local Tesco store, attendees have the apportunity to socialise with one another. Each week local organisations are invited to share information on set themes. it's also an apportunity for attendees to find out about clubs, groups and other activities happening in their area.

★ Wellbeing

Developmental Coordination Disorder and Cerebral Palsy Football

19 children engaged



Leyton Orient Trust run sessions in partnership with NELFT for young people with Developmental Coordination Disorder and Cerebral Palsy.

These sessions provide an inclusive environment where boys and girls aged 5 to 12 years old can practice and develop their football skills without being judged. It provides an opportunity to develop team skills and play games with their peers. The sessions helps to build confidence, self-esteem and motor skills, along with teaching them the fundamentals of football training.



Coping Through Football

256 adults and young people engaged 18 progressed into education 5 progressed into employment I took up volunteering opportunities



Coping Through Football is a transformational project that engages with and improves the wellbeing of adults and young people experiencing mental health issues. A partnership between Landon Playing Fields Foundation and NHS North East London Foundation Trust. Alex Lawless, O's player and Martin Ling, Director of Football, are ambassadors for this programme, regularly visiting the group through the year.

- # Health
- ★ Wellbeing
- * Educational Attainment

Club community engagement

Over 250 appearances made by players in the Community 2,400 people engaged in player appearances Over 2,500 complimentary tickets were offered by the Club to Trust participants

600 pupils engaged visited the Stadium or Training Ground



An important element of the Club's engagement is using the players to interact and get involved with community activity. Each season, the Trust nominate and award a player that has gone above and beyond when they are trivolved in visits. This season the accolade went to Charlie Lee who attended many verying community visits but was also paramount in a charity awareness campaign for local foodbank 'Eat or Heal'.

* Health

★ Wellbeing

80 Years in Leyton

10,050 participants engaged 20 exhibitions 5,000 visitors viewed an exhibition 500 pupils took part in an 80 Years in Leyton lesson



80 Years in Leyton is a project led by Leyton Orient Trust and Eaststde Community Heritage, made possible with funding from Heritage Lottery Fund. Local young people have played a key role in bringing together stories and memories of Leyton Orient Football Club and Leyton, since the Club's move to its current home in 1937. An exhibition was produced and launched in September 2018, and since has been touring libraries in Waltham Forest, School resource packs have been produced and lessons delivered in local Primary schools.

* Educational Attainment

Essex Cricket Partnership

115 Participants engaged

This partnership was established in 2018 taking over the Stadium pitch to deliver a day of tapeball cricket. In 2019, the day focused on delivering a primary schools tournament, secondary schools tournament, walking cricket and cricket memories session and in the evening an adult male and female tapeball tournament. Students from our College Study Programme also took part in a cricket session with coaches from Essex Cricket in the Community.

Health

★ Wellbeing

* Employability

Fundraising - Ride London

5 Participants engaged £1,040 raised

The Leyton Orient Trust fundratising team of five joined thousands of cyclists to ride 100 miles in the annual Prudential RideLondon event on Sunday 4 August 2019.

Two representatives from Leyton Orient Football Club sponsors, The Energy Check, Joined the team

Marcus Mellor, Corporate Partnerships Manager, The Energy Check, said: "It was an absolute pleasure to represent Leyton Orient Trust in the RideLondon. In what was one of the toughest challenges of my life, I was proud to wear the Leyton Orient badge."

* Health

★ Wellbeing

Report of the Trustees For the Year Ended 31 August 2019

OBJECTIVES AND ACTIVITIES

Objectives

The aim of the Charity is to benefit the inhabitants of Greater London and, in particular, benefit those inhabitants who are elderly, disabled, unemployed, girls, women, or those who are from minority ethnic groups, by providing and assisting in the provision of services and facilities for sport, recreation and learning for the said inhabitants in the interest of social welfare and education and so that their condition of life may be improved.

We referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future services. Our focus for the next three years is on providing sporting and leisure activities in our local neighbourhoods leading to improving educational and employability opportunities.

Review of our activities over the past year

Leyton Orient Trust operates as a registered charity and company limited by guarantee. The Trust delivers a range of engagement and development programmes to communities based in Waltham Forest, Tower Hamlets, Hackney and Redbridge.

The vision of Leyton Orient Trust is: 'Using the power of sport to improve life chances'

Its mission is to deliver and develop Health, Well Being, Educational Attainment and Employability programmes that are relevant, engaging and inspiring.

Since its creation in 1989 Leyton Orient Trust has invested over £30 million in North and East London touching the lives of over 100,000 people in that time.

Leyton Orient Trust aligns itself with the aims and objectives of Local, Regional and National Government; its agencies and the third and community sector where appropriate and of mutual benefit, in particular, in the London Boroughs of Hackney, Redbridge, Tower Hamlets and Waltham Forest.

As a result, Leyton Orient Trust delivers the following programmes:

- Kicks, Primary Stars and Girls Football in partnership with the Premier League
- Study Programmes for 16-19 year olds with Waltham Forest College
- Mental Health Treatment and Recovery Programme 'Coping through Football' with London Playing Fields Foundation and North and East London Mental Health Trust
- Schools Open Holiday Programme with the London Borough of Waltham Forest
- Targeted Health Programmes with Redbridge, Hackney, Tower Hamlets and Waltham Forest Public Health Teams.

Trading subsidiary and consolidation

The charity has a 100% interest in the ordinary share capital of its subsidiary undertaking Leyton Orient Youth Development Programme Limited, whose principal activity is the provision of sports coaching services. The subsidiary did not trade in the year, and therefore no consolidated accounts have been prepared.

Financial review

Over the financial period we have continued to develop our excellent team of Staff and Board who have fully focused on the financial challenges.

On the expenditure side we continue to manage efficiently through a combination of savings made on fixed and variable costs. We are therefore pleased with the improvement but are not complacent and have accordingly fully embedded into our financial monitoring and review system risk and viability assessments on all of our operations.

Looking ahead we are confident that we have the right staff and skills in place to face and shape the challenges so that we continue to work effectively with our local communities.

In the year £18,628 was transferred into bank accounts unknown to the Trust. This has been reported to the Board, Auditors, Banks and the Fraud Unit at the Metropolitan Police for further investigation. In response the Board has undertaken a full review of its systems and practices and has now put in place a more detailed and robust process.

Report of the Trustees For the Year Ended 31 August 2019

OBJECTIVES AND ACTIVITIES (continued...)

Reserves

We review and examine the expected level of incoming resources and outgoing expenditure on a quarterly basis. We are of the opinion that the level of reserves appropriate to meet efficiently the needs of the charity should equal the average expenditure incurred over three to six months of activities.

As at 31st August 2019 cash reserves stood at £581,048 less trade creditors of £16,660 and HMRC creditor of £24,171 gives free cash reserves of £540,217. This is equivalent to approximately 8.25 months of the projected expenditure for 2019/20. We therefore consider that the level at the year end is adequate to meet the continuing commitments in the forthcoming year.

Post balance sheet events

There are no post balance sheet events that necessitate disclosure in these accounts.

Plans for future periods

We are a strong and successful organisation which is well equipped and ready to meet the challenges that the future may bring and are able, due to our flexibility as a charity, to reposition ourselves to respond effectively. As such we have agreed to use our resources to further invest in our life-long learning and health and well-being programmes and how we monitor, assess and evaluate our impact in line with our aims.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Leyton Orient Trust is a company limited by guarantee governed by its Memorandum and Articles of Association dated 29 September 1997, as amended by Special Resolution dated 2 September 1998. The members have each undertaken to contribute no more than £10 to the charity's assets in the event of the company being wound up. It is registered as a charity with the Charity Commission.

The charity is an incorporated company limited by guarantee and is registered with the Charity Commission under the registered number 1071766 and with Companies House 3441666.

Board of Trustees and Directors

The Directors of the charitable company (the charity) are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. Below is a list of the officers that served in the year under review.

Key Management Personnel: Trustees and Directors

Gary De Ferry (resigned April 2019)

Neil Gerrard

John Farmer Peter Argall

Marshall Taylor Deborah Griggs Alan Tobias

Cllr Richard Sweden

Umbar Sharif

Trustees are appointed by the charity. Trustees are required to retire from office on a rotational basis and may be re-elected for a further term.

Key Management Personnel: Senior managers

Chief Executive

Neil Taylor

Induction and training of new trustees

New Trustees are informed of their legal obligations under charity and company law, the Charity Commission guidance on public benefit, and the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Report of the Trustees For the Year Ended 31 August 2019

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Organisational structure

The Board of Trustees administers the charity. A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees for operational matters. The Chief Executive of the Charity reports directly to the Trustees on a quarterly basis. The Chief Executive is responsible for managing staff. The charity is funded to undertake and deliver projects from organisations based in either the statutory, voluntary or commercial sector.

Related parties

None of our Trustees receive remuneration or other benefit from their work with the charity. Any connection between a Trustee or senior manager of the charity with a service provider or supplier to the charity must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year no such related party transactions were reported.

Risk Management

We continually review external and internal risks to the Charity. Over the year this has included continuing to review all current policies and procedures and bring them up to date, investing in retaining and developing key staff and improving the quality and experience of the trustees themselves.

This work has identified that financial sustainability is the principal risk and uncertainty for the charity. Leyton Orient Trust is continually seeking to diversify its income streams to reduce the potential impact of any loss of income. A key element in the management of financial risk is the regular review of available liquid funds to settle debts as they fall due. Most full-time staff are employed with regard to the length of their project funding.

The Trustees and CEO therefore maintain close contact with funding partners and steering groups to keep abreast of any downturns to future funding streams and plan objectively. Looking forward, Leyton Orient Trust is confident that the blocks are in place to enable the Charity to continue to grow in the future.

Attention has also been focussed on non-financial risks arising from fire, health and safety, child protection, IT and cyber security. These risks are managed by ensuring accreditation is up to date, having robust policies and procedures in place and regular awareness training for staff working in these operational areas.

AUDITORS

The Trust has over the year undertaken a review of Audit Services required. This has included undertaking an interview process with a number of Audit Firms. The Board will consider at its January 2020 the findings of this process and the Audit firm to work with for the 2019-2020 period.

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

Report of the Trustees For the Year Ended 31 August 2019

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees (who are also the directors of Leyton Orient Trust for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Senerally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

Approved by order of the board of trustees on 294 James 2020 and signed on its behalf by:

P Argall – Trustee

Leyton Orient Trust

Independent Auditor's Report to the Trustees of Leyton Orient Trust

Opinion

We have audited the financial statements of Leyton Orient Trust (the 'charity') for the year ended 31 August 2019, which comprise the Statement of Financial Activities and Balance Sheet, 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 August 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.

Independent Auditor's Report to the Trustees of Leyton Orient 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 Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities (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.

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.

Independent Auditor's Report to the Trustees of Leyton Orient Trust

Anthony Kelly BSc FCA (Senior Statutory Auditor)
For and on behalf of Roffe Swayne, Statutory Auditor

Ashcombe Court Woolsack Way Godalming Surrey GU7 1LQ

Date 4/2/20

Statement of Financial Activities (Incorporating an Income and Expenditure Account) For the Year Ended 31 August 2019

	Notes	Unrestricted Funds £	Restricted Funds £	2019 Total Funds £	2018 Total Funds £
INCOME					
Donations and Legacies Income from charitable activities Income from Investments	3 4 5	8,014 509,577 4,079	- 203,446 -	8,014 713,023 4,079	3,141 726,028 5,365
Total Income		521,670	203,446	725,116	734,534
EXPENDITURE Expenditure on charitiable activities	6	592,993	224,667	817,660	794,565
Total Expenditure .		592,993	224,667	817,660	794,565
NET INCOME		(71,323)	(21,221)	(92,544)	(60,031)
RECONCILIATION OF FUNDS Total funds brought forward		505,909	118,399	624,308	684,339
Transfers between Funds	16	(4,109)	4,109	-	-
TOTAL FUNDS CARRIED FORWARD	16	430,477	101,287	531,764	624,308

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

All income and expenditure derive from continuing activities.

Leyton Orient Trust (Registered Company Number: 03441666)

Balance Sheet At 31 August 2019

				2019	2018
		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	Notes	£	£	£	£
FIXED ASSETS Tangible Assets	11	16,917	_	16,917	10,681
rangible Assets	11	10,517		10,317	10,001
CURRENT ASSETS					
Debtors	12	116,989	9,170	126,159	109,225
Cash at Bank		581,048	-	581,048	587,148
		698,037	9,170	707,207	696,373
		050,057	3,170	, 0, 1, 20,	550,570
CREDITORS					
Amounts falling due within one year	13	(103,604)	(88,756)	(192,360)	(82,746)
NET CURRENT ASSETS		594,433	(79,586)	514,847	613,627
TOTAL ASSETS LESS CURRENT LIABILITY	ES	611,350	(79,586)	531,764	624,308
TOTAL FUNDS CARRIED FORWARD	16				
Unrestricted funds				434,586	505,909
Restricted funds			*	97,178	118,399
TOTAL FUNDS				531,764	624,308

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

P Argall -Trustee

J C E Farmer Frustee

Page 19

Statement of Cash Flows For the Year Ended 31 August 2019

	2019 £	2018 £
Net movement in funds for the reporting period	(92,544)	(60,031)
Adjustments for:		
Depreciation Charges	6,818	5,814
(Increase)/Decrease in debtors	(16,934)	(23,448)
Increase/(Decrease) in creditors	109,614	(67,155)
Net cash provided by (used in) operating activities	6,954	(144,820)
Cash flows from investing activities		
Purchase of plant and equipment	(13,054)	(7,098)
Net cash provided by (used in) investing activities	(13,054)	(7,098)
Change in cash and cash equivalents in the reporting period	(6,100)	(151,918)
Cash at the beginning of the reporting period	587,148	739,066
Cash at the end of the reporting period	581,048	587,148

Notes to the Financial Statements For the Year Ended 31 August 2019

1. ACCOUNTING POLICIES

Statement of compliance

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.

Basis of preparing the financial statements

Leyton Orient 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 note.

Going concern

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.

Incoming resources

Incoming resources represent the total amount of grants, donations and other trading income received and receivable during the year. Incoming resources received for future accounting periods are deferred to that period.

Restricted funds are funds subject to restrictive conditions imposed by the grantors. All incoming resources are shown gross.

Grants and other incoming resources are included in the accounting period to which they relate. Income received in advance is carried forward to subsequent accounting periods. The amount of incoming resources deferred to subsequent periods is included within creditors.

Resources expended

Direct expenditure reflects all expenses incurred in managing the charitable activities. Management and administration expenditure reflect establishment and financial costs incurred in running the Charity.

The apportionment of wages and salaries between charitable activities and governance costs is calculated by a review of the amount of time spent on each area of responsibility by the employees concerned. Where this basis is not possible expenditure is allocated in proportion to income.

Liabilities for goods and services are included at the point at which they are recognised as being incurred.

Allocation and apportionment of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trusts community programmes and activities. These costs are apportioned where possible directly to an activity, and where this is not possible on the basis of the ratio of income per division to total income.

Notes to the Financial Statements - continued For the Year Ended 31 August 2019

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures & equipment

- 15% - 33.33% straight line

Motor vehicles

- 25% on reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Leasing commitments

Lease payments under operating leases are charged as expenses in the period in which they are incurred.

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Summary of significant judgements and key accounting estimates

There have been no significant judgements and sources of key accounting estimates that have been applied in the preparation of these financial statements.

2. LEGAL STATUS OF THE TRUST

Leyton Orient Trust is a company limited by guarantee governed by its Memorandum and Articles of Association dated 29 September 1997, as amended by Special Resolution dated 2 September 1998. The members have each undertaken to contribute no more than £10 to the charity's assets in the event of the company being wound up. It is registered as a charity with the Charity Commission.

The charity is incorporated in England, limited by guarantee and is registered with the Charity Commission under the registered number 1071766 and with Companies House 3441666. The Charity's registered office is 100 Oliver Road, Leyton, London E10 5JY.

Notes to the Financial Statements - continued For the Year Ended 31 August 2019

3	INCOME AND DONATION	NS FROM LEGACI	IES	V	Va au Fu da d
				Year Ended	Year Ended
				31.8.19	31.8.18
				£	£
	Donations			8,014	3,141
	All donations received i	n the year were (unrestricted		
4	INCOME FOR CHARITAB	LE ACTIVITIES			
		Unrestricted	Restricted	Total	
		Funds	Funds	Funds	Total Funds
				Year Ended 31.8.19	Year Ended 31.8.18
		£	£	£	£
	Community Projects	_	110,088	110,088	144,361
	Sports Development	34,224	-	34,224	37,186
	Education and Training	357,150	86,348	443,498	385,012
	Health Projects	8,162	3,249	11,411	31,226
	Coaching Income	97,446	3,761	101,207	113,105
	Other Income	12,595	-	12,595	15,138
		509,577	203,446	713,023	726,028
	Coaching income consi community activities.	sts of coaching	fees raised fo	r the provision	of sport and
	Of the £726,028 income 2018, £239,139 was restr				ded 31 August
5	INVESTMENT INCOME				
				Year Ended	Year Ended
				31.8.19	31.8.18
				£	£
	Deposit Account Interes	t Received		4,079	5,365

Funds allocation

All income from investments is unrestricted.

Notes to the Financial Statements - continued For the Year Ended 31 August 2019

6 ANALYSIS OF EXPENDITURE ON CHARITIABLE ACTIVITES

	Direct Costs	Support Costs	2019 Totals £	2018 Totals £
Community Projects Sports Development Education and Training Health Projects	107,429 29,538 419,970 111,279	24,291 7,302 94,625 23,226	131,720 36,840 514,595 134,505	134,038 98,982 524,772 36,773
	668,216	149,444	817,660	794,565

Of the £817,660 (2018: £794,565) costs incurred in the year ended 31 August 2019 £224,667 (2018: £207,678) was restricted and £592,993 (2018: £586,887) was unrestricted.

7 ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	Community Projects	Education & Training	Sports & Health	2019 Totals £	2018 Totals £
Auditors' Remuneration Management	1,268 23,023	4,939 89,686	1,593 28,935	7,800 141,644	9,600 159,597
	24,291	94,625	30,528	149,444	169,197

8 NET INCOME FOR THE YEAR

Net income is stated after charging:

	2019	2018
	£	£
Auditors' Remuneration	7,800	9,600
Depreciation - owned assets	6,818	5,814
Hire of facilities	32,696	41,627

Notes to the Financial Statements - continued For the Year Ended 31 August 2019

9	ANALYSIS OF STAFF COSTS, TRUSTEES' REMUNERATION AND EXPENSES A MANAGEMENT PERSONNEL	AND THE CO	ST OF KEY
		2019	2018
		£	£
	Wages and salaries	533,485	523,527
	Social Security	46,716	45,784
		580,201	569,311
	activities in proportion to the related staffing costs. The Charity Trustees we any other benefits from employment with the Trust in the year (2018: freimbursed expenses during the year (2018: £nil). No Charity Trustee received payment for professional or other services supp £nil).	Enil) neither	were they
10	STAFF NUMBERS	2019	2018
	The average monthly number of employees during the year was as follows:		
	Salaried	19	19
	Casual	12	14
		31	33

Notes to the Financial Statements – continued For the Year Ended 31 August 2019

11 TANGIBLE FIXED ASSETS

12

	Fixtures & Equipment	Motor Vehicles	Totals £
COST			
At 1 September 2018	27,935	17,000	44,935
Additions	13,054		13,054
At 31 August 2019	40,989	17,000	57,989
DEPRECIATION			
At 1 September 2018	17,254	17,000	34,254
Charge for year	6,818	-	6,818
At 31 August 2019	24,072	17,000	41,072
NET BOOK VALUE			
At 31 August 2019	16,917		16,917
	:=		
At 31 August 2018	10,681	-	10,681
DEBTORS: AMOUNTS FALLING	DUE WITHIN O	NE YEAR	
		2019	2018
		£	£
Amounts owed by group unde		-	
Grants and other income rece		37,056	41,872
Other debtors and prepaymen	nts	32,125	6,230
Accrued income		56,978	61,123
		126,159	109,225

Notes to the Financial Statements – continued For the Year Ended 31 August 2019

13	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE Y	EAR		
		2019	2018	
		£	£	
	Creditors excluding tax and national insurance	55,933	39,839	
	Tax And National Insurance Creditors	24,171	23,401	
	Monies received deferred for future projects	100,250	1,500	
	Accruals	12,006	18,006	
		192,360	82,746	
14	DEFERRED INCOME			
	Deferred income comprises of monies received in a	dvance of future	projects.	
	Balance as at 1 September 2018			£ 1,500
	Amount released to income earned from charitable	activities		(1,500)
	Amount deferred in the period	,		100,250
	Balance as at 31 August 2019			100,250
15	OPERATING LEASE COMMITMENTS			
	The total of future minimum lease payments is as fo	ollows:		
			2019	2018
			Totals	Totals
	Within one year		-	444
	Between one and five years		-	-
	Over five years		_	_
				444

Notes to the Financial Statements – continued For the Year Ended 31 August 2019

16	ANALYSIS OF CHARITABLE FUNDS			W.	
			Net	Transfers	
		At 1.9.18	Movement	Between	At 31.8.19
			in Funds	Funds	
		£	£	£	£
	Unrestricted funds				
	General fund	505,909	(71,323)	(4,109)	430,477
	Restricted funds				
	Community projects	119,158	(17,871)	-	101,287
	Education & training	973	(2,866)	1,893	-
	Sports activities	=	-,	2-	-
	Health projects	(1,732)	(484)_	2,216	
		118,399	(21,221)	4,109	101,287
	TOTAL FUNDS	624,308	(92,544)	-	531,764
	Net movement in funds, included in the	above is as fo	ollows:		
× ,,	*		Incoming	Resources	Movement
			Resources	Expended	in Funds
			£	£	£
	Unrestricted funds				
	General fund		521,670	(592,993)	(71,323)
	Restricted funds				
	Community projects		110,088	(127,959)	(17,871)
	Education & training		86,348	(89,214)	(2,866)
	Sports activities		3,761	(3,761)	-
	Health projects		3,249	(3,733)	(484)
	······································				, , ,
			203,446	(224,667)	(21,221)
	TOTAL FUNDS		725,116	(817,660)	(92,544)

Notes to the Financial Statements – continued For the Year Ended 31 August 2019

The purposes of the restricted funds are as follows:

- (i) Community projects projects are run to provide positive opportunities and experiences for disadvantaged people within the community. The objectives of the projects are to reduce antisocial behaviour, youth crime, enhance community cohesion, encourage good citizenship and provide volunteering and employment opportunities for young people. Funding is also provided to ensure the player pathway for female footballers is in place. Projects receiving funding include; PL Kicks and Girls & Women. Funding bodies vary from The Premier League Charitable Fund, Local Authorities, Housing Associations, Football Authorities and grant giving Trusts.
- (ii) Education and training this relates to coaching programmes and services provided to schools and higher education bodies, as well as general health and education activities and initiatives. Funding bodies vary from Local Authorities, Football Authorities and grant giving Trusts.
- (iii) Sports Activities projects are run to address social inclusion and provide positive opportunities and experiences for disadvantaged and hard to engage young people. This is done through offering a range of sports based youth diversionary activities. Funding was received from Interactive UK in respect of the Inclusive project.
- (iv) Health projects this relates to funding which supports general health and education activities and initiatives. Funding was received from Groundwork London, The Mayor's Moving Fund and NHS and Hackney City and Diabetics Group.

17. RELATED PARTY TRANSACTIONS

The charitable company is associated, by virtue of a director being a member of key management personnel, with Leyton Orient Football Club (LOFC).

During the period Leyton Orient Trust received £12,450 (2018: £6,000) for contribution to Liaison Officer, and paid to LOFC £1,812 (2018: £1,585) for goods and services.

18. GOVERNMENT GRANTS

Income for government grants comprises related grants made by local authorities.

19. CORPORATION TAXATION

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.