



Founded: 1990

WEST BRIDGFORD COLTS FOOTBALL CLUB CIO

Trustees' Report for the year ended 31st May 2026

Charity number: 1182502

INTRODUCTION

The Trustees present their annual report together with the financial accounts of the Charity for the year ended 31st May 2026. These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. These accounts have also been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with the Charities Act 2011. The Charity was formed from the existing assets of West Bridgford Colts Football Club. The decision to form a Charitable Incorporated Organisation was primarily driven by the increasing size of the original club and the increasing need to manage the organisation, the liabilities, and the finances of such a large entity. The creation of a charitable organisation was a good fit with the aims of the organisation.

STRUCTURE, GOVERNANCE AND MANAGEMENT

West Bridgford Colts Football Club CIO (the "Charity") was registered as a charitable incorporated organisation on 15th March 2019, number 1182502. Trustees are appointed in line with our constitution and meet regularly to consider the strategy, operations, risks, and successes of the Charity. No new Trustees were appointed during the 25-26 season although vacancies for two new Trustees to bring legal and Commercial/sponsorship expertise were advertised for. The Trustees have not received payment for time spent working in their capacity as Trustees.

The Club has continued to evolve its governance and structure to:

- implement the recommendations arising from the Governance Review (January 2025)
- ensure compliance with the Charities Commission
- ensure it is fit for purpose to take the Club into the next phase of its development.

The focus has been on becoming better rather than bigger as a club. The transition has led to a change in the operational workforce that runs the club on a day to day basis. This has included the establishment of permanent salaried positions, in line with HMRC guidelines, moving on from the consultancy arrangements that were in place previously.

This year, the club has:

- Made a start on implementing the priorities set out in its club development plan
- Recruited an interim Club Secretary and a General Manager (this is a new, paid role reporting to the Board of Trustees) to co-ordinate the different functions and oversee operational matters.



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- Considered the recommendations identified in the Welfare and Safeguarding review and developed an action plan to drive improvement.
- Evolved the structure of the senior section, transitioning the finances of the men's first and reserve teams, to the new Trading Subsidiary company (West Bridgford Colts Seniors Limited), along with bar and catering activity.
- Further financial review and planning undertaken in line with the evolving staffing structure.
- Submitted an application for a new 3G facility at Regatta Way. This has been approved by the Football Foundation, subject to a number of conditions.
- Implemented new financial and operational systems (Xero and Team Fee Pay) to drive operational efficiencies across the Club.

OBJECTIVES & ACTIVITIES

The primary objective is the promotion of community participation in healthy recreation for the public benefit in West Bridgford and the surrounding areas by providing facilities and opportunities to play football. The Charity provides the opportunity and organisation for children, young adults and adults to participate in footballing activities. West Bridgford Colts Football Club ("The Club") is the trading name of the Charity, and the Club has maintained its 3-star England Football Accredited status with the Football Association. The Club organises training and match facilities for teams along with maintaining all back-office requirements such as insurance, training, and safeguarding checks. The teams operate in regional leagues including the Young Elizabethan League, Notts Youth League, Nottinghamshire Girls and Ladies Football League, United Counties League, East Midlands Women's League, North Midlands Development League, Nottinghamshire Senior Football League and East Midlands Pan Disability League.

ACHIEVEMENTS & PERFORMANCE

The 2025-26 season saw the number of teams in the Club increase along with the number of participants. The Club had 123 registered teams including children's and youth football, senior men's and ladies' football and pan disability teams. In total, there were approximately 1500 young people and adults playing football for West Bridgford Colts Football Club in the 2025-26 season. The Charity has continued to develop its Inclusive Football structure and has increased the number of players participating. The Inclusive Football section has volunteer coaches who train and manage the Pan-Disability teams. The Charity has also been working with Nottinghamshire County Council to secure a long-term lease for the Regatta Way site.

Work has progressed to secure investment in an Artificial Turf Pitch (ATP) at Regatta Way. A number of surveys have been completed and a grant application to the Football Foundation was submitted in December. £979,560 has provisionally been approved by the Football Foundation, pending a number of conditions, one of which is the generation of partnership funding by the club to meet the total project cost of £1,387,560.

VOLUNTEERS

Volunteers are the heartbeat of the club, fulfilling over 500 volunteer roles covering different areas - coaches, team administrators, treasurers, pitch coordinators, welfare officers and year group



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representatives. The Charity would like to thank all volunteers who have given their time and support to make West Bridgford Colts Football Club the successful Club that it is.

The club could not function without their commitment and contribution. Recruiting, supporting and retaining sufficient volunteers is an ongoing challenge, with a risk that gaps place additional pressure on existing volunteers and affect the club's ability to operate effectively. The club continues to encourage new volunteers to come forward and recognises the importance of clear roles and appropriate support to help volunteers feel valued and remain involved.

PUBLIC BENEFIT

The Trustees have complied with the duty in Section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission in respect of public benefit and in planning the activities for the year. The founding principle of the Club is to provide football for as many local children, young people and adults as possible. The Club offers training opportunities for coaches to gain the "Introduction to Football" and other FA qualifications, and operates in line with FA 3-star status to ensure that FA Respect measures are implemented and that children and adults can play football in a safe and inclusive environment. Other benefits include:

- The provision of structured physical activity through training and matches
- The involvement of players in a team activity to support social benefits and give a more diverse experience to players
- The improvement of football skills amongst players and coaching skills of adults
- The promotion of mental, physical and moral capabilities of players

FINANCIAL REVIEW

Income of £435k was received in 2025-26, with the majority of this being from player subscriptions (£357k) and registration fees (£49k). 2025-26 expenditure was £381k, with training and match pitch hire the most significant expenditure (£146k), other expenditure included wages (£42k), facilities - largely Regatta Way (£36k) and kit (£47k). The annual accounts include all bank accounts associated with the charity and as of the 31 May 2026 the cash held was £102k.

Given the underlying loss during 2024-25 the Trustees made the decision to increase monthly subscriptions from £20.00 per month to £22.50 effective from September 2025 and to remove the dual player discount. Whilst no increase in subscriptions is ever welcomed, this was only the second increase in nine years, and we hope that members feel the club continues to offer value for money. Registration fees for the 2025-26 season increased to £30. A full summary can be seen in Appendix 2.

All trading activity of the club is now going through West Bridgford Colts Seniors Limited (WBCSL), which is a wholly owned subsidiary of West Bridgford Colts Football Club CIO. The CIO provided a loan to WBCSL in its first year of £25k. WBCSL made an income of £23k against expenditure of £49k with an overall loss of £26k. The Governance of the new company has its own Board of Directors, one of whom is also a Trustee of the CIO. A new business model is being implemented with a number of income streams identified. WBCSL has provided a financial forecast and a set of operating principles are in place between the two entities, and these have been considered by legal advisors. It is anticipated that a further loan will be required this year and throughout the transitional period, whilst the income streams for the WBCSL become established. Trustees continue to consider options



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to ensure the loan, over time can be paid off in full and advice is being sought from the Football Association to ensure the long term viability and sustainability of our senior men's teams.

RESERVES POLICY

It is the policy of the Charity to maintain reserves at such a level to allow it to operate fully throughout the year without the need for an overdraft.

INVESTMENT POWERS & POLICY

The Trustees have the power to deposit or invest funds, employ a professional fund-manager, and arrange for the investments or other property of the CIO to be held in the name of a nominee, in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000.

RISK MANAGEMENT

The Trustees have examined the major strategic, business and operational risks which the charity faces and systems are being established to improve decision-making and to identify and mitigate risks. The major risks to the Charity are:

1. Long Term Financial Performance

It is the Club's intention to maintain an adequate cash balance to ensure the continued viability of the Club and to ensure sufficient funds are available to support the application and contribution required for the 4G pitch at Regatta Way.

During 2025-26 accounting software Xero has been introduced and this will facilitate improved management of the Club's finances and enable more efficient reporting. Separating the trading activity has enabled a transition plan to be developed for the newly formed company.

An annual budget is set and part of this process involves a review annual subscriptions and registration fees.

2. Governance and Structure

The club still has work to do on its governance to ensure compliance with the standards expected of a charity and a Football Club. The club has identified and prioritised what needs to be done and is working through these priorities. The pace of this is dependent on the capacity of the volunteers doing the work and additional volunteers are required across various functions and at various levels of the operation including trustees (legal and commercial/sponsorship), welfare, admin, year group reps etc.

3. Regatta Way Sports Ground

The Club bases itself at Regatta Way Sports Ground in West Bridgford. Together with Gedling and Sherwood Cricket Club, West Bridgford Colts leases the site from Nottinghamshire County Council (NCC) on a long-term basis under the structure of Regatta Way Sports Club. A new 30-year lease is due to be signed imminently.

Access to training and match pitches



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Due to the size of the club, there continues to be a strain on pitch availability, particularly for 9-a-side and 11-a-side matches on a Saturday. As the Charity provides winter training facilities for teams from September to May each year, there is also a strain on local training facilities to ensure that all teams can access a suitable training slot. The Charity is in close contact with facility providers to ensure that our teams can get access to suitable, good quality facilities.

PLANS FOR THE FUTURE

The Trustees have identified the following plans and measures for the 2026-27 season:

1. A focus on Culture and values

The club needs to operate more as 'one club'. The club development plan sets out the vision, priorities and values for the club and a priority for 26-27 is to continue our work embedding these throughout the whole club.

2. Volunteer Support

For the 2026-27 season, the club will focus on supporting and retaining existing volunteers and encouraging new volunteers to fill priority gaps, with activity proportionate to the club's capacity.

3. Establish a transition plan for the Senior Section of the Club

West Bridgford Colts Seniors Limited has been set up as a trading subsidiary of the Charity. The club is committed to a senior section and to establishing a different business model to ensure this is sustainable in the long term. A transition plan for this is being developed.

4. Secure the long-term future of the Club with excellent sporting facilities

Continue to develop our good working relationship with Nottinghamshire County Council to ensure that our long-term future at Regatta Way is secure and underpinned by a new 30-year lease. At the time of writing this lease had been secured (albeit not signed by all parties). Once a long-term lease has been secured, the Club will move ahead with the development of an ATP in partnership with the Football Foundation. In addition, the Club will continue to work with other partners, including Rushcliffe Borough Council to ensure access to facilities.

5. Increase participation in under-represented groups

The Club has ambitions to grow girls' football and a priority for the 2026-27 season is to put the foundations in place for sustainable growth. In addition, the Inclusive Football section has developed strongly in recent years by improving processes & providing more permanent and qualified coaching staff. The Club will continue to promote and improve its Inclusive football offering where possible.