Charity Registration No. 1139561

Company Registration No. 07395235 (England and Wales)

NOTTINGHAM FOREST FOUNDATION

(FORMERLY NOTTINGHAM FOREST COMMUNITY TRUST)

TRUSTEES' REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

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NOTTINGHAM FOREST FOUNDATION
(FORMERLY NOTTINGHAM FOREST COMMUNITY TRUST)
LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Hugh White – chair Simon Forster Thomas Gribbin Christine Kane Jayne Mayled Iqbal Sanghera Jamie Whysall
Chief executive	Calum Osborne
Secretary	Nicola Andrews
Patrons	Sir John Peace John McGovern Sir David Greenaway
Charity number	1139561
Company number	07395235
Registered and principal office	The City Ground Pavilion Road West Bridgford Nottingham NG2 5FJ
Auditor	UHY Hacker Young 14 Park Row Nottingham NG1 6GR
Bankers	NatWest Bank plc 148-149 Victoria Centre Nottingham NG1 3QT

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NOTTINGHAM FOREST FOUNDATION
(FORMERLY NOTTINGHAM FOREST COMMUNITY TRUST)

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NOTTINGHAM FOREST FOUNDATION
(FORMERLY NOTTINGHAM FOREST COMMUNITY TRUST)
TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees (who are also directors of the charitable company for the purposes of company law) are pleased to present their report and accounts for the year ended 31 December 2025.

The financial statements have been prepared in accordance with the Charities SORP (FRS 102), the Charities Act 2011, the Companies Act 2006, and the charity's memorandum and articles of association.

Structure, governance and management

Nottingham Forest Foundation (formerly Nottingham Forest Community Trust) is a charitable company limited by guarantee, incorporated on 4 October 2010 and registered as a charity on 29 December 2010. The charity's name was changed on 29 June 2026.

The trustees who served during the year and since the year end were:

Hugh White (chair)
Simon Forster
Jayne Mayled
Iqbal Sanghera
Jamie Whysall
Thomas Gribbin (appointed 23 June 2025)
Christine Kane (appointed 23 June 2025)
Judith Lyons (resigned 29 June 2026)

All trustees are members of the company and guarantee to contribute £10 each in the event of a winding up. Trustees are appointed based on skills, experience, and diversity, and retire by rotation in accordance with the Articles of Association.

Trustees are given an appropriate level of induction and training. This is dependent on the individual's requirements and knowledge of the charity's activities. All trustees are reminded of their statutory obligations and given appropriate guidance and training on their responsibilities as trustees.

The trustees have the objective of seeking to develop a board with appropriate skills, experience and diversity representative of the issues and areas in which the charity operates. Any such changes to the board will continue over time but all appointments will be based on merit.

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As part of their regular review of the board's skills and experience, the trustees appoint several advisors to the board. Board advisors bring distinctive knowledge on different aspects of the charity's operations to complement the existing trustees. Board advisors are not trustees and have no responsibilities as such. During the period the following have served as board advisors:

	Specialist area
Sir David Nicholson	Health
Jason Lee	Equality, diversity and inclusion
Colin Morrell	Finance

The charity is privileged to be supported by a number of patrons. Patrons add prestige and lend credibility to an organisation and the board would like to place on record their appreciation of the support they receive from our current patrons:

Sir John Peace
Sir David Greenaway
John McGovern

The board met four times in 2025 and is responsible for the strategic direction, governance and oversight of the Foundation. The board is supported by the following sub-committees:

- Finance Committee
- Remuneration Committee
- Governance, Compliance and People committee
- Innovation, Impact, Equality, Diversity and Inclusion committee

Each committee operates under formally approved terms of reference, and membership of all committees is approved by the board.

Day-to-day operations are delegated to the Chief Executive, supported by a senior management team. A formal scheme of delegation is reviewed annually.

The Foundation aligns its governance practices with the Charity Governance Code and uses its principles to support continuous improvement

Risk Management
The trustees maintain a comprehensive risk management framework including a formal risk register which is reviewed at least quarterly.

The principle risks identified are:

- Dependence on external funding
- Safeguarding risks

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- Workforce capacity and recruitment
- Programme delivery risks

Mitigation measures include strong financial controls, robust safeguarding policies, staff training, and diversified income streams. A designated trustee has responsibility for safeguarding and reports regularly to the Board. The trustees are satisfied that systems are in place to mitigate exposure to the major risks.

External risks to funding have led to the development of a strategic plan which will allow for diversification of funding and activities. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charitable company. Given the nature of the charity's activities, including working with many young people, great emphasis is placed on the quality of the charity's recruitment, employment, training, health and safety and safeguarding policies and procedures. One of the trustees has specific responsibility for overseeing the charity's safeguarding policy and procedures and reports to the board at every meeting. These procedures are periodically reviewed to ensure that they meet the needs of the charity.

Objectives and activities

The Foundation's purpose is to improve lives through delivery of high-quality football, physical activity and education programmes to people of all ages and abilities in Nottingham and Nottinghamshire.

Its strategic objectives are to:

- Improve levels of health, fitness and wellbeing
- Increase participation in sport and physical activity
- Promote social inclusion and community engagement
- Support education, employability and skills development

Public Benefit

The trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's public benefit guidance.

The Foundation delivers public benefit by providing inclusive and accessible programmes that:

- Improve physical and mental wellbeing
- Support disadvantaged and underrepresented groups
- Reduce social isolation
- Strengthen community cohesion

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Achievements and Performance

During 2025, Nottingham Forest Foundation continued to strengthen its reach and impact across Nottinghamshire, delivering programmes that supported healthier, more connected and more resilient communities.

Our impact reporting, developed in collaboration with Evid Impact, demonstrated strong and sustained outcomes across key areas. Mental wellbeing improved year on year, junior (11-16) physical activity levels reached 38 per cent above the national average, and community engagement measures remained consistently strong. Parent feedback, captured for the first time, reinforced the positive impact our programmes continue to have on children and young people across the region

Soccer Schools delivered inclusive holiday sessions to 1,820 children aged 6–12, generating 4,163 attendances across the year. Alongside developing football skills in a safe and engaging environment, the programme supported confidence, teamwork, physical activity and positive social interaction during school holidays.

Think Big engaged more than 12,500 young people through innovative workshops focused on technology, creativity, employability and social action. The programme introduced participants to areas such as AI, coding, cybersecurity, esports and digital content creation, helping young people build confidence, develop future-ready skills and explore new career pathways.

Premier League Primary Stars reached over 7,000 pupils, using the appeal of football to support learning, physical literacy, teamwork and resilience. Delivered in schools across the region, the programme helped young people stay engaged in education while promoting healthy and active lifestyles.

Premier League Inspires supported almost 700 secondary school pupils at risk of disengagement through mentoring, targeted workshops and enrichment activity. The programme helped young people improve confidence, resilience and future aspirations, while encouraging positive attitudes towards education and personal development.

Premier League Kicks engaged more than 500 young people through free football sessions, mentoring and workshops focused on community safety, inclusion and positive life choices. Delivered in local communities, the programme provided safe spaces where young people could stay active, build relationships and develop confidence.

Holiday Activities and Food (HAF) provision supported more than 2,000 children through enriching activities, healthy meals and safe holiday environments. The programme helped tackle holiday hunger, reduce social isolation and ensure children remained active, engaged and supported outside of school term time.

Community Corner continued at every home matchday, creating family-friendly experiences and raising awareness of key social issues.

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Our fourth community **Iftar**, delivered in partnership with Himmah, brought people together during Ramadan and celebrated unity across Nottingham.

Targeted initiatives including **Forest Futures**, **Forest Forces** and **Welcome Through Football** continued supporting care leavers, veterans and refugee communities.

The Foundation also continued to strengthen its relationship with Nottingham Forest Football Club throughout the year. Community Corner remained a visible matchday presence, while collaborative initiatives such as the Home for Christmas campaign and Open Training Session helped support local families and communities. Across the festive period, more than 1,000kg of essential donations were collected and distributed to those in need.

One of the standout moments of the year saw Nottingham Forest wear Nottingham Forest Community Trust branding on the front of shirts during UEFA Europa League fixtures thanks to the support of principal partner Bally's. This provided an unprecedented platform to showcase the Foundation's work to a global audience and reinforced the strong connection between the club and its community.

The year also saw Taiwo Awoniyi and Hollie Olding recognised as PFA Community Champions for their exceptional commitment to community engagement and mental health advocacy, highlighting the positive influence Nottingham Forest players continue to have beyond the pitch.

Financial review

Total income for the year was £2,123,814 (2024: £2,277,031) and the charity generated a net surplus of £99,761 (2024: £105,017). Net assets were £1,208,446 (2024: £1,108,685) comprising unrestricted funds £1,205,436 (2024: £1,086,685) and restricted funds £3,010 (2024: £22,000). Cash and current investment balances remain strong at £1,808,623 (2024: £1,749,153) supporting operational resilience.

There has once again been a very positive relationship with Nottingham Forest Football Club, and we were very grateful for the generous donations and support in the year.

The Forest Sports Zone recorded income in the year of £299,804 (2024: £258,539) and focus has been on preparing for the upcoming redevelopment of the site.

The Education & Skills income stream saw continued strong participation in our Premier League Primary Stars and Premier League Inspires programmes. We were pleased to launch a new Community Sports Coaching CIMSPA-accredited course in partnership with West Notts College in September 2025, and our 'Think Big' programme in partnership with Ideagen, which connects young people to the world of technology and the benefits of a career in technology, has continued successfully. Additional funding has been obtained for both our Forest Futures

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programme, a mentoring programme which supports children and young people to reduce risk factors associated with violent crime, and our Kicks programmes which provide free football sessions and form part of a wider intention to offer young people opportunities in the area, raising their aspirations and pride for their surroundings.

The Health & Wellbeing income stream has seen the continuation of the Healthy Communities programme which is a comprehensive health and wellbeing programme that encompasses interventions for both physical and mental health. Our Healthy Goals programme has also been launched which offers free sessions to teens (11-16) and adults across Nottingham City and Kirkby in Ashfield with the aim of improving the participants' health and wellbeing. The sessions include high-energy workouts, tailored health goal plans, team sports/games and mindfulness. The City and County HAF programmes have continued to allow us to deliver a wide range of physical and creative activities along with the provision of healthy food for children and young people during school holiday periods, aimed at supporting those families who are in the greatest need. Participation at Nottingham Forest Official Soccer Schools has also continued to be high.

Reserves policy

The trustees aim to maintain unrestricted reserves equivalent to six months of recurring expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is also given to ways in which additional funds can be raised. Free reserves at 31 December 2025 are £765,150 and the target level of reserves is £625,328. The board are therefore pleased to report that the charity maintained its minimum level of reserves throughout 2025 which provides appropriate financial stability.

A designated fund of £440,286 has been set aside to support future strategic investment, including investing in facilities and organisational development.

Going Concern

The trustees have reviewed financial forecasts and cash flow projections and consider the charity to be a going concern for the foreseeable future.

Future Outlook

As we look to the future, our goal is to harness our 30 years of experience and successes to deliver even greater impact by supporting those who need us most. By strengthening existing partnerships and cultivating new ones across the private, public, and third sectors, we aim to expand our reach and deepen our impact. Our commitment to being accessible and dedicated to our communities is fundamental to achieving our objectives and ensuring our support extends well beyond the realm of football.

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Our vision remains resolute: to be a catalyst for positive change in the lives of those who need it most. This vision is upheld by our core values: accessibility, commitment, and progressiveness, and our mission to provide unwavering support to individuals, organisations and communities.

2026 presents an exciting period as we transition to relaunch as Nottingham Forest Foundation, publish our five-year strategic plan, and progress the redevelopment of the Forest Sports Zone.

Key management personnel remuneration

The trustees consider key management personnel to consist of the board of trustees, the chief executive and the senior management team who report to the board of trustees.

All trustees give their time freely and no trustee remuneration was paid in the year. Details of trustee expenses and related party transactions are disclosed in notes 8 and 15 to the accounts. Trustees are required to disclose all relevant interests and register them with the chief executive and in accordance with the Foundation's policy withdraw from decisions where a conflict of interest arises.

The pay of the senior management personnel is reviewed annually by the remuneration committee and normally increased in accordance with average earnings and set at market rates. The remuneration is also bench-marked with charities of a similar size and activity to ensure that the remuneration set is fair and not out of line with that generally paid for similar roles.

Fundraising Practices

The Foundation raises funds through grants, partnerships and donations and does not engage professional fundraisers.

The trustees are committed to ethical fundraising practices. No complaints were received during the year.

Finally, we would like to formally thank all our funders for their continuing support and our staff for their dedication and hard work during the year.

This report was approved by the Board of Trustees on 09/09/2026 and signed on its behalf by

Hugh White

H White,
Chair of Trustees

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NOTTINGHAM FOREST FOUNDATION
(FORMERLY NOTTINGHAM FOREST COMMUNITY TRUST)
STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the 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 these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement of disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant audit information of which the charitable company's auditor is 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 auditor is aware of that information.

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UHY Hacker Young
14 Park Row
Nottingham NG1 6GR

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF NOTTINGHAM FOREST FOUNDATION (FORMERLY NOTTINGHAM FOREST COMMUNITY TRUST)

We have audited the financial statements of Nottingham Forest Foundation (the 'charitable company') for the year ended 31 December 2025 which comprise the Statement of Financial Activities including Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2025, 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; 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 charitable company 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 statement 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 charitable company'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.

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UHY Hacker Young
14 Park Row
Nottingham NG1 6GR

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' 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.

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 Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees Annual 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 Annual 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; 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 exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

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Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 8, the trustees (who are also the directors of the charitable company 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 directors 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 company'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 directors either intend to liquidate the company 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

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:

Based on our understanding of the charitable company and the industry in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the acts by the charitable company, which were contrary to applicable laws and regulations including fraud, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to completeness of revenue and the charitable company's net income for the year.

Audit procedures performed included: review of the financial statement disclosures to underlying supporting documentation, review of correspondence with and reports to the regulators, including correspondence with the Charity Commission, review of trustee meeting

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minutes, enquiries of management, tracing income and expenditure to supporting documentation, and testing of journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Use of our report

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Chris McKain

Chris McKain (Senior Statutory Auditor)
For and on behalf of UHY Hacker Young, Statutory Auditor
Date: 09/09/2026

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NOTTINGHAM FOREST FOUNDATION
(FORMERLY NOTTINGHAM FOREST COMMUNITY TRUST)
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR TO 31 DECEMBER 2025

	Notes	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Incoming resources from generated funds					
Donations and legacies	**2**	**106,455**	**-**	**106,455**	87,148
Charitable activities	**3**	**757,618**	**1,205,556**	**1,963,174**	2,137,675
Investment income	**4**	**33,598**	**-**	**33,598**	35,119
Other income	**4**	**20,587**	**-**	**20,587**	17,089
Total incoming resources		**918,258**	**1,205,556**	**2,123,814**	2,277,031
Resources expended					
Charitable activities					
Activities within the community	**5**	**747,958**	**1,132,244**	**1,880,202**	2,040,863
Support costs	**5,7**	**51,549**	**92,302**	**143,851**	131,151
Total resources expended		**799,507**	**1,224,546**	**2,024,053**	2,172,014
Net surplus / (deficit) for the year before transfers		**118,751**	**(18,990)**	**99,761**	105,017
Transfers between funds	**16**	**-**	**-**	**-**	-
Net surplus / (deficit) for the year		**118,751**	**(18,990)**	**99,761**	105,017
Net movement in funds					
Fund balances at 1 January		**1,086,685**	**22,000**	**1,108,685**	1,003,668
Fund balances at 31 December		**1,205,436**	**3,010**	**1,208,446**	1,108,685

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

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NOTTINGHAM FOREST FOUNDATION
(FORMERLY NOTTINGHAM FOREST COMMUNITY TRUST)

BALANCE SHEET
AS AT 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £ As restated	2024 £
Fixed assets					
Tangible assets	**10**		**21,104**		14,308
Current assets					
Debtors	**11**	**65,823**		256,325	
Current investments		**170,252**		170,318	
Cash at bank and in hand		**1,638,371**		1,578,835	
		1,874,446		2,005,478	
Creditors: amounts falling due within one year	**12**	**(329,134)**		(583,131)	
Net current assets			**1,545,312**		1,422,347
Total assets less current liabilities			**1,566,416**		1,436,655
Provisions for liabilities	**14**		**(357,970)**		(327,970)
Net assets			**1,208,446**		1,108,685
Income funds					
Unrestricted funds	**16**		**1,205,436**		1,086,685
Restricted funds	**16**		**3,010**		22,000
			1,208,446		1,108,685

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard 102.

The notes on pages 16 to 31 form part of the financial statements. The accounts were approved and authorised for issue by the board on 09/09/2026 .

H White
Trustee and chair

I Sanghera
Trustee

Company Registration No. 07395235

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NOTTINGHAM FOREST FOUNDATION
(FORMERLY NOTTINGHAM FOREST COMMUNITY TRUST)
STATEMENT OF CASH FLOWS
FOR THE YEAR TO 31 DECEMBER 2025

	Notes	2025	2024
		£	£
Cash flows from operating activities	**19**	**41,148**	76,559
Cash flows from investing activities			
Payments to acquire tangible fixed assets		**(15,276)**	(10,487)
Interest received		**33,664**	54,550
Net cash flows from investing activities		**18,388**	44,063
Net increase in cash and cash equivalents		**59,536**	120,622
Cash and cash equivalents bought forward		**1,578,835**	1,458,213
Cash and cash equivalents carried forward		**1,638,371**	1,578,835
Cash and cash equivalents consists of:			
Cash at bank and in hand		**1,213,371**	1,153,835
Short term deposits		**425,000**	425,000
Cash and cash equivalents at 31 December		**1,638,371**	1,578,835

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1. Accounting policies

1.1. General information and basis of preparation

Nottingham Forest Foundation is a charitable company limited by guarantee registered in England & Wales. The address of the registered office is given in the legal and administrative information in these financial statements. The nature of the charity's operations and principal activities are to deliver high quality football, physical activity and education programmes to people of all ages and abilities in Nottingham and across the county.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with the second edition of the Charities Statement of Recommended Practice issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2. Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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1.3. Income recognition

Items of income are recognised and included in the accounts when all of the following criteria are met:

- The charity has entitlement to the funds;
- any performance conditions attached to the item(s) of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

Incoming resources accounted for on an accruals basis and shown in the Statement of Financial Activities represent amounts receivable in relation to grant funding, donations, education programmes, coaching fees and facility hire.

Grants receivable in respect of capital expenditure are credited to capital funds and amortised through the statement of financial activities over the expected useful economic lives of the relevant assets.

Grants of a revenue nature are credited to income in the year for which they are receivable, provided that the obligations under the grant agreement have been fulfilled.

Where income is received in advance of performance, its recognition is deferred and included in creditors until the contract is performed.

1.4. Expenditure

All expenditure is accounted for on the accruals basis. In particular, the costs of charitable activities represent all costs of the charity less those apportioned to support costs. Costs are apportioned to projects based on time allocation or income. Support costs include the costs of governance arrangements which relate to the general running of the charity as opposed to the direct management functions inherent in generating funds, service delivery and project work.

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1.5. Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at annual rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Office Equipment 10% - 25% straight line

1.6. Donated services

The charity does not include donated services and facilities in the statement of financial activities as the charity is unable to reasonably quantify or measure the value of these services.

1.7. Operating leases

Rentals under operating leases are charged to the statement of financial activities on a straight line basis over the lease term.

1.8. Taxation

Taxation has not been provided on the surplus for the year on the grounds that Part 11 of the Corporation Tax Act 2010 applies (tax exemption for charitable companies). By virtue of the same section, income tax deducted from investment income received has been treated as recoverable.

1.9. Employee benefits

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

1.10. Current investments

Current investments comprise cash held in notice deposit accounts with financial institutions, which can be withdrawn subject to notice periods of between 100 and 120 days. As the notice periods exceed three months, these deposits are not classified as cash or cash equivalents. Interest income is recognised in the Statement of Financial Activities as it accrues.

1.11. Cash and cash equivalents

Cash and cash equivalents consist of cash at bank and in hand and short-term deposits which are readily available and have notice periods of three months or less. Interest income is recognised in the Statement of Financial Activities as it accrues.

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2. Income from donations and legacies

	2025	2024
	£	£
Donation from Nottingham Forest Football Club	**70,749**	81,723
Other donations	**35,706**	5,425
Total	**106,455**	87,148

£106,455 (2024: £87,148) of the above income was attributable to unrestricted funds.

3. Income from charitable activities

Included within income relating to activities within the community are the following:

	2025	2024
	£	£
Education & Skills	**816,470**	991,843
Health & Wellbeing	**619,840**	697,878
Facilities	**311,024**	267,223
Core Funding	**215,840**	180,731
	1,963,174	2,137,675

Income from charitable activities was £1,963,174 (2024: £2,137,675) of which £1,205,556 (2024: £1,352,650) was attributable to restricted funds and £757,618 (2024: £785,025) was attributable to unrestricted funds. The income streams have been changed for 2025 to better reflect the charity's strategic areas, and 2024 numbers have been re-presented.

4. Investment income and other income

	2025	2024
	£	£
Investment income		
Interest receivable	**33,598**	35,119
Other income		
Vending machine sales	**17,275**	17,089
Other income	**3,312**	-
	20,587	17,089

£33,598 (2024: £35,119) of the Investment income was attributable to unrestricted funds.
£20,587 (2024: £17,089) of the Other income was attributable to unrestricted funds.

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5. Total resources expended

	Staff costs	Other costs	Total 2025	Total 2024
	£	£	£	£
Charitable activities	**Note 9**	**Notes 6,7**		
Activities undertaken directly	**1,263,725**	**616,477**	**1,880,202**	2,040,863
Support costs	**-**	**143,851**	**143,851**	131,151
	1,263,725	**760,328**	**2,024,053**	2,172,014

£1,224,546 (2024: £1,362,091) of the above costs were attributable to restricted funds. £799,507 (2024: £809,923) of the above costs were attributable to unrestricted funds.

Auditor's remuneration	**2025**	2024
	£	£
Fees payable to the auditor for the audit of the charity's annual accounts (net of VAT)	**7,000**	7,400

6. Activities undertaken directly

	2025	2024
	£	£
Other costs relating to activities within the community comprise:		
Rental of facilities	**96,243**	79,943
Third party delivery staff	**92,714**	193,415
Kit & equipment	**45,805**	48,800
Participant events	**44,942**	46,110
Food provision	**46,327**	59,737
Administrative costs	**40,297**	37,747
Marketing costs	**68,299**	83,149
Travel costs	**39,464**	53,033
Depreciation	**8,480**	4,769
Utility costs	**61,784**	56,525
Vending machine costs	**15,932**	14,141
Replacement of artificial pitch surface	**30,000**	30,000
Maintenance costs	**26,190**	26,037
	616,477	733,406

£415,159 (2024: £460,697) of the above costs were attributable to restricted funds. £201,318 (2024: £272,709) of the above costs were attributable to unrestricted funds.

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7. Support costs

	2025	2024
	£	£
Other support costs comprise:		
Training	**7,546**	13,165
Legal and professional fees	**88,226**	70,226
Accountancy fees	**29,650**	28,320
Audit fees	**8,400**	8,880
Finance charges	**8,466**	6,761
Sundries	**1,563**	3,799
	143,851	131,151

£92,302 (2024: £116,719) of the above costs were attributable to restricted funds. £51,549 (2024: £14,432) of the above costs were attributable to unrestricted funds.

8. Trustees' and key management personnel remuneration and expenses

Key management

The total amount of employee benefits received by key management personnel is £330,853 (2024: £298,984). The average number of key management personnel during the year was 7 (2024: 6). The Foundation considers its key management personnel comprise the Chief Executive Officer, the Head of Operations, Head of Marketing and Communications, Head of Programmes, the Finance & Administration Manager, the People Manager and the Safeguarding & Risk Manager.

Trustees' remuneration, benefits and reimbursed expenses

During the year, none of the Trustees received any remuneration, benefits in kind or were reimbursed any expenses.

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9. Employment costs

	2025	2024
	£	£
Wages and salaries	**1,116,931**	1,186,024
Social security costs	**118,180**	94,844
Defined contribution pension costs	**28,614**	26,589
	1,263,725	1,307,457

There was one employee (2024: one) whose annual remuneration fell within the £70,001-£80,000 band.

The average number of employees during the year was 55 (2024: 61).

10. Tangible fixed assets

	Office equipment	**Total**
	£	**£**
Cost		
At 1 January 2025	**42,374**	**42,374**
Additions	**15,276**	**15,276**
Disposals	**(5,504)**	**(5,504)**
At 31 December 2025	**52,146**	**52,146**
Depreciation		
At 1 January 2025	**28,066**	**28,066**
Charge for the period	**8,480**	**8,480**
Disposals	**(5,504)**	**(5,504)**
At 31 December 2025	**31,042**	**31,042**
Net book value		
At 31 December 2025	**21,104**	**21,104**
At 31 December 2024	**14,308**	**14,308**

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11. Debtors

	2025	2024
	£	£
Trade debtors	**26,823**	80,806
Accrued income	**10,651**	166,116
Other debtors	**28,349**	9,403
	65,823	256,325

12. Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	**14,935**	16,199
Payroll creditor	**6,416**	5,773
Accruals	**39,222**	63,447
Deferred income (note 13)	**268,561**	497,712
	329,134	583,131

13. Deferred income

	As at 1 January 2025	Released in the year	Deferred in the year	As at 31 December 2025
	£	£	£	£
Deferred income	497,712	(497,712)	268,561	268,561
	497,712	(497,712)	268,561	268,561

Income has been deferred where there are performance-related conditions that have not been met at the balance sheet date.

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14. Provisions for liabilities

	As at 1 January 2025 £	Released in the year £	Charged in the year £	As at 31 December 2025 £
Provision for replacement of artificial pitch surface	327,970	-	30,000	357,970

Under the management agreement for the operation of the Forest Sports Zone the charity has an obligation to keep the artificial grass pitch surface in good repair over a 21-year period commencing in July 2015. The amount provided is based on the estimated cost of replacing the surface, spread across its life expectancy of approximately 10 years. The pitch is expected to be replaced during 2026.

15. Related parties

The trustees consider that Nottingham Forest Football Club Ltd ("the football club") is a related party of the charity by virtue of its significant influence. The charity receives significant financial support from the football club, including £70,749 of donations (see note 2), as well as extensive operational resources and access to facilities at the City Ground Stadium at no cost to the charity. The club allow the charity use of the Nottingham Forest brand and presence on the official club website. The charity delivers major community engagement programmes across Nottingham and Nottinghamshire at no cost to the club and creates a positive profile for the club across professional football nationally, regionally, and locally that leads to partnerships with private, public and third sector organisations helping the Club and Foundation deliver their aims and objectives.

The trustees feel they are unable to reasonably quantify or measure the value of the services received or provided, so they have not been recorded in the financial statements. There is a net balance owing to the football club at 31 December 2025 of £646 (2024: net balance owing from the football club of £49,376).

The charity has not provided services to any companies (2024: none) in which trustees have an interest.

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16. Reconciliation of funds

Reconciliation of funds – current year

Unrestricted funds

	As at 1 January 2025	Income	Outgoing funds	Transfers	As at 31 December 2025
	£	£	£	£	£
Unrestricted	686,685	918,258	(799,507)	(40,286)	765,150
Designated funds	400,000	-	-	40,286	440,286
	1,086,685	918,258	(799,507)	-	1,205,436

Restricted funds

	As at 1 January 2025	Income	Outgoing funds	Transfers	As at 31 December 2025
	£	£	£	£	£
PL Kicks	1,650	102,478	(103,725)	-	403
PL Primary Stars	-	75,000	(75,000)	-	-
PL Core	-	227,060	(227,060)	-	-
PL PFA Fund	-	9,160	(9,160)	-	-
PL Inspires	-	75,000	(75,000)	-	-
PL Forest Futures	-	79,706	(79,706)	-	-
PL Healthy Communities	-	144,318	(144,318)	-	-
PL Healthy Goals	-	58,152	(58,152)	-	-
PL Fans Fund	-	9,595	(9,595)	-	-
Forest Forces	21,161	750	(21,911)	-	-
Holiday Activity Food	-	282,284	(282,284)	-	-
Multiply	(811)	9,814	(9,003)	-	-
Newark & Sherwood PLPS	-	40,732	(40,732)	-	-
Millions Kicks	-	48,075	(48,075)	-	-
Broxtowe UKSPF	-	15,971	(15,971)	-	-
Neuro Walking Football	-	3,292	(3,292)	-	-
TNL Football	-	19,169	(19,169)	-	-
Rushcliffe Kicks	-	5,000	(2,393)	-	2,607
	22,000	1,205,556	(1,224,546)	-	3,010

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16. Reconciliation of funds (continued)

Reconciliation of funds – prior year

Unrestricted funds

	As at 1 January 2024	Income	Outgoing funds	Transfers	As at 31 December 2024
	£	£	£	£	£
Unrestricted	620,171	924,381	(778,117)	(79,750)	686,685
Designated funds	352,056	-	(31,806)	79,750	400,000
	972,227	924,381	(809,923)	-	1,086,685

Restricted funds

	As at 1 January 2024	Income	Outgoing funds	Transfers	As at 31 December 2024
	£	£	£	£	£
PL Kicks	2,808	100,000	(101,158)	-	1,650
PL Primary Stars	-	75,000	(75,000)	-	-
PL Core	(254)	189,415	(189,161)	-	-
PL PFA Fund	(111)	9,865	(9,754)	-	-
PL Inspires	-	75,000	(75,000)	-	-
PL Forest Futures	42	146,941	(146,983)	-	-
PL Healthy Communities	-	130,597	(130,597)	-	-
PL Fans Fund	-	10,405	(10,405)	-	-
Emerging Talent Club	15,000	-	(15,000)	-	-
Forest Forces	8,405	27,240	(14,484)	-	21,161
Holiday Activity Food	-	419,590	(419,590)	-	-
Multiply	-	38,858	(39,669)	-	(811)
Social Recovery Fund	2,071	-	(2,071)	-	-
Broxtowe Kicks	3,480	-	(3,480)	-	-
Newark & Sherwood PLPS	-	74,251	(74,251)	-	-
Millions Kicks	-	30,080	(30,080)	-	-
Broxtowe UKSPF	-	16,084	(16,084)	-	-
Welcome Through Football	-	7,692	(7,692)	-	-
Neuro Walking Football	-	1,632	(1,632)	-	-
	31,441	1,352,650	(1,362,091)	-	22,000

Fund descriptions

a) Unrestricted funds

Unrestricted funds represent the free funds of the charity.

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16. Reconciliation of funds (continued)

b) Designated Funds

Designated funds have been set-aside by the trustees to support future strategic investment including investing in facilities and organisational development. No spend has been incurred during 2025 and a further £40,286 has been designated.

c) Restricted funds

PL Kicks - Premier League Kicks offers children and young people aged 8-18 years of age the opportunity to realise their potential through sport. A wide range of multi-sport activity is delivered including football, table tennis, handball and boxing.

PL Primary Stars - Premier League Primary Stars offers primary schools the opportunity to increase the levels and quality of physical education for their pupils, using experienced and qualified coaches to deliver regular coaching sessions.

PL Core Funding - The Premier League Charitable Fund provide annual investment (Core Funding) to support the infrastructure of the Foundation in order to deliver programmes that receive funding from the Premier League and that meet its aims and objectives.

PL PFA Fund – this funds the Media Coordinator role which helps to develop the relationship between NFF and the playing departments of Nottingham Forest Football Club, specifically the First Team, Forest Women, Under 23's and academy.

PL Inspires - Premier League Inspires is an education programme aimed at young people aged between 11-18 years. It uses the appeal of the Premier League and professional football clubs to support those who are marginalised or at risk of not reaching their potential, allowing participants to develop their personal skills and positive attitudes to succeed in life.

PL Forest Futures - NFF are working in partnership with the Nottingham and Nottinghamshire Violence Reduction Unit (NNVRU) delivering an evidence based mentoring programme which supports children and young people to reduce risk factors associated with violent crime.

PL Healthy Communities - A comprehensive health and wellbeing programme that encompasses interventions for both physical and mental health, collaborating with various practitioners and partners from different sectors across the City and County.

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16. Reconciliation of funds (continued)

c) Restricted funds (continued)

PL Healthy Goals - Launched in September 2025, the programme offers free sessions to teens (11-16) and adults across Nottingham City and Kirkby in Ashfield with the aim of improving the participants' health and wellbeing. The sessions include high-energy workouts, tailored health goal plans, team sports/games and mindfulness.

PL Fans Fund - Delivering high quality activations within the Community Corner, which enriches the matchday experience for the community, making it more inclusive and impactful. Activities include penalty shoot outs, mental health support, signposting, promoting awareness of the Foundation's initiative and programmes as well as partnerships with other organisations

Forest Forces - Funded by the Armed Forces Covenant Fund and the Veterans' Foundation, Forest Forces supports Nottinghamshire's veterans to lead a healthier and more connected life.

Holiday Activity Food - The Holiday Activity Food (HAF) programme delivers a wide range of physical and creative activities along with the provision of healthy food for around 3,500 children and young people during school holiday periods. The programme is aimed at supporting those families who are in the greatest need.

Multiply - Multiply is funded by Nottingham City Council and delivers targeted numeracy provision to adults aged 19 years and above, up to and including Level 2. The programme's aim is to boost people's ability to use maths in their daily life at home and work. All workshops are fun, interactive and challenge negative thoughts and experiences of maths.

Newark & Sherwood PLPS - Supporting local young people to develop skills, drive social action and improve health and wellbeing through a combination of enhanced physical education provision, engagement in social action and volunteering projects and educational opportunities surrounding mental health, and healthy lifestyles and eating.

Millions Kicks - funded by The National Lottery Community Fund, this programme delivers weekly indoor and outdoor sports sessions at three venues across Nottinghamshire. These sessions are designed to engage young people in various physical activities, promote health, teamwork and discipline

Broxtowe UKSPF - funded by Broxtowe Borough Council UKSFP, this programme provides free football sessions 2 hours per week for children aged 8 and above. These sessions offer physical activity and behaviour interventions. In addition, there are weekly Healthy Horizon sessions which offer a range of support from mental health isolation, welfare and benefit support, as well as signposting to other sessions in the area

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16. Reconciliation of funds (continued)

c) Restricted funds (continued)

Neuro walking football - funded by the Thomas Farr Foundation, this programme uses the power of football to bring together people with neurological conditions for weekly neuro walking football sessions. The sessions aim to improve lives, boost confidence and self-esteem, as well as alleviate social isolation and loneliness

TNL Football – funded by The National Lottery, this programme offers free inclusive football sessions and events which are designed to encourage families of all ages and abilities to become active and play together. The programme also offers neuro walking football sessions which offer low-impact football sessions for individuals with neurological conditions like Parkinson's, MS, or stroke recovery.

Rushcliffe Kicks – funded by Rushcliffe Borough Council, this programme delivers weekly "Kicks" football sessions in the Keyworth area of Rushcliffe. By using the power of football and physical activity, the coaches deliver an evidence-based mentoring project which supports young people, improving health and wellbeing, increasing social inclusion and reducing risk factors associated with ASB and crime.

Emerging Talent Club - NFF in collaboration with NFFC offer a sustainable football pathway for girls that offers significantly increased opportunities to play football for the first time, enhance the football experience for those girls already playing and offer routes into elite programmes locally and nationally

Social Recovery - Funded by Newark and Sherwood Council, this programme supports older people, especially those at risk of isolation across Nottinghamshire. The programme offers opportunities for participants to safely take part in physical activity sessions, targeting general health and fitness, health walks and mobility exercises

Broxtowe Kicks - Providing free football sessions and forming part of a wider intention to offer young people opportunities in the area, raising their aspirations and pride for their surroundings. Working with Antisocial Behaviour teams, Op Reacher and The Neighbourhood Police team to help reduce crime within the locality

Welcome through Football – funded by Nottingham City Council, this programme delivers weekly 2 hour 'Welcome through Football' sessions, designed for refugees and asylum seekers wishing to connect with the local community, forge new friendships, and stay active in a friendly and secure environment. Advice and support are offered for participants' health and wellbeing, language courses and employability.

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NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

17. Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
Tangible fixed assets	21,104	-	-	**21,104**
Cash and cash equivalents	1,173,441	440,286	194,896	**1,808,623**
Other current assets/liabilities	(71,425)	-	(191,886)	**(263,311)**
Provisions	(357,970)	-	-	**(357,970)**
	765,150	440,286	3,010	**1,208,446**

18. Operating lease arrangements

Total future minimum lease payments due under non-cancellable operating leases are as follows:

Expiry date:	**2025**	2024
	£	£
Within one year	**5,745**	5,745
Between two and five years	**3,351**	9,096
	9,096	14,841

19. Reconciliation of net income / (expenditure) to net cash flows from operating activities

	2025	2024
	£	£
Net income for year	**99,761**	105,017
Interest receivable	**(33,598)**	(35,119)
Depreciation of fixed assets	**8,480**	4,769
Provisions less payments	**30,000**	30,000
Decrease / (Increase) in debtors	**190,502**	(70,319)
(Decrease) / Increase in creditors	**(253,997)**	42,211
Net cash flows from operating activities	**41,148**	76,559

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20. Pensions and other post-retirement benefits

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £28,614 (2024: £26,589). At the balance sheet date, the charity had an unpaid defined pension scheme contribution of £5,711 (2024: £5,773).

In 2025 £15,969 (2024: £12,779) of the defined contribution liability was attributable to restricted funds. In 2025 £12,645 (2024: £13,810) of the defined contribution liability was attributable to unrestricted funds.

21. Prior Period Adjustment

£170,318 of the charity's deposits held as at 31 December 2024 had a withdrawal notice period of longer than 3 months and as such, have been reallocated from cash at bank and in hand to current investments.

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