

THE FOOTBALL FOUNDATION

England & Wales · Charity number 1079309

Details

Other names	THE FOOTBALL TRUST CHARITABLE TRUST
Status	Registered
Legal form	Charitable company
Company number	03876305
Registered	2000-02-09
Register	View on the Charity Commission register

Contact

Address	Football Foundation Wembley Stadium Wembley Park London HA9 0WS
Phone	03453454555
Email	enquiries@footballfoundation.org.uk
Website	www.footballfoundation.org.uk

Activities

Objects: TO PROMOTE ALL PURPOSES RECOGNISED AS CHARITABLE UNDER THE LAW OF ENGLAND AND WALES FROM TIME TO TIME IN PARTICULAR THROUGH AN ASSOCIATION WITH SPORT

Activities: The Charity's current and on-going activities are:to put in place a new generation of modern facilities in parks, local leagues and schools;to provide capital/revenue support to increase participation in grass roots football, andto strenghten the links between football and the community and to harness its potential as a force for good in society.

Classification

- **How:** Makes Grants To Organisations
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Amateur Sport, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-05-31	£150,067,000	£159,343,000	£27,271,000	111
2024-05-31	£135,505,532	£119,446,432	£36,547,642	95
2023-05-31	£106,323,000	£90,678,000	£20,488,000	84
2022-05-31	£79,140,218	£102,530,515	£4,844,948	63
2021-05-31	£42,955,000	£73,859,000	£28,235,000	73

Trustees

Name	Role	Appointed
MARTIN GLENN	Chair	2020-01-01
Ama Agbeze		2026-04-06
Clare Sumner		2025-04-30
JOHN DAVID PEARCE		2018-02-27
Karen Taylor		2020-09-16
Mark William Bullingham		2019-09-18
Richard Masters		2024-02-12
Simon Thomas Hayes		2025-09-24
Wais Shaifta		2024-05-01

THE FOOTBALL FOUNDATION

England & Wales - Charity number 1079309

Accounts

Registered Company Number: 3876305

Registered Charity Number: 1079309

THE FOOTBALL FOUNDATION

Annual Report and Financial Statements
for the year ended 31 May 2025

The Football Foundation

Chair's foreword

As we come into our 25th year, we are funding more great places to play than ever, have more funding programmes than ever and are making a positive impact on more lives than ever. This is all thanks to the hard work of our team and the support of our funding partners – the Premier League, The FA and Government.

This year we invested a record-breaking £146 million into improving existing, and delivering new, grassroots sports facilities, including 100 3G pitches, 180 changing rooms, 1,400 grass pitches, 1,900 goalposts, and 85 PlayZones. This was made possible by the highest annual contribution we've ever received from our funding partners.

One of the most rewarding parts of my role is visiting sites and meeting the people whose lives have been transformed by this investment. I always come away inspired by the passion and pride people take in their new facilities and their clubs and reminded of the powerful role sport can play in creating stronger, better-connected communities.

Our excellent track record continues to give our funding partners confidence that their money will be well spent. The Premier League and The FA have confirmed their investment through to FY28 while the Government has committed to investing £400 million into grassroots sports facilities across the UK from FY26 to FY30. We expect to receive confirmation of our allocation from this funding pot in the coming months.

A large part of what's made our success possible has been the strategic insight provided by our Local Football Facility Plans since their completion in 2020. These Local Plans have enabled us to take a more targeted and effective approach, ensuring our investment reaches the communities that need it most and where it will have the greatest long-term impact.

Since these Local Plans were published, the grassroots landscape has changed dramatically. The Lionesses' landmark victories at the 2022 and 2025 UEFA Women's EUROs sparked a surge in demand for grassroots football, particularly among women and girls. In addition, rising construction costs have placed new pressures on capital project delivery. To ensure we have an up-to-date picture of the supply and demand of facilities, we have produced a new Local Plan for every local authority in the country that will guide our investment through the next chapter.

Thanks to these Local Plans alongside our new five-year strategy and the continued support of our funding partners, I'm confident we have everything we need to achieve our core mission – to give every community a great place to play.

Martin Glenn, Chair of the Football Foundation

The Football Foundation

CEO's introduction

This year marked the conclusion of the Football Foundation's most ambitious strategy to date – a three-year plan that shaped where we focused our delivery and what we aimed to achieve. I'm proud to say we not only met our strategic targets – we exceeded them thanks to the tireless efforts of my teammates and the continued support of our funding partners – the Premier League, The FA and Government:

- 96% (against a target of 75%) of the projects we delivered are engaging under-represented groups.
- 55% (against a target of 50%) of our funding was targeted at the most deprived and inactive areas of the country.
- 70% (against a target of 40%) of the projects we delivered are providing a benefit to at least one other sport in addition to football.
- 47% (against a target of 40%) of the projects we've delivered are directly benefitting grassroots clubs and community organisations.

We also delivered our highest-ever level of investment – more than £331 million over three years. This is testament to the hard work that's gone on behind the scenes to scale up the organisation and deliver on the significant funding boost provided to us by our partners.

Investment in delivering pitches continues to be at the heart of what we do. We now have 9,600 quality grass pitches across the country. That means more and better-quality matches and training sessions happening where grassroots football started and continues to be played, on grass. This wouldn't have been possible without innovations like our *PitchPower* app, which this year won its fourth award: App of the Year at the 2024 Prolific North Tech Awards.

We've also increased our delivery of all-weather 3G pitches, improving or creating more than 250 in the past three years. Alongside this, we're leading the way within the sports sector in improving the sustainability of our investment into these surfaces. Our three-year research project into finding the most environmentally friendly pitch infill systems is progressing well. In addition, we've kicked off new research to test the effectiveness of containment measures and are working with organisations across the sports and environment sector to increase the capacity of pitch recycling within the UK.

The *Football Foundation PlayZones Programme* reached new heights this year, with 85 community-designed, small-sided, multi-sport facilities funded – taking our total to 168. We cut the ribbon on several of these new small-sided multi-sport facilities throughout the year – each one different to the next in terms of the location, design and usage which has been based on the needs and preferences of their local communities.

Perhaps one of the most exciting challenges we've faced has been the explosive growth in participation among women and girls following the Lionesses' triumphs at the 2022 and 2025 UEFA Women's EUROs. We know that without high quality, welcoming and accessible facilities, this spike in demand won't translate into a

The Football Foundation

sustained boost to participation rates, so we've challenged ourselves at the Foundation to do even more to support the women's and girls' game.

Our *HERE To Play* campaign has been central to this work, celebrating our commitment to ensuring every facility we fund provides equal access to women and girls. Recognising the trail-blazing players that inspired this growth, we opened more new facilities in honour of the Lionesses this year, including Millie Bright, Lauren Hemp and Leah Williamson. I had the pleasure of attending several of these openings seeing for myself first-hand the passion and ambition England's success has inspired.

This year also saw the culmination of the *Lionesses Futures Fund*. This £30 million cash injection from The FA and Government has now funded 35 gold standard projects that will prioritise access for women and girls. 15 projects of these projects are now open and helping to drive participation through reserved peak-time slots, women and girls-only evenings and priority booking. The growth in demand for football among women and girls has shown no sign of slowing, so it's vital our support continues. As of next year, every new facility we fund will guarantee 20% of priority time slots for women's and girls' teams.

As well as our overarching strategy, this year saw the completion of the first phase of our EDI strategy, *Together for Football*. This has helped us become a more inclusive organisation by introducing 'Conscious Inclusion' training to help foster a more understanding and inclusive culture. We have also launched a refreshed Community Engagement Toolkit which has provided applicants with a comprehensive guide on how to involve the views of local communities in the design of facilities. A new EDI strategy will be introduced next year.

At the start of this year, we welcomed a new Parliament into office. With this came over 350 new MPs and a new Government to demonstrate our impact and the importance of sustained long-term investment into grassroots facilities. It was a pleasure to host 140 of these MPs across the two Grassroots Football Drop-in Sessions we hosted this year, at which Parliamentarians had the opportunity to speak to their Delivery Manager and learn about the investment we've delivered in their constituencies. We hosted more than 50 MPs at their local Foundation-funded grassroots sites to bring to life what our investment can deliver.

While we should rightly celebrate how far we've come, our focus is firmly on what lies ahead. Our new five-year strategy – the most comprehensive and far-reaching we've ever developed which builds directly on the achievements and insights of the past three years. It reflects not only what we've learned about where and how we can have the greatest impact, but also the growing scale of the challenge and opportunity in front of us.

With strong foundations in place and momentum behind us, the Foundation is now better equipped than ever to finish what we started and provide every community with a great place to play.

Robert Sullivan, CEO of the Football Foundation

Annual Report and Financial Statements for the year ended 31 May 2025

Contents	Page
Trustees, Directors, Officers and Advisors	6
Report of the Trustees:	
Structure, governance and management.....	8
Strategic Report	15
Independent auditor's report.....	28
Consolidated statement of financial activities.....	33
Balance sheets	34
Consolidated cash flow statement	35
Notes to the financial statements.....	36

The Football Foundation – Trustees’ Report to 31 May 2025

Trustees, Directors, Officers and Advisors to 31 May 2025

Trustees, Directors, Officers and Advisors

The Trustees and Directors of the company who were in office during the year and up to the date of signing the annual report, except as noted, were:

M R Glenn (Chair)
M W Bullingham - The FA CEO (ex-officio)
T Hollingsworth - Sport England CEO (SE representative)
R Masters - Premier League nominated representative
P D G McCormick OBE (Resigned 30 April 2025) - Premier League Stadium Fund Chair (ex-officio)
E Narozanski - DCMS nominated representative
J D Pearce - The FA nominated representative
W Shaifta - Independent
C Sumner CBE (Appointed 30 April 2025) - Premier League Stadium Fund Chair (ex-officio)
K Taylor - Independent

Senior Management Team

R J Sullivan – CEO
S Bunis – Director of Brand, Marketing and Communication
M Coulson – Director of Programmes (Resigned 31 May 2025)
D Evans – CFO
J Goodman – Director of Business Services
J Matthews – Director of Programmes (Appointed 10 March 2025)
D Potter – Director of Grant Management

Company Secretary

J Goodman M R Glenn (Chair)
M W Bullingham – The FA CEO (ex-officio)
T Hollingsworth – Sport England CEO (SE representative)
R Masters – Premier League nominated representative
P D G McCormick OBE (Resigned 30 April 2025) – Premier League Stadium Fund Chair (ex-officio)
E Narozanski – DCMS nominated representative
J D Pearce - The FA nominated representative
W Shaifta – Independent
C Sumner CBE (Appointed 30 April 2025) – Premier League Stadium Fund Chair (ex-officio)
K Taylor – Independent

Senior Management Team

R J Sullivan – CEO
S Bunis – Director of Brand, Marketing and Communication
M Coulson – Director of Programmes (Resigned 31 May 2025)
D Evans – CFO
J Goodman – Director of Business Services
J Matthews – Director of Programmes (Appointed 10 March 2025)
D Potter – Director of Grant Management

The Football Foundation – Trustees’ Report to 31 May 2025

Company Secretary

J Goodman

Registered Company Number: 3876305

Registered Charity Number: 1079309

Registered office

Wembley Stadium
Wembley Park
London HA9 0WS

Independent auditor

RSM UK Audit LLP
25 Farringdon Street
London EC4A 4AB

Bankers

Barclays Bank PLC
1 Churchill Place
London E14 5HP

Legal Advisors

Bates Well
10 Queen Street
London EC4R 1BE

Website

footballfoundation.org.uk/

The Football Foundation – Trustees’ Report to 31 May 2025

Report of the Trustees

The Trustees, who are also Directors of the company for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 May 2025 (FY25).

The Trustees have referred to the Charity Commission’s guidance on reporting on public benefit (section 4 of Charities Act 2011) when reviewing the Charity’s aims and objectives, and when planning the Charity’s activities. The Trustees are therefore content that the Charity meets the public benefit requirements.

The information with respect to Trustees, Directors, Officers, and Advisers set out on page 6 forms part of this report.

Corporate Information

The Football Foundation is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation (the Foundation or Charity) in April 2000 (company registration number 3876305) and registered with the Charity Commission (Charity number 1079309). The Football Foundation’s Memorandum and Articles of Association detail the charitable objectives.

The Football Foundation receives funding from three partners: The Football Association (The FA), the Premier League and the Department for Culture, Media, and Sport (DCMS).

The Foundation does not raise any funds from the public nor enter any fundraising activities.

The Football Foundation Trading Limited (Reg no: 4202574)

The Football Foundation Trading Limited (FFTL) was established to trade and generate funds for the Foundation with no restriction on the activities. Further to the successful divestment of Upshot in FY21, there has been limited activity in FFTL.

The Directors intend to keep Football Foundation Trading Limited as a dormant company.

Two of the Directors of the FFTL, D Evans and RJ Sullivan are also employees of the Foundation.

Structure, governance, and management

Structure

The Foundation is governed by its Memorandum and Articles of Association dated 6 August 2020.

Election of Trustees

The Trustees and Directors were appointed to the Board as follows:

Independent Chair

Appointed by the Board of Trustees
for a three-year term

The FA

Two Trustees

The Football Foundation – Trustees’ Report to 31 May 2025

Premier League	Two Trustees
Sport England	One Trustee
DCMS	One Trustee
Independent	Two Trustees

The other company included within the Group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001 (company registration number 4202574). There has been limited activity for The Football Foundation Trading Limited during the year and this company will be made dormant post year-end.

During the year ended 31 May 2025 there were changes in our Trustees and these are as detailed on page 6. The process for onboarding new Trustees is that they undertake a structured induction process, including one-to-one meetings with the Chair of the Board and CEO and are offered the opportunity to visit a Foundation-funded facility. The Board receives relevant training, including legal and regulatory updates, on a periodic basis.

The Board comprises three ex-officio Trustees; the CEO of the FA, the CEO of the Premier League and the Chair of the Premier League Stadium Fund.

In accordance with our Articles, The FA, the Department for Culture, Media and Sport, and Sport England each have the power to appoint one Trustee. The Board then have the power to appoint an Independent Trustee, a Senior Independent Trustee, and to co-opt up to two additional Trustees. These appointments are limited to three terms of three years, with all independent members being appointed via open recruitment nationally. The Trustees may appoint an independent, non-executive Chair for a period of up to three years, after which they can be reappointed for two additional terms of three years (a maximum term of nine years). M R Glenn was appointed as Chair on 1 January 2020 for three years and renewed for an additional three years on 1 January 2023.

The Foundation is committed to develop a membership that is as inclusive as possible, and which effectively represents the broad, diverse constituency that the Foundation is looking to support. The aim is therefore to bring together a diverse, informed body of individuals. As a recipient of public funding, 25% of the Foundation’s Board of Trustees are to be Independent Non-Executive Trustees (INET). INETs are initially appointed for a three-year term and are limited to serving two additional terms of three years (a maximum term of nine years), before being required to step down.

Governance

Articles of Association

The Football Foundation’s Articles of Association are part of our governing documents and are the agreed written rules about how the charity should be managed and run. No changes have been made to the Articles of Association in Financial Year 2025 (FY25), 1 June 2024 to 31 May 2025.

The Football Foundation – Trustees’ Report to 31 May 2025

Trustees have overall responsibility for Football Foundation activities and are advised by the Chief Executive and the Senior Management Team. The Trustees have established two standing committees:

The Audit, Remuneration and Governance Committee comprises: Matthew Kirkby – Independent Chair, Karen Taylor – Independent Football Foundation Trustee, Serena Jacobs – Independent and co-opted member of the Committee, Peter McCormick OBE – Premier League Stadium Fund Chair (ex-officio) (Resigned 30 April 2025), Nick Perchard – Premier League Stadium Fund Director (Appointed 1 April 2025)

The scope of the Committee is to provide assurance to the Board that there is an effective system of governance, risk management and control across the organisation’s activities.

The Committee also has responsibility for remuneration of key management personnel and consideration of remuneration policy and governance. The Committee reviews the benchmarks and parameters used by the Foundation’s Senior Management team as detailed on page 6, to identify any employees who may be eligible to receive an exceptional pay rise based on their performance and benchmarking. The Committee meets four times a year and has its decisions ratified by the full Board. The Football Foundation uses salary benchmarking software to give us instant data on the market rate for job roles across the UK. Data can be filtered by sector, location, and organisation size (headcount and income), enabling us to complete a full review of all salaries and benefits and make informed decisions about our reward strategy. Based on need, this is periodically supplemented by independent and bespoke benchmarking to provide an accurate reflection of the current market for specific roles.

The Football Foundation Grants Panel comprises of Paul Spooner - Independent Chair, Rahul Bissoonauth - Independent member (Resigned 31 January 2025), Palma Black - Independent member (Resigned 31 May 2025), Patrick Brosnan - Sport England representative, Sue Catton - Independent member, Helen Donovan – Independent member (Appointed 1 June 2024), Nick Perchard - Premier League representative, Richard Smale - Independent member, Gianmaria Vettese (Appointed 1 February 2025), Phil Woodward - FA representative

The Football Foundation Grants Panel (the Grants Panel) provide independent scrutiny of all applications for grant funding, once these have been developed and assessed by the Senior Management Team, in line with approved Foundation processes and policies.

The Football Foundation Board of Trustees has fiduciary responsibility for all activities related to The Football Foundation. This includes awarding grants. However, the Board has delegated to the Grants Panel authority to approve grants up to a value of £1,000,000. The Grants Panel will also consider applications in excess £1,000,000 with a view to making a recommendation to the Board.

The policy framework sets out terms of reference for the committees and the Board receives regular reports of their activities. The Board of Trustees meet on a quarterly basis.

The Football Foundation – Trustees’ Report to 31 May 2025

The organisation has adopted The Charity Governance Code and the Code for Sports Governance and operates in accordance with their principles. Trustees and independent committee members do not receive any remuneration for their services to the Football Foundation.

The charity has qualifying third party indemnity insurance for the benefit of all the Trustees was in force throughout 2025 and continues to be in place.

Section 172 Statement

In accordance with Section 172(1) of the Companies Act 2006, the Trustees of the Charity have acted in good faith to promote the success of the organisation for the benefit of its beneficiaries, whilst having due regard to the matters set out in Section 172(1)(a) to (f). This includes considering the long-term consequences of decisions, fostering relationships with stakeholders, ensuring high standards of conduct, and acting fairly between members.

a) The Likely Consequences of Decisions in the Long Term

In FY24/25, the Charity progressed to the second phase of its flagship research initiative into sustainable infill solutions for 3G football pitches. The data gathered from this phase is already shaping future infrastructure design by providing objective evidence-based insights.

Environmental sustainability remains a key priority for the Board. Recognising the long-term ecological impact of rubber crumb used in artificial grass pitches (AGPs), the Foundation continues to support a dedicated test hub in Sheffield and is now exploring innovative containment solutions as well as alternative materials.

In addition, a new five-year strategic plan, approved by the Trustees, sets out a vision that responds to the evolving external landscape. This strategy prioritises the transition to more sustainable practices, promotes equitable access, and seeks to address shifting community demand. Its overarching ambition is to help deliver healthier lives and stronger communities by ensuring every community has access to a high-quality place to play.

b) The Interests of the Charity's Employees

The Charity values its employees and ensures their views and well-being are integral to decision-making. The Senior Management team regularly conducts staff pulse surveys and hosts all-staff meetings and calls to solicit feedback. A cross-departmental culture and values group actively engages staff on issues such as equality, diversity, and inclusion (EDI). These measures help ensure that employee interests are represented and protected in operational and strategic planning.

c) Fostering Relationships with Key Stakeholders

Stakeholder engagement is embedded across the Foundation's operations. The Trustees and Senior Management team regularly engage with key groups, including:

- Staff and facility users
- Local authorities, councils, and MPs
- Facility operators and grassroots clubs
- Funding partners including the Premier League, The FA, DCMS, and Sport

The Football Foundation – Trustees’ Report to 31 May 2025

England

Grantee feedback is gathered through pre-application consultations, post-award support days, and targeted surveys, allowing the Charity to continuously adapt and support community needs.

d) Impact on the Community and the Environment

Social and environmental responsibility is central to the Charity’s mission. Initiatives include:

- Investigating alternatives to rubber crumb in AGPs for better environmental sustainability.
- Commissioning a longitudinal study to understand long-term site impact and benefit.
- Enhancing the Charity’s Social Return on Investment (SROI) analysis.
- Encouraging diverse applicants to ensure inclusive community representation.

These initiatives contribute to a deeper understanding of the Charity’s environmental and social footprint, informing future strategy.

e) Maintaining a Reputation for High Standards of Business Conduct

The Board holds the Senior Management team accountable for upholding the Charity’s values and complying with all relevant policies. Governance is supported by:

- Quarterly Board meetings and an annual strategy day.
- Delegated authority to the CEO, with defined limits and oversight.
- Active involvement of the Audit, Remuneration and Governance Committee (ARG).

The Board maintains a robust governance framework outlining expectations for conduct, compliance, strategic focus, and risk oversight. This ensures that all activities are aligned with the Charity’s purpose and values.

f) Acting Fairly Between Members of the Charity

The Charity’s objectives are to promote recognised charitable purposes through sport, and to do so fairly and equitably across all beneficiaries. These objectives include:

- Developing high-quality facilities in community settings.
- Increasing participation in football through targeted funding.
- Strengthening links between football and the wider community.
- Collaborating with other charities to achieve shared goals.

The Board ensures all decisions are made with fairness, transparency, and equity, considering the needs of all stakeholders without favour or prejudice.

Statement of Trustees’ responsibilities

The Trustees (who are also directors of The Football Foundation for the purposes of company law) are responsible for preparing the Report of the Trustees (including the Strategic and Director’s Report) and the financial statements in accordance with

The Football Foundation – Trustees’ Report to 31 May 2025

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) 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 the group, and of the income and expenditure of the charitable group 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;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for maintaining proper accounting reports which disclose with reasonable accuracy at any time, the financial position of the charitable company and the group 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 the group 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.

In the case of each Trustee in office at the date the Report of the Trustees is approved, that:

- (a) so far as the Trustee is aware, there is no relevant audit information of which the Charitable company’s auditor is unaware; and
- (b) he/she has taken all the steps that he/she ought to have taken as a Trustee to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of that information.

Measuring the effectiveness of our Board, Committee and Panels

Evaluations of the different groups are undertaken periodically, and a record of each group’s skills, performance and effectiveness is recorded. The below table sets out the frequency of the evaluations and the last reported evaluation.

	Frequency	Reported
Board (internal)	Annual	Sep-23
Board (external)	Every 4 years	Dec-24
Audit, Remuneration & Governance (internal)	Every 2 years	Sep-23
Grants Panel (internal)	Every 2 years	Sep-24

Register of Interests

The Football Foundation’s register of interest lists all interests declared by the organisation’s Trustees, Panel and Committee Members, Directors, and employees. All are invited to review and update their declaration annually at the

The Football Foundation – Trustees’ Report to 31 May 2025

beginning of the financial year. The up-to-date register is then presented to Board at its meeting in September.

Trustee and Independent Committee Member attendance at Board and Committee meetings FY25

The following tables outline Trustee attendance at Board & Committee meetings for FY25.

Board Meetings	Total meetings	Attended
Martin Glenn	4	3
Jack Pearce	4	4
Mark Bullingham	4	3
Richard Masters	4	4
Peter McCormick OBE	3	3
Elena Narozanski	4	4
Tim Hollingsworth OBE	4	4
Wais Shaifta	4	3
Clare Sumner CBE	1	1
Karen Taylor	4	4

ARG Meetings	Total meetings	Attended
Matthew Kirkby	4	4
Peter McCormick OBE	4	2
Serena Jacobs	4	4
Nick Perchard*	1	1
Karen Taylor	4	4

**Nick Perchard replaced Peter McCormick as Premier League Stadium Fund member on the ARG Committee. He attended the meeting on 29 April 2025 as Peter McCormick was unavailable*

FFGP Meetings	Total meetings	Attended
Paul Spooner	5	5
Rahul Bissoonauth	3	2
Palma Black	5	2
Patrick Brosnan*	5	3
Sue Catton	5	4
Helen Donovan	5	3
Nick Perchard	5	5
Richard Smale	5	5
Gianmaria Vettese	3	2
Phil Woodward	5	5

**Patrick Brosnan was unavailable at two meetings; however, Sport England was represented by James Morris in his place.*

STRATEGIC REPORT

This Strategic Report covers the Football Foundation’s priorities and performance over the last financial year (1 June 2024 to 31 May 2025). It also provides an overview of the priorities we have set to deliver in FY26 and beyond.

Purpose

The Football Foundation is the largest sports charity in the UK. We deliver healthier lives and stronger communities by ensuring every community has access to a high-quality place to play, regardless of gender, race, disability or place.

The Foundation receives money from the Premier League, The FA and the Department for Culture, Media and Sport through Sport England. This is matched with partnership funding and awarded as grants to deliver high quality grassroots facilities that create healthier lives and stronger communities.

The Foundation achieves its charitable objectives through directing investment into areas of greatest need and potential impact by awarding grants to organisations to refurbish existing or deliver new grassroots sports facilities. Our investment choices are led by football need but prioritised by their community need. We do not invest and walk away. We are there to support at every stage. We also ensure our investment benefits not only football, but also other sports and physical activities too so that people can get active in a way suits them.

Since 2000, the Foundation has invested £1.3 billion to improve grassroots facilities across the country – including 1,200 3G pitches, 14,471 grass pitches and 1,650 changing rooms. This has attracted an additional £1.5 billion of partnership funding – totalling over £2.8 billion investment in grassroots football so far.

FY25 Objectives

In May 2022, The Board approved the FY23 – FY25 Strategic Plan. The plan articulated where we would invest our funds and the agreed performance measurement framework. The Plan had three objectives which contribute to the charity’s ultimate mission of providing every community with a great place to play:

- Consolidate delivery – To meet the new scale of investment in a challenging operating environment.
- Develop sustainability – To ensure our investment is transformative in its outcomes and longevity.
- Demonstrate impact – To ensure our investment demonstrates the outcomes we’re looking to achieve, also with a view to attract the future funding.

FY25 was the final year of this plan with 2,503 grants totalling £146 million in FY25 being awarded across various funding schemes (as explained more fully in note 23 of the financial statements), including:

- Football Foundation Hubs featuring several 3G pitches, grass pitches, catering facilities, changing rooms and social spaces.

The Football Foundation – Trustees’ Report to 31 May 2025

- 3G pitches, grass pitches changing rooms, goalposts and grounds maintenance machinery.
- Football Foundation PlayZones, which are community-led small-sided multi-sport facilities in some of the most inactive inner-city areas of the country.

FY25 Performance

To ensure the Foundation’s investment was having the greatest impact possible, we set a series of Key Performance Indicators, all of which were met or exceeded in FY25:

CATEGORY	TITLE	KPI	FY25 TARGET	ACTUAL
TACKLING INEQUALITIES	UNDER-REPRESENTED GROUPS	% OF PROJECTS ENGAGING WITH UNDER-REPRESENTED GROUPS	75%	96%
	ACTUAL IMPACT FOCUSED MEASURE ON PROJECTS TACKLING INEQUALITY	POST ASSURANCE PROJECTS DELIVERING 3 OR MORE WITH UNDER REPRESENTED GROUPS	75%	83%
	REGIONAL LEVELLING UP	% OF FUNDING INTO 40% MOST DEPRIVED LOCAL AUTHORITIES	50%	55%
	WOMEN & GIRLS	% OF PROJECTS PROVIDING EQUAL OPPORTUNITIES FOR WOMEN & GIRLS	100%	100%
PITCHES	QUALITY PITCHES	NUMBER OF GOOD QUALITY PITCHES	8484	9594
	ON/OFF PITCH	% OF FUNDING TOWARDS ‘ON PITCH’ ITEMS	75%	75%
MULTI-SPORT	VOLUME	% OF PROJECTS ADDING VALUE THROUGH MULTI-SPORT OUTCOMES	40%	70%
	VALUE	% OF PROJECTS ADDING VALUE THROUGH MULTI-SPORT OUTCOMES	40%	65%
CLUBS & COMMUNITY ORGANISATIONS	INVESTMENT	% OF PROJECTS INVESTED IN, OR BENEFITTING, CLUB & COMMUNITY ORGANISATIONS	40%	47%

The following progress was made on delivering the three main focus areas of the FY25 strategy

1. Consolidate Delivery

Local Football Facility Plans

The Football Foundation aims to deliver thousands of new facilities across the country, while also investing in the improvement of existing sites. To guide this investment, we created bespoke Local Football Facility Plans for each local authority in England, highlighting the facilities and work required in each area.

The Football Foundation – Trustees' Report to 31 May 2025

The first generation of Plans provided a strong starting point in providing the grassroots facilities that every community needs and deserves. Since these Plans were published, the grassroots game has grown significantly, particularly among women and girls. During FY25 we undertook an exercise to refresh every Plan to provide us with an up-to-date blueprint of facilities provision across the country, considering the growth in participation as well as our commitments to benefitting other sports and to targeting the most deprived and inactive areas of the country. All Plans have now been refreshed and are currently being published to the Football Foundation website.

Football Foundation PlayZones

The delivery of our portfolio of PlayZone projects continues to build momentum. In FY25, we awarded funding towards the delivery of 87 PlayZones. This takes the total number of PlayZones funded by the Football Foundation to 173 – 20 of which are open and 17 of which are under construction.

In September 2024, former Premier League striker Dion Dublin opened a new PlayZone at the Concord Youth Centre in Birmingham, which was delivered in partnership with EA SPORTS,

Based on extensive engagement with over 900 local residents, the new small-sided facility has been designed to host both football and basketball as well as dance and Zumba classes so that the community can get active in a way that suits them. Within five years of opening, the pitch is expected to be used by over 700 people every month.

Speaking at the opening event, Dion Dublin said: "I know how important it is to provide quality sporting facilities for communities up and down the country. This fantastic facility will be a huge boost to everybody in the local area, helping to bring the local community together and keep children and young people active."

Adil Hadi, Senior Youth Worker at Concord Youth Centre, added: "It's super important for the young people of Birmingham that we open up opportunities for them within our communities."

Lionesses Futures Fund

FY25 saw the culmination of the Lionesses Futures Fund – a £30 million cash injection from The FA and the Government. A total of 35 Lionesses Futures Fund projects were awarded funding to deliver gold-standard 3G pitches for women and girls. 14 of these projects are now open for use by their local communities, including *The Leah Williamson Pitch* at Newport Pagnell Town FC in Milton Keynes:

Like all Lionesses Futures Fund projects, this new 3G pitch prioritises access for women and girls through reserved peak-time slots, women and girls-only evenings and priority booking.

Speaking at the unveiling event, England captain Leah Williamson said: "It is such an honour to be here to see one of the first Lionesses Futures Fund pitches come to life. Something I know the squad is incredibly proud of. This

The Football Foundation – Trustees’ Report to 31 May 2025

pitch will provide the very best playing experience for local women and girls, ensuring they can play at decent times and on a state-of-the-art pitch."

Betsy, a player for Newport Pagnell Town FC, added: "Now that we've got this pitch, we'll be able to train more and maybe I'll get a chance to play for England one day."

Grass Pitch Improvement Programme

Even with the wider availability of 3G pitches, most of grassroots football is still played on grass. Improving the quality of these grass pitches therefore remains a priority for the Foundation. Working alongside The FA, we have developed the Grass Pitch Improvement Programme to ensure every affiliated football fixture is played on a quality football pitch and keep grassroots football where it started and still gets played – on grass. We aim to have 14,000 good quality grass pitches by the end of FY30.

FY25 saw our busiest ever *PitchPower* window, with a record 2,250 inspections submitted between 1 November 2024 and 31 March 2025. We have now received a total of 16,676 reports since *PitchPower* was launched in 2020. As a result of these inspections, we provided just over £15 million worth of Grass Pitch Maintenance Fund grants in FY25 to help maintain and improve over 1,200 grass pitches. A further £2.8m worth of grants were provided to rugby clubs from the multi-sport fund to help them improve their grass pitches. Thanks to investment, we reached a total of 9,664 quality grass pitches in FY25, against a target of 8,484. *PitchPower* also won its fourth award in FY25 – ‘App of the Year’ at the 2024 Prolific North Tech Awards.

2. Develop sustainability

Equality, Diversity, and Inclusion (EDI) – Together for Football

The first phase of ‘*Together for Football*’ – the Football Foundation’s EDI strategy – came to an end in FY25. We have achieved success on many of the objectives set out in this strategy. This has included delivering ‘Conscious Inclusion’ training for teammates to help foster a more understanding and inclusive culture throughout the organisation; setting up a VIP (Values in Practice) volunteering programme and an internal mentoring scheme; and enhancing updating our Community Engagement Toolkit to provide applicants with comprehensive guidance on how to involve the views of local communities in the design of facilities. A new strategy is now being worked on for FY26-30.

Women and Girls’ Independent Review

It’s now been one year since the Football Foundation Board approved the Kelly Simmons Review of our women and girls’ provision. We’ve made good progress on implementing the recommendations of the Review, including through introducing a minimum requirement of 15% of priority slots being assigned to women’s and girls’ teams at Foundation-funded 3G pitches. This will rise to 20% by the end of FY26, in future years projects will be expected to progress from the entry point of 20% to 30% over a five-year period. The remaining outstanding actions from the Review will be completed in the next strategy period.

Environmentally friendly infill solution

At the end of FY24, DEFRA published the findings of their Microplastics Evidence Project, which found that 3G pitches make a significant contribution to the intentionally-added microplastics in the natural environment. Our work to deliver improve the sustainability of our 3G pitches has continued since then. This includes our three-year research project testing various pitch infill systems using data from our Hub at Woodbourn Road in Sheffield. In addition to this project, we’re also working in partnership with Sport England to test the effectiveness of containment measures, such as shock pads and boot brushes are intended to prevent the spread of infill into the natural environment. The third strand of our work is to facilitate an increase in recycling capacity for end-of-life 3G pitches and make progress towards a circular economy. We commissioned an independent report into this which outlines the current regulatory position, existing capacity and required demand.

Pitch Replacement Fund

The Pitch Replacement Fund, which will help ensure our grant recipients have sufficient resources to resurface their Foundation-funded 3G pitches once they reach the end of their usable lifespan, is progressing well. Around 40 sites that received a grant under the April 2024 Terms and Conditions (the point at which the PRF requirement was added) are now open and available for use with Payment Schedules being issued. The first Payment was made in April 2025 and the same process will follow for all new subsequent sites as they open and become available for use.

Biodiversity Net Gain

While the Foundation is in agreement on the importance of protecting and enhancing natural habitats, not least playing fields, Biodiversity Net Gain (BNG) requirements in their current form are having an unintended negative impact on community sports facilities projects in the following ways. Since the policy was introduced, the Foundation has been quoted a total of £3 million to meet BNG requirements since the policy was introduced across just over 100 projects, averaging at £30k for each project. We have been working with DEFRA to mitigate these costs while continuing to protect biodiversity, including a potential exemption for developments on playing fields from BNG requirements.

3. Demonstrate impact

Support & Impact Implementation

Work is close to completion on the establishment of new processes to ensure the facilities we fund meet their grant requirements, delivering maximum value for money and the best possible outcomes. This will include regular pre-opening meetings to set facilities up for success, real-time usage data to monitor performance against original objectives and tailored support tools and meetings to maximise the sport and social outcomes of our investments. A new dedicated Support & Impact Team will be in place to implement and manage these processes by the end of FY26.

The Football Foundation – Trustees’ Report to 31 May 2025

FINANCIAL REVIEW

The consolidated statement of financial activities for the year is set out on page 33. A summary of the financial results and the work of the Charity are set out below

Income generation

The income of the Foundation is comprised primarily of donations from football and sport related organisations, with an additional amount of interest earned on cash and investment balances. Donations received during the year were £144m (2024: £128.8m). In addition, the Foundation received income of £0.3m (2024: £0.8m) from The Premier League Stadium Fund Limited to cover salaries and other administrative costs incurred on the company’s behalf. There were no other income generating activities carried out by the Charity during the year.

Donations from the Premier League, The FA and the Government (through Sport England) are accounted for on a receivable basis in the year in which the income falls due.

Operating Expenditure

The operating expenditure of the Foundation is comprised primarily of grants payable (including specific grant legal costs and AGP framework costs) of £149.1m (2024: £109.2m), with additional expenditure items such as direct staff costs £4m (2024: £3.8m), and other support costs £6.1m (2024: £6.4m) (such as consultancy support and recruitment and training).

Grants committed

In the last 12 months the Foundation awarded grants with a total value of £145.6m (2024: £109.2m). Grants outstanding at the 31 May 2025 totalled £223.5m (2024: £168.7m).

The movement in funds in the year reflects the balance between income recognised and the grants awarded.

The Foundation awards the grant to the applicant once the assessment of the application is complete, and this award is the trigger for the project to start. Grants are then paid when the applicant is able to claim their costs, which must include a paid or partially paid invoice as evidence of the costs incurred. A single grant can be covered by a single or multiple claims and is dependent on how the applicant incurs the invoices and how often they wish to claim.

Funds

FY25 represented the final year of the current funding cycle and there was an uptick in activity to ensure that remaining funds were committed as a result of this funds decreased by £9.2m to £27.3m (2024: £36.5m). These funds comprise of two elements: unrestricted funds and restricted funds.

Each of these categories are described as follows:

The Football Foundation – Trustees’ Report to 31 May 2025

Unrestricted funds

Unrestricted funds are those funds that we can use for any activity that meets our charitable objectives. At the end of 2025 unrestricted funds amounted to £23.0m (2024: £32.7m)

Unrestricted funds comprise of two types of reserves: general and designated funds. There were no designated funds in 2024 or 2025.

Restricted funds

These are unexpended funds that have been donated to The Football Foundation with specific conditions attached to their use. As at 31 May 2025 restricted funds were £4.3m (2024: £3.8m). These cover areas such as Active Through Football, Sport England Core Funding, Sport England multi-sport funding, and Rugby Football Union funding towards multi-sport work.

Reserves Policy

It is the Foundation’s policy that the aggregate of grants awarded will not exceed known current and future funding therefore the present Reserves Policy is to hold reserves at a level to cover the Foundation’s operational expenditure for three months in the event of a major fall in income or unforeseen expenditure while plans to replace income or change activities are put in place. Given these requirements the Trustees consider the target for unrestricted funds should be no lower than £3.2m. The level of free reserves (unrestricted funds less fixed assets) as at 31 May 2025 is £22.4m. The level of free reserves is significantly higher than our target of £3.2m, and allows a level of comfort should there be any delays in funding.

Should there be any indication of a cessation of funding to any major extent the Foundation would have to implement an exit strategy that would allow all grant awards to be honoured, including the provision for sufficient staff to remain in place to meet such a requirement. Given the cyclical nature of the Foundation’s funding, the Trustees are investigating with the funders an approach that will give a greater certainty to future funding and, where necessary, may include an exit strategy that will ensure operating costs are met. This Foundation Reserves Policy statement is reviewed on an annual basis.

Balance sheet

The Foundation’s net assets at 31 May 2025 were £27.3m (2024: £36.5m); principally comprising cash and other investments of £129.9m, amounts due from the Funding Partners of £120.9m, the management charge owed from Premier League Stadium Fund to the Foundation, along with other intercompany items of £0.4m, fixed assets of £0.5m less grants outstanding of £223.5m, and less other creditors of £0.5m.

Investment powers, policy and performance

Investment powers are governed by the Charity’s Articles of Association, which permit any surplus funds to be invested by the Board of Trustees. The Trustees intend that the real value of the Charity’s investments be maintained and enhanced over

The Football Foundation – Trustees’ Report to 31 May 2025

the long-term by investment in a lower risk portfolio comprising solely of capital protected cash funds. Decisions on investment purchases and sales are made by the Audit, Remuneration & Governance Committee, which the Senior Management team then actions. No environmental, social or governance (ESG) or ethical considerations are specified. The performance of investments has been in line with Trustees’ expectations. The Group had cash on deposit of £51.1m (2024: £77.1m), short-term investments of £78.8m (2024: £55.2m), and debtors due within the next 12 months of £121.9m (2024: £69m) at the end of the financial year. These will be used in future periods to pay grants that the Trustees have authorised and communicated to recipients. At the end of the financial year there were outstanding grants payable totalling £223.5m (2024: £168.7m). The Trustees’ policy is not to commit funds beyond known funding. As part of the terms and conditions attached to every grant awarded, an applicant agrees and accepts that payments of a grant can only be assured to the extent that the Foundation has available funds.

Going concern

The financial statements have been prepared on a going concern basis. Future funding has been confirmed in writing from the Premier League and The FA through to March 2028. DCMS Funding (via Sport England) has been confirmed for through to March 2026 and future funding is contingent on the Government’s Current Spending Review. It is the Trustees’ policy to not to commit funds beyond known funding, the trustees are confident that the Foundation is a going concern for 12 months from the signing of the accounts.

Financial risk management

The Foundation’s operations expose it to a variety of risks that include liquidity risk, interest rate risk and credit risk. The Foundation only invests in schemes which will preserve capital. The Trustees delegate day-to-day responsibility for managing these risks to the Chief Executive, supported by the Chief Financial Officer.

Liquidity risk. Investments and cash are managed to ensure that there are sufficient funds available to meet the liabilities of the Foundation in a timely manner. Consequently, significant levels of funds are held on short-term deposit and are therefore, available at short notice.

Interest rate risk. Interest rate risk is managed by exploring the investment options available to the Foundation and investing where the best returns possible can be achieved at the lowest possible risk.

Credit risk. Credit risk is managed by reducing the cash collection period for trade debtors. The investments and cash are all held within UK-based banking institutions and building societies.

FY26 priorities and plans

For FY26 and beyond, the Football Foundation Senior Management Team with the support of the Board of Trustees have created a five-year strategy, which sets the organisation’s priorities until May 2030. These priorities are categorised into five Game Changers:

1. Lead with 3G – Focus on building new and improving 3G pitches.

The Football Foundation – Trustees’ Report to 31 May 2025

2. Prioritise Place – Deliver 3G projects identified by Local Football Facility Plans in Sport England’s Place Partnership Areas
3. Support women and girls – Meet the needs of the growing women’s and girls’ game.
4. Back our Clubs – Sustainable facilities that support community clubs.
5. Know our Pitches – Know all our pitches and support them to achieve the intended impact.

Energy and Carbon Reporting

As part of the obligations set out under the Energy and Carbon Report Regulations 2018, the Foundation is required to disclose the energy and carbon created as an organisation over the last year. To fulfil this, we have measured our UK Energy and greenhouse gas emissions as classified within scope 1 and 2 (Streamlined Energy and Carbon Reporting (SECR)) which are presented in tables 1 and 2.

Organisational and Operational Boundaries of the Foundation

The Foundation does not have a complex structure and therefore it accounts for 100 percent of the greenhouse gas (GHG) emissions from operations over which it has control. The Foundation’s structural and operational boundaries are the same with the company operating from its sole operating base in London, around 60% of Foundation staff are remote workers who work from home and travel to Foundation funded sites to progress their work.

Energy Consumption and Greenhouse Gas Emissions

The methodology used for determining energy and carbon emissions within this section of the report come from the UK Government GHG conversion factors for Company Reporting:

- Fuel consumption in vehicles that are used for business including staff-owned vehicles (Scope 1).
- Electricity used for lighting, cooling, heating and air conditioning in office.

There is no metric for Electricity consumption as the Foundation is based at Wembley Stadium, and the office electricity usage is now covered by our service charge and reported as part of the Stadium’s overall energy footprint.

Fuel consumption is measured from the direct use of employee’s personal vehicles and journeys by employees travelling to Foundation funded sites. As per Scope 1, where employees have used their own vehicles for business purposes a mileage allowance is paid, and this is identified by mileage claims put through our expenses software for FY25.

The Foundation’s consumption and associated greenhouse gas emissions for the financial year 1 June 2024 to 31 May 2025 are shown below, along with the same information for FY24 for comparative purposes.

The Football Foundation – Trustees’ Report to 31 May 2025

Table 1: Total energy consumption associated greenhouse gas emissions from Scope 1 and Scope 2 for SECR Year 1 Reporting period.

Transport (Scope 1)	Energy Consumption (kWh)	Fuel Conversion Factor *	Emissions (tCO2e/yr.)
FY25	223,180	0.2318	51.74
FY24	201,199	0.2324	46.76

**UK Government GHG Conversion Factors for Company Reporting, 2024 and 2005, BEIS and DEFRA*

Vehicle use is based on employee travel using their own vehicles for business use. An assumption has been made that all vehicles use standard petrol and have and fall into the average petrol car for conversion figures.

Intensity Ratio

Intensity ratios compare emissions data with an appropriate business metric or financial indicator. This allows comparison of energy efficiency performance over time and with other similar types of organisations. We have chosen to compare our overall emissions with our annual income for the 2024/25 year.

Table 2: Intensity Ratio – Energy consumption and associated greenhouse gas emissions per £100,000 of annual income

	Energy Consumption (kWh)	Total green- house gases emissions (tCo2e)	The annual group income (£'m)	Intensity Ratio (kWh / £100,000 income)	Intensity Ratio (tCO2e / £100,000 income)
FY25	223,180	51.74	150.1	148.687	0.035
FY24	201,199	46.76	135.5	148.486	0.031

Energy Efficiency Key Points

The Foundation is committed to reducing its carbon and greenhouse gas emissions and one of the major areas of focus in recent years has been to adopt a model of hybrid working allowing us to work with a down-sized office space.

Related Parties

In the pursuit of its charitable objectives, the Foundation has historically utilised its trading subsidiary, FFTL, which in 2025 had no trading activity.

Employees of the Foundation have joint employment contracts with the Premier League Stadium Fund Limited to deliver grants from both entities. Employees working solely for the Premier League Stadium Fund are charged directly and a further proportion of the salary costs incurred by The Foundation form part of the annual administrative expenses recharged to the company, £0.3m in 2025 (2024: £0.8m).

Principal risks and uncertainties

The business, its management and execution of the Charity’s strategy are exposed to several risks; these risks are identified and mitigated where possible. Within the work of the Foundation, there are broadly three types of risk:

- **Strategic risks:** These are major concerns, such as reputational risk or the risk that the Foundation will fail to deliver on a major strategic target, objective or project. They are more often external issues with high impact which require a response plan to mitigate the effects of the risk event happening, as controlling the occurrence may be outside the Foundation’s sphere of influence. The Foundation’s risk assessment process analyses these risks to establish their root cause and then considers appropriate management responses. These are collated into the Strategic Risk Register, which is reviewed monthly by the Senior Management Team. The Strategic Risk Register is presented at every ARG and Board meeting.
- **Operational risks:** Operational risks are part of day-to-day management, and the Senior Management Team are expected to articulate an understanding of the key risks in their area of operation, together with an explanation as to how these are being managed and mitigated. With the support of Heads of Department, each Director inputs into a risk and control framework, which is monitored regularly throughout the year. Whilst each risk is “owned” by the relevant Head of Department, any risks which increase significantly in terms of either Likelihood or Impact are escalated to the Senior Management Team and are then managed as a part of the Strategic Risk Management process. Operational risks are presented quarterly to the Audit, Remuneration and Governance Committee.
- **Grant project risks:** These are risks arising from a particular programme or project (such as increased project costs and the on-going inflation risk) and are managed as part of the grant-giving governance for that activity. These are regularly reviewed and monitored by Heads of Department, the Senior Management Team and the Grant Panel.

The Foundation’s Risk Register contains two sections: strategic risk and operational risk. Strategic risk is managed by the Senior Management Team and Board; whereas operational risk is managed within functional teams, except for operational risks that are considered significant which are reported to the Board ”.

Throughout 2025 we continued to monitor the following risks:

Risk	Mitigation
People Leadership and Culture: the ability to recruit and retain	The employee proposition is regularly reviewed and adjusted if necessary to ensure the Foundation is an attractive place to work. This is supported by succession planning and investment into salary and training to support progression of key personnel and those with specialist skills.

The Football Foundation – Trustees’ Report to 31 May 2025

Income and financial sustainably (potential reduction in funding levels)	The external environment and political landscape are monitored, and the organisation has strategies that it can deploy to emerging issues e.g. cost volatility. Financial resources are reviewed on an annual basis and over the strategic plan period
Cyber security, malware, ransom ware and phishing scams	The Foundation has robust Information Systems security processes in place software and password requirements. As per the internal Audit plan a review is underway Awareness training modules are mandatory for all staff.
Failure to deliver inclusive outcomes	KPI's have been established and performance is reviewed monthly by the Senior Management team and quarterly by the Board. This ensures that we remain on track or take corrective action if necessary.
Restriction of use of microplastics	Football Foundation have been leading a three-year research project to test alternative infill solutions. DEFRA are actively reviewing this issue, working towards a sustainable solution. The Football Foundation are maintaining a regular dialogue with DEFRA. Simultaneously containment is being considered
Impact of climate change on pitch quality	The Football Foundation educate site owners on how to deal with continuing extreme and unpredictable weather conditions. The Grounds Management Association, whom we work with, provide additional advice on dealing with harsh conditions across the year.
Funded sites having insufficient pitch replacement funds and/or no plan to replace surface	Grant terms and conditions are in place which obligate Grant Recipients, to set aside funds for pitch replacement. The National Pitch Replacement Programme, introduced this year, strengthened this requirement by requiring applicants to set-up virtual accounts administered by the Football Foundation.

The Report of the Trustees prepared under the Charities Act 2011, which also contains all the information required in a Directors’ Report by the Companies Act 2006, and the incorporated Strategic Report prepared under the Companies Act 2006, were approved by the Board of Trustees on 1 October 2025 and signed on behalf of the Trustees by Jennie Goodman, Company Secretary.

The Football Foundation – Trustees' Report to 31 May 2025

Approved by order of the Board

J Goodman

J Goodman (Oct 3, 2025 07:11:06 GMT+1)

J Goodman

Company Secretary

1 October 2025

Reg no: 387630

The Football Foundation - Financial Statements for the year ended 31 May 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE FOOTBALL FOUNDATION

Opinion

We have audited the financial statements of The Football Foundation (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 May 2025 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 May 2025 and of the group's 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 group and parent 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 statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent 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.

The Football Foundation - Financial Statements for the year ended 31 May 2025

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Annual Report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within 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:

The Football Foundation - Financial Statements for the year ended 31 May 2025

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 12, 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 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 group's and parent charitable 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 trustees either intend to liquidate the group or parent charitable 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to

The Football Foundation - Financial Statements for the year ended 31 May 2025

respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team :

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operates in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents and evaluating advice received from internal advisors.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at

The Football Foundation - Financial Statements for the year ended 31 May 2025

<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.

RSM UK Audit LLP

Nicholas Sladden (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street

London

EC4A 4AB

United Kingdom

Date 16/10/2025

The Football Foundation - Financial Statements for the year ended 31 May 2025

**Consolidated statement of financial activities
(including the income and expenditure account)
for the year ended 31 May 2025**

		Restricted funds 2025 £'000	Unrestricted funds 2025 £'000	Total funds 2025 £'000	Total funds 2024 £'000
	Note				
Charitable Activities	2	100,062	43,910	143,972	128,801
Investment Income	14	-	3,505	3,505	2,545
Interest income	4	-	2,061	2,061	2,820
Other income	4	-	529	529	1,339
Total Income		100,062	50,005	150,067	135,505
Expenditure on:					
Charitable activities	5	(99,612)	(59,731)	(159,343)	(119,446)
Total expenditure		(99,612)	(59,731)	(159,343)	(119,446)
Net income/ (expenditure)	7	450	(9,726)	(9,276)	16,059
Net movement in funds		450	(9,726)	(9,276)	16,059
Reconciliation of funds:					
Funds brought forward at 1 June		3,836	32,711	36,547	20,488
Funds carried forward at 31 May	17	4,286	22,985	27,271	36,547

The notes on pages 36 to 53 form part of these financial statements.

The Football Foundation - Financial Statements for the year ended 31 May 2025

Group and Charity Balance sheets as at 31 May 2025

	Note(s)	Group		Charity	
		2025	2024	2025	2024
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11	485	619	485	619
Tangible assets	12	53	68	53	68
		538	687	538	687
Current assets					
Debtors: amounts falling due within one year	13	121,921	69,004	121,921	69,004
Debtors: amounts falling due after one year	13	-	4,800	-	4,800
Investments	14	78,780	55,181	78,780	55,181
Cash at bank and in hand		51,145	77,057	51,144	77,055
		251,846	206,042	251,845	206,040
Creditors: amounts falling due within one year	15	(225,113)	(170,182)	(225,112)	(170,180)
Net current assets		26,733	35,860	26,733	35,860
Total assets less current liabilities		27,271	36,547	27,271	36,547
Net assets	17	27,271	36,547	27,271	36,547
Funds					
Unrestricted funds:					
Funds retained within the	16	22,985	32,711	22,985	32,711
Funds retained within a non-charitable subsidiary	16	-	-	-	-
Restricted Funds:					
Funds retained within the Charity	16	4,286	3,836	4,286	3,836
Total funds	16,17	27,271	36,547	27,271	36,547

A separate statement of financial activities and income and expenditure account are not presented for the Charity itself as permitted by Section 408 of the Companies Act 2006. The net expenditure for the Charity for the year was £9.3m (2024: net income of £16.1m).

The financial statements on pages 36 to 53, which comprise the Consolidated statement of financial activities, the Group and Charity balance sheets, the Consolidated cash flow statement and the related notes were approved by the Board of Trustees on 1 October 2025 and signed on its behalf by:

M R Glenn
Chair


Martin Glenn (Oct 1, 2025 16:33:13 GMT+1)

The Football Foundation - Financial Statements for the year ended 31 May 2025

**Consolidated cash flow statement
for the year ended 31 May 2025**

	Note	2025 £'000	2024 £'000
(a) Reconciliation of net (expenditure)/income to net cash flow from operating activities			
Net movement in funds (as per the consolidated statement of financial activities)		(9,276)	16,059
Adjustments for:			
Amortisation of intangible assets	11	231	213
Depreciation of tangible assets	12	29	26
Income from interest on cash deposits	4	(2,061)	(2,820)
Interest received on investments	14	(2,918)	(2,082)
Interest accrued on investments	14	(586)	(463)
Increase in debtors	13	(48,117)	(9,127)
Increase in creditors	15	54,931	18,038
Decrease in stock		-	27
Net cash (used in)/ provided by operating activities		(7,767)	19,871
(b) Statement of cash flows			
Net cash (used in)/ provided by operating activities		(7,767)	19,871
Cash flows from investing activities:			
Income from interest on cash deposits	4	2,061	2,820
Purchase of investments	14	(20,095)	-
Purchase of tangible assets	12	(14)	(39)
Purchase of intangible assets	11	(97)	(112)
Net cash (used in)/provided by investing activities		(18,145)	2,669
Net cash (outflow)/inflow		(25,912)	22,540
Change in cash and cash equivalents in the year		(25,912)	22,540
Cash and cash equivalents at 1 June		77,057	54,517
Cash and cash equivalents at 31 May		51,145	77,057

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

1. Principal accounting policies

General information

The Football Foundation (the 'Foundation' or the 'Charity') is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation in April 2000 and registered with the Charity Commission. The other company included within the group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001.

The address of the Foundation's registered office is Wembley Stadium, Wembley Park, London HA9 0WS.

Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the Charity, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

A summary of the principal accounting policies, which have been applied consistently unless stated, is set out below.

Going concern

The financial statements have been prepared on a going concern basis. Future funding has been confirmed in writing from the Premier League and The FA through to March 2028. The Government (via Sport England) have confirmed funding through to March 2026 and we expect to have a longer-term settlement confirmed in Autumn 2025 after completion of the Comprehensive Spending Review. As it is the Trustee's policy to not to commit funds beyond known funding, the trustees are confident that the Foundation is a going concern for 12 months from the signing of the accounts.

Basis of consolidation

The consolidated statement of financial activities, the consolidated balance sheets and the consolidated cash flow statement include the financial statements of the Charity and its subsidiary undertaking (together the 'Group') made up to 31 May 2025. The subsidiary has been consolidated on a line-by-line basis. Intra group transactions and profits and balances have been eliminated on consolidation, where material. The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities. A separate SOFA has not been presented for the standalone Charity, as permitted by Section 408 of the Companies Act 2006 and 2019 SORP.

Currency

The Charity's functional and presentational currency is pounds sterling. Monetary amounts in these financial statements are rounded to the nearest £'000.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

1. Principal accounting policies (continued)

Income

Donations that provide core funding or are of a general nature are included in the statement of financial activities on the following bases:

All donations received are recognised when the Foundation is entitled to funds, where there is probability of receipt, and the amount can be reliably quantified. The Foundation has three-year funding cycles with its funders The FA, the Premier League, and the Government (via Sport England). The FA and the Premier League's funding is accounted in the financial year to which the funders have indicated that income is for in their funding agreements and these funds can be used for operational and grant expenditure. Donations from the Government (via Sport England) is received in arrears following evidence of grant expenditure. Donations to the restricted fund are recognised on a receivable basis, where there is a signed funding agreement and there is commitment by the Foundation of such funds to the agreed programme.

Income from commercial trading activities is recognised as earned (as the related goods and services are provided). Income from cash deposits and other investments is recognised on an accruals basis.

Investment income

Income from cash deposits, held with a maturity of greater than three months, is accounted for on an accruals basis.

Gifts in Kind

Income arising from Gifts in Kind are only recognised in the financial statements where material.

Expenditure

Expenditure is recognised when a liability is incurred.

Grants payable are recognised in the statement of financial activities when the grant has been authorised and communicated to the recipient. This is deemed to have created a constructive obligation and liability as there are no significant conditions attached to payment of the grants.

Charitable activities include expenditure associated with sport related grants and include both the direct and support costs relating to these activities.

Governance costs include those incurred in the governance of the Charity and its assets and are primarily associated with constitutional and statutory requirements. Support costs include the central functions of finance, human resources, information technology, external relations and general administration, and have been allocated to activity cost categories on a basis consistent with the use of resources (see note 6) including travel & meetings, office & premises, public relations & marketing, recruitment and training, consultancy and accountancy & professional costs.

Operating leases

Rental costs are recognised in the statement of financial activities on a straight-line basis.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

1. Principal accounting policies (continued)

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Fund accounting

The funds of the Charity have been segregated as follows:

Restricted funds consist of donations received, for which the donor has specified the purposes for which the resources can be utilised. Expenditure on restricted funds reflects the appropriate expenditure that has been charged to those funds.

All other funds are unrestricted and available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Pension costs

The Group makes contributions to defined contribution pension schemes on behalf of certain staff members, the assets of which are held separately from those of the Group in an independently administered fund. The cost of these contributions is charged to the statement of financial activities as incurred.

Tangible assets and depreciation

Capitalisation and replacement

The cost of tangible assets is their purchase cost, together with any incidental costs of acquisition. Assets of over £250 are capitalised.

Depreciation

Depreciation is calculated on a straight-line basis so as to write off the cost or valuation of tangible assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. Assets in the course of construction are not depreciated until they are brought into use. The principal annual rates used for this purpose are:

	Years
Fixtures and fittings	10
Computer software and equipment	4

Intangible assets

Intangible assets represent software development costs and are capitalised when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and there is a readily ascertainable market value for the asset being developed, and the cost of these assets can be measured reliably, consistent with the requirements of FRS 102 Section 18. Those costs are amortised on a straight-line basis over seven years, in line with the amortisation period for computer software.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

1. Principal accounting policies (continued)

Deferred taxation

A provision is made for deferred taxation using the incremental liability method where the Group consider deferred taxation has a material impact on the financial statements. Material deferred tax assets are only recognised to the extent they are recoverable.

Irrecoverable Value Added Tax

Any irrecoverable VAT is charged to the statement of financial activities or capitalised as part of the cost of the related asset, where appropriate.

Investment Policy

Our investment policy is:

- To protect the value of our investments in real terms while seeking an appropriate return.
- Not to invest directly in any company with a significant interest in any activity that runs contrary to Football Foundation's charitable objectives and mission.

We consider this to be a prudent policy that challenges managers to produce excellent results.

Our Audit Remuneration & Governance Committee reviews investment performance on an annual basis.

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, short-term deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Critical accounting judgements and key estimates

The preparation of the financial statements requires judgements, estimations and assumptions to be made that affect the reported values of assets, liabilities, revenues, and expenses. The nature of estimation and judgement means that actual outcomes could differ from expectation. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year

Critical areas of judgement

- (a) The Charity allocates support costs between different charitable activities using Executive Management's judgement of the proportion of effort expended on each category during the year.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

2. Charitable Activities

	2025	2024
	£'000	£'000
Unrestricted		
The Football Association (FA)	23,410	17,790
Premier League	20,500	17,600
	43,910	35,390
Restricted		
The Government funds managed by Sport England	96,140	88,700
Sport England – Multi-Sport	3,800	4,600
Rugby Football Union – Multi-Sport	122	56
The Football Association - PEA	-	55
	100,062	93,411
Total	143,972	128,801

3. Subsidiary undertaking

The subsidiary undertaking of the Charity, FFTL, is a company registered in England and Wales (no. 4202574) in which the Charity holds 1 £1 ordinary share representing 100% of the issued share capital.

There was limited business activity in FFTL in FY2024 and FY2025.

	2025	2024
	£	£
Income	-	-
Administrative expenses	-	(50)
Operating Loss	-	(50)
Loss on ordinary activities before taxation	-	(50)
Tax charge	-	-
Loss for the financial year	-	(50)
Retained earnings brought forward at 1 June	-	246
Dividend paid to the Football Foundation	-	(196)
Retained earnings carried forward at 31 May	-	-

	2025	2024
	£	£
Cash at bank and in hand	1	2,305
	1	2,305
Creditors: amounts falling due within one year	-	(2,304)
Net Assets	1	1
Total Shareholders Funds	1	1

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

4. Interest and Other income

	2025	2024
All included in unrestricted funds	£'000	£'000
Interest receivable on cash deposits	2,061	2,820
Other income	276	529
Management fee (Premier League Stadium Fund)	253	810
	2,590	4,159

5. Analysis of expenditure

	Direct staff costs	Other direct costs	Support costs	2025 Total	2024 Total
Activity:	£'000	£'000	£'000	£'000	£'000
Awarding of grants					
<u>Unrestricted:</u>					
Grants payable	3,952	67,274	5,150	76,376	27,032
Governance costs (see note 6b)	-	-	603	603	562
<u>Restricted:</u>					
Grants payable	97	81,918	349	82,364	91,852
Total	4,049	149,192	6,102	159,343	119,446

Grants awarded during the financial year are summarised in note 23. Support costs are further analysed in note 6a.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

6. Allocation of support costs and analysis of governance costs

6a. Allocation of support costs

	Unrestricted Grant payable	Governance costs	Restricted Grants payable	2025 Total	2024 Total
Support costs:	£'000	£'000	£'000	£'000	£'000
Indirect staff costs	2,055	-	-	2,055	2,046
Apportionment of staff costs	-	439	-	439	407
Travel and meetings	214	15	-	229	226
Office and premises	134	4	-	138	829
Public relations and marketing	809	23	-	832	634
Recruitment and training	86	3	-	89	139
Consultancy	1,747	53	-	1,800	2,096
Accountancy and professional	105	66	349	520	57
	<u>5,150</u>	<u>603</u>	<u>349</u>	<u>6,102</u>	<u>6,434</u>

6b. Analysis of governance costs

	2025	2024
Costs/category:	£'000	£'000
External audit	62	47
Apportionment of staff costs	439	407
Apportionment of support costs	94	107
Trustee Board costs	8	1
	<u>603</u>	<u>562</u>

The apportionment of staff costs has been assumed by using an estimated percentage of total employee time spent on governance related work. This varies depending on employee roles.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

7. Net income / (expenditure)

	2025	2024
	£'000	£'000
Net income is stated after charging:		
Depreciation on tangible assets	29	26
Amortisation on intangible assets	231	213
Loss on disposal of tangible fixed assets	-	-
Amounts payable under operating leases	3	2
Auditor's remuneration for:		
Audit services	43	39
Tax and other services	1	6

The Charity incurred audit costs of £43,105 excluding VAT (2024: £39,000) and taxation and other services costs of £1,417 excluding VAT (2024: £6,000).

8. Employee information

	2025	2024
	Number	Number
Average monthly number of persons employed by the Group and Charity during the year was:		
Foundation	111	108
Staff costs		
Group and Charity	2025	2024
	£'000	£'000
Wages and salaries	5,553	5,190
Social security costs	571	554
Other pension costs	421	410
	6,545	6,154

The Group operates a defined contribution pension scheme contributing 8.0% (2024 8.0%) of gross salaries on behalf of employees.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

8. Employee information (cont.)

The number of employees whose emoluments exceeded £60,000 was:

Group	2025 Number	2024 Number
£60,001 - £70,000	8	11
£70,001 - £80,000	7	6
£80,001 - £90,000	3	2
£90,001 - £100,000	1	1
£100,001 - £110,000	-	1
£110,001 - £120,000	2	1
£130,001 - £140,000	1	-
£140,001 - £150,000	1	1
£150,001 - £160,000	-	1
£240,001 - £250,000	1	1

For those staff whose emoluments exceeded £60,000, pension contributions amounting to £184,601 (2024: £161,005) were for the provision of money purchase benefits. No Trustee received any remuneration from the Group during the year. One Trustee (2024: Two Trustees) was reimbursed for expenditure on travel and subsistence, incurred for attendance at Board meetings on behalf of the Foundation totalling £857 (2024: £530).

Senior employees who have the authority and responsibility for planning, directing, and controlling the activities of the Group are considered to be key management personnel. Total costs (including Employers' NIC) in 2025 in respect of these eight (2024: Six) individuals was £1,194,356 (2024: £875,600).

9. Taxation

The Foundation is a registered charity and, as such, is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the Charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

The Charity is not registered for VAT and, accordingly, all its expenditure is recorded inclusive of any VAT incurred.

FCTL is registered for VAT and, consequently, all its income and expenditure is recorded net of VAT. As per policy, FCTL gift aids all of its available realised profits to the Charity.

A deferred tax asset of £113,129 (2024: £113,129) has not been recognised on the losses arising in FCTL on the basis that sufficient profits cannot be guaranteed at this stage of FCTL's development and historical deficits brought forward exceed profits generated to date.

10. Net income dealt with in the Charity's financial statements

The income attributable to the Charity was £150.1m (2024: £135.5m). The expenditure for the year attributable to charitable activities was £159.3m (2024: £119.4m).

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

11. Intangible assets

Group and Charity	Total £'000
Cost	
At 1 June 2024	2,591
Additions	97
Disposals	(942)
At 31 May 2025	1,746
Accumulated amortisation	
At 1 June 2024	1,972
Charge in year	231
Disposals	(942)
At 31 May 2025	1,261
Net book value	
At 31 May 2025	485
At 31 May 2024	619

Intangible assets comprise software development, *Pitchfinder*, *PitchPower* and the Foundation website.

12. Tangible assets

Group and Charity	Fixtures and fittings £'000	Computer software and equipment £'000	Total £'000
Cost			
At 1 June 2024	33	2,584	2,617
Additions	-	14	14
Disposal	(18)	(2,344)	(2,362)
At 31 May 2025	15	254	269
Accumulated depreciation			
At 1 June 2024	24	2,525	2,549
Charge in year	2	27	29
Disposal	(18)	(2,344)	(2,362)
At 31 May 2025	8	208	216
Net book value			
At 31 May 2025	7	46	53
At 31 May 2024	9	59	68

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

13. Debtors

	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Amounts owed by PLSF	427	1,056	427	1,056
Trade debtors	42	282	42	282
Prepayments and accrued income	121,452	67,666	121,452	67,666
	121,921	69,004	121,921	69,004

DCMS (via Sport England) committed to funding up to £14.5m for Active Through Football to the Foundation of which £5.8m remained outstanding as at 31 May 2025 (2024: £6.8m). This was included as part of accrued income and is expected to be received in full at the conclusion of the programme at March 2026.

In addition, there is £43.4m remaining outstanding from DCMS's core funding for FY25, due to live projects claims which will fall into FY26. In addition to this, there is £37.5m (2024: £41.4) remaining outstanding from DCMS's core funding for prior years, due to live projects claims which will fall into FY26 and beyond. These amounts will be drawn down on a quarterly basis are expected to be received before the end of the current funding cycle.

DCMS Lionesses funding has all been fully committed and is expected to be received by the end of the current financial year, at 31 May 2025 £18.5m of this funding was accrued. Also included within accrued income was £3.8m from DCMS relating to Multi-Sport and £80k from RFU (both of which are expected to be received by the end of the FY26 financial year.

At year-end outstanding funding from football funding partners of £11.9m (2024: nil), was included in accrued income, this has been received post year-end.

	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Amounts falling due after one year:				
Prepayments and accrued income	-	4,800	-	4,800
	-	4,800	-	4,800

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

14. Investments

	2025	2024
Group and Charity	£'000	£'000
At 1 June	55,181	52,636
Purchases	20,095	-
Interest received on investments (re-invested)	2,918	2,082
Interest accrued on investments (for re-investment)	586	463
At 31 May	78,780	55,181

The Foundation invests available funds into notice accounts and fixed-term cash deposits. The maximum duration was twelve months.

15. Creditors: amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade creditors	1,039	1,059	1,038	1,057
Taxation and social security costs	174	164	174	164
Other Creditors	124	20	124	20
Grants payable	223,541	168,677	223,541	168,677
Accruals	235	262	235	262
	225,113	170,182	225,112	170,180

16. Funds

Group	2024	Income	Expenditure	Investment income	2025
	Balance				Balance
	£'000	£'000	£'000	£'000	£'000
Unrestricted funds					
General funds retained within the Charity	32,711	46,500	(59,731)	3,505	22,985
Restricted funds					
Active Through Football Income	1,715	-	(170)	-	1,545
Sport England – Core Funding Income	-	96,140	(96,140)	-	-
Sport England – multi-sport Income	2,121	3,800	(3,180)	-	2,741
RFU – multi-sport Income	-	122	(122)	-	-
Total funds	36,547	146,562	(159,343)	3,505	27,271

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

16. Funds (continued)

Group	2023 Balance	Income	Expenditure	Investment income	2024 Balance
	£'000	£'000	£'000	£'000	£'000
Unrestricted funds					
General funds retained within the Charity	18,211	39,549	(27,594)	2,545	32,711
General funds retained within FFTL	-	2	(2)	-	-
Restricted funds					
Active Through Football Income	1,988	-	(273)	-	1,715
Sport England – Core Funding Income	-	88,700	(88,700)	-	-
Sport England – multi-sport Income	289	4,600	(2,768)	-	2,121
RFU – multi-sport Income	-	56	(56)	-	-
The FA – Post Event Assurance	-	56	(56)	-	-
Total funds	20,488	132,963	(119,449)	2,545	36,547

Charity	2024 Balance	Income	Expenditure	Investment income	2025 Balance
	£'000	£'000	£'000	£'000	£'000
Unrestricted funds					
General funds retained within the Charity	32,711	46,500	(59,731)	3,505	22,985
Restricted funds					
Active Through Football Income	1,715	-	(170)	-	1,545
Sport England – Core Funding Income	-	96,140	(96,140)	-	-
Sport England – multi-sport Income	2,121	3,800	(3,180)	-	2,741
RFU – multi-sport Income	-	122	(122)	-	-
Total funds	36,547	146,562	(159,343)	3,505	27,271

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

16. Funds (continued)

Charity	2023 Balance	Income	Expenditure	Investment income	2024 Balance
	£'000	£'000	£'000	£'000	£'000
Unrestricted funds					
General funds retained within the Charity	18,211	39,549	(27,594)	2,545	32,711
General funds retained within FFTL	-	2	(2)	-	-
Restricted funds					
Active Through Football Income	1,988	-	(273)	-	1,715
Sport England – Core Funding Income	-	88,700	(88,700)	-	-
Sport England – multi-sport Income	289	4,600	(2,768)	-	2,121
RFU – multi-sport Income	-	56	(56)	-	-
The FA – Post Event Assurance	-	56	(56)	-	-
Total funds	20,488	132,963	(119,449)	2,545	36,547

The restricted funds detailed above have been provided by Sport England, the Rugby Football Union, and the FA.

Active Through Football - is a multi-year revenue programme funded by Sport England

Core Funding Income – Exchequer funding for capital projects via Sport England, Lionesses capital funding and revenue funding for environmental infill feasibility

Multi-Sport Income – comprises both revenue and capital grants relating to multi-sport activities and funded by Sport England and the Rugby Football Union.

Post Event Assurance – additional funding provided by the FA for the review and improvements to the Foundation's assurance processes.

17. Analysis of the net assets between funds

Group	Unrestricted funds	Restricted funds	Balance
	£'000	£'000	2025 £'000
Intangible assets	485	-	485
Tangible assets	53	-	53
Net current assets	22,447	4,286	26,733
Net assets	22,985	4,286	27,271

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

17. Analysis of the net assets between funds (continued)

Group	Unrestricted funds £'000	Restricted funds £'000	Balance 2024 £'000
Intangible assets	619	-	619
Tangible assets	68	-	68
Net current assets	32,024	3,836	35,860
Net assets	32,711	3,836	36,547

Charity	Unrestricted funds £'000	Restrict ed funds £'000	Balance 2025 £'000
Intangible assets	485	-	485
Tangible assets	53	-	53
Net current assets	22,447	4,286	26,733
Net assets	22,985	4,286	27,271

Charity	Unrestricted funds £'000	Restrict ed funds £'000	Balance 2024 £'000
Intangible assets	619	-	619
Tangible assets	68	-	68
Net current assets	32,024	3,836	35,860
Net assets	32,711	3,836	36,547

18. Reconciliation of net cash flow to movement in net funds

Group	2025 £'000	2024 £'000
Change in net funds:		
(Decrease)/Increase in cash	(25,912)	22,540
Net funds at 1 June	77,057	54,517
Net funds at 31 May	51,145	77,057

Charity		
Change in net funds:		
(Decrease)/Increase in cash	(25,911)	22,538
Net funds at 1 June	77,055	54,517
Net Funds at 31 May	51,144	77,055

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

19. Operating leases

Annual commitments in respect of land and buildings under operating leases:

Group and Charity	2025 £'000	2024 £'000
Operating leases which expire:		
Two to five years	3	2
	3	2

20. Commitments

All grant commitments have been recognised once a grant offer letter has been issued.

21. Capital

The Charity is a company limited by guarantee. Each member has undertaken to contribute £1 to the assets of the company to meet its liabilities if called on to do so. The total amount guaranteed by members at 31 May 2025 is £2 (2024: £2).

22. Related party transactions

The Football Foundation Trading Limited, has had very limited activity so there were no related party transactions during the year. In prior years a dividend payment was made from FFTL to the Foundation (note 3), (2024: £196).

Employees of the Foundation have joint employment contracts with the Premier League Stadium Fund Limited to deliver grants from both entities. The Premier League Stadium Fund Limited is funded by the Premier League and is also a grant giving entity, and the employees of the Football Foundation help to identify and deliver these grants under their joint employment contracts. The Premier League Stadium Fund Limited incurs direct salary costs, and also where appropriate contributes towards a proportion of salary costs incurred by the Football Foundation. This charge forms part of the annual administrative expenses recharged to the company, £0.3m in 2025 (2024: £0.8m). Mr R Master is the CEO of the Premier League. The Premier League donated £20.5m (2024: £17.6m) to the Foundation during the year. At the year end, £6m (2024: Nil) of the donated amount was outstanding. Also at the year end, the annual administrative expenses recharge of £0.3m remained outstanding (2024: £0.8m).

Mr P D G McCormick OBE was an employee of the Premier League (Chairman of the Legal Advisory Group until 30 April 2025), Senior Partner at McCormicks Solicitors; The Football Association - Chairman of Professional Game Board and a member of FA Council Member and FA Cup Committee, Chairman of The Football Association Premier League Medical Care Scheme (until April 2025). He was a Chairman of the Premier League Stadium Fund Limited until 30 April 2025.

Mr M W Bullingham is the Chief Executive Officer of The FA and Director of the Premier League Stadium Fund Limited. The FA donated £23.4m (2024: £17.8m) to the Foundation during the year of which £5.9m (2024: nil) remained outstanding at year-end.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

22. Related Parties (continued)

Mr J Pearce is member of The FA's Board (National Game representative), Remuneration Committee, Judicial Panel, National Game Finance Committee and Alliance Committee. He is also a member of the Premier League Stadium Fund Limited Investment Panel, the General Manager and Vice-Chairman of Bognor Regis Town F.C. and a council member of Sussex County FA.

Mr T Hollingsworth is the Chief Executive Officer of Sport England. The Government (via Sport England) donated £96.1m (2024: £88.7m) to the Foundation during the year. At year-end £43.4m of this remains outstanding and has been included in accrued income. In addition to this, there is £37.5m (2024: £41.4) remaining outstanding from DCMS's core funding for prior years, due to live projects claims which will fall into FY26 and beyond.

In prior years DCMS (via Sport England) committed to funding a multi-year revenue project (up to £14.5m for Active Through Football) of which £5.8m (2024: £6.8m) remained outstanding as at 31 May 2025.

23. Grants awarded during the financial year

Grants awarded during the financial year amounted to £145.6m (2024: £109.2m). A list of the 50 largest facility grants awarded during the year is provided below. Each of these organisations received at least one grant in the financial year. The grants payable disclosed exclude grant delivery costs amounting to £10.9m (2024: £10.2m). No grant has been made to any individual (2024: same).

OrganisationName	GrantValue £
Manchester City Council	6,653,656
Stockton On Tees Borough Council	5,514,659
Goole Town Council	2,278,385
London Borough Of Haringey	2,041,298
Adur District Council	2,000,000
Staffordshire County FA	1,944,743
Ashfield District Council	1,846,854
Hearon Town FC (Holding) Company Limited	1,479,348
Broxtowe Borough Council	1,415,034
Southport Learning Trust	1,412,969
Dorset Council	1,357,457
The Nene Valley Partnership	1,352,483
Brigg Town FC CIC (Community Interest Club)	1,287,510
Earls Barton Parish Council	1,247,484
The Howard Academy Trust	1,197,536
AFC Sudbury Limited	1,127,005
Cheshire East Council	1,113,370
Insignis Academy Trust	1,108,224
The National Football Trust	1,084,022
North Riding FA	1,062,178
Great Baddow High School	1,044,668
Academies Enterprise Trust	1,000,000
Telford & Wrekin Council	1,000,000
Wickford Town F.C.	1,000,000
Godmanchester Football and Sports Association Trust	999,993

OrganisationName	GrantValue £
Bognor Regis Town Football Club	999,878
Bury Metropolitan Borough Council	999,498
Shildon A.F.C.	998,160
Middlesbrough FC Foundation	990,248
Rossendale Borough Council	987,100
Cheviot Learning Trust	983,013
East Riding Of Yorkshire Council	974,832
Northfleet Schools Trust	969,090
Excalibur Academies Trust	952,079
Turner Schools Trust	942,281
Eastern Learning Alliance	938,807
The Marsh Academy	932,420
Heart of Yorkshire Education Group	930,353
The Pinnacle Learning Trust	902,056
Tudor Grange Academies Trust	881,314
Knowsley MBC	862,216
The Hunslet Club	842,342
Southend East Community Academy Trust	836,368
Pontefract Collieries F.C.	817,284
North Northamptonshire Council	810,330
Campsmount Technology College	807,385
The Cottesloe School	807,236
The Governing Body of the Phoenix Collegiate	803,541
Greater Manchester Academies Trust	802,487
North East Derbyshire District Council	786,409

The Football Foundation - Notes to the financial statements for the year ended 31 May 2025

23. Grants Awarded (continued)

Grants	Total value (£m)
50 largest facility grants	66.1
Other	79.5
Total	145.6

24. Ultimate controlling party

There is no ultimate controlling party of The Football Foundation.

(INCORPORATED CHARITY – GROUP ACCOUNTS)

Final Audit Report

2025-10-16

Created:	2025-10-01
By:	Catherine Shiplee (catherine.shiplee@footballfoundation.org.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAa5DZjKEJWjYDVe7-Y0DAqBTzi5vE70LD

"(INCORPORATED CHARITY – GROUP ACCOUNTS)" History

-  Document created by Catherine Shiplee (catherine.shiplee@footballfoundation.org.uk)
2025-10-01 - 3:32:19 PM GMT
-  Document emailed to Martin Glenn (mrg@footballfoundation.org.uk) for signature
2025-10-01 - 3:32:26 PM GMT
-  Email viewed by Martin Glenn (mrg@footballfoundation.org.uk)
2025-10-01 - 3:32:45 PM GMT
-  Document e-signed by Martin Glenn (mrg@footballfoundation.org.uk)
Signature Date: 2025-10-01 - 3:33:13 PM GMT - Time Source: server
-  Document emailed to Jennie Goodman (jennie.goodman@footballfoundation.org.uk) for signature
2025-10-01 - 3:33:20 PM GMT
-  Email viewed by Jennie Goodman (jennie.goodman@footballfoundation.org.uk)
2025-10-03 - 6:10:42 AM GMT
-  Signer Jennie Goodman (jennie.goodman@footballfoundation.org.uk) entered name at signing as J Goodman
2025-10-03 - 6:11:04 AM GMT
-  Document e-signed by J Goodman (jennie.goodman@footballfoundation.org.uk)
Signature Date: 2025-10-03 - 6:11:06 AM GMT - Time Source: server
-  Document emailed to Nick Sladden (nick.sladden@rsmuk.com) for signature
2025-10-03 - 6:11:08 AM GMT
-  Email viewed by Nick Sladden (nick.sladden@rsmuk.com)
2025-10-03 - 7:13:39 AM GMT

 New document URL requested by Nick Sladden (nick.sladden@rsmuk.com)

2025-10-16 - 8:22:05 AM GMT

 Email viewed by Nick Sladden (nick.sladden@rsmuk.com)

2025-10-16 - 8:37:43 AM GMT

 Document e-signed by Nick Sladden (nick.sladden@rsmuk.com)

Signature Date: 2025-10-16 - 8:39:23 AM GMT - Time Source: server

 Agreement completed.

2025-10-16 - 8:39:23 AM GMT



Adobe Acrobat Sign

THE FOOTBALL FOUNDATION

England & Wales - Charity number 1079309

Accounts

Registered Company Number: 3876305

Registered Charity Number: 1079309

THE FOOTBALL FOUNDATION

Annual Report and Financial Statements
for the year ended 31 May 2024

Annual Report and Financial Statements for the year ended 31 May 2024

Contents	Page
Trustees, Directors, Officers and Advisors	3
Report of the Trustees:	
Structure, governance and management	4
Strategic Report	11
Independent auditor's report	32
Consolidated statement of financial activities	36
Balance sheets	37
Consolidated cash flow statement	38
Notes to the financial statements	39

The Football Foundation – Trustees, Directors, Officers and Advisors to 31 May 2024

Trustees, Directors, Officers and Advisors

The Trustees and Directors of the company who were in office during the year and up to the date of signing the annual report were:

M R Glenn (Chair)
P D G McCormick OBE
J D Pearce
J C Bird (Resigned on 1 May 2024)
W M Bush (Resigned on 12 February 2024)
T Hollingsworth
M W Bullingham
K Taylor
E Narozanski
R Masters (Appointed on 12 February 2024)
W Shaifta (Appointed on 1 May 2024)

Executive Team

R J Sullivan – CEO
D Evans – CFO
S Bunis – Director of Brand, Marketing and Communication
M Coulson – Director of Programmes
J Goodman – Director of Business Services
D Potter – Director of Grant Management

Company Secretary

J Goodman

Registered office

Wembley Stadium
Wembley Park
London HA9 0WS

Independent auditor

RSM UK Audit LLP
25 Farringdon Street
London EC4A 4AB

Solicitors

Bates Wells
10 Queens Street Place
London EC4R 1BE

Bankers

Barclays Bank PLC
1 Churchill Place
London E14 5HP

The Football Foundation – Trustees’ Report to 31 May 2024

Trustees Report

The Trustees, who are also Directors of the company for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 May 2024 (FY24).

The Trustees have referred to the Charity Commission's guidance on reporting on public benefit (section 4 of Charities Act 2011) when reviewing the Charity's aims and objectives, and when planning the Charity's activities. The Trustees are therefore content that the Charity meets the public benefit requirements.

The information with respect to Trustees, Directors, Officers and Advisers set out on page 3 forms part of this report. The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Reference and administrative details

The Football Foundation is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation (the Foundation or Charity) in April 2000 (company registration number 3876305) and registered with the Charity Commission (Charity number 1079309). The Football Foundation's Memorandum and Articles of Association detail the charitable objectives.

The Football Foundation receives funding from three partners: The Football Association (The FA), the Premier League and the Department for Culture, Media and Sport (DCMS).

The Foundation does not raise any funds from the public nor enter into any fundraising activities.

Structure, governance, and management

The Foundation is governed by its Memorandum and Articles of Association dated 6 August 2020.

Trustees

The Trustees and Directors were appointed to the Board as follows:

Independent Chair	Appointed by the Board of Trustees for a three-year term
The FA	Two Trustees
Premier League	Two Trustees
Sport England	One Trustee
DCMS	One Trustee
Independent	Two Trustees

The other company included within the Group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001 (company registration number 4202574).

The report and consolidated financial statements for the year ended 31 May 2024 relate to the total activities of the two legal entities.

The Football Foundation – Trustees’ Report to 31 May 2024

The Board supports the principles of good governance set out in the Code for Sports Governance and the continuous improvement model which the Code promotes. During the year ended 31 May 2024, the Board continued to work with Sport England to deliver an action plan to support the full transition to the Code.

During the year ended 31 May 2024 there were changes in our trustees and these are as detailed on page 3. The process for any new Trustees is that they undertake a structured induction process including one-to-one meetings with the Chair of the Board and CEO and are offered the opportunity to visit a Foundation-funded facility. The Board receives relevant training, including legal and regulatory updates, on a periodic basis. In accordance with our Articles, The FA, the Department for Digital, Culture, Media and Sport, and Sport England each have the power to nominate one Trustee. The Board then have the power to appoint an Independent Trustee, a Senior Independent Trustee, and to co-opt up to two additional Trustees. These appointments are limited to three terms of three years, with all independent members being appointed via open recruitment nationally.

The Foundation is committed to develop a membership that is as inclusive as possible, and which effectively represents the broad, diverse constituency that the Foundation is looking to support. The aim is therefore to bring together a diverse, informed body of individuals. As a recipient of public funding, 25% of the Foundation’s Board of Trustees are to be Independent Non-Executive Trustees (INET). INETs are initially appointed for a three-year term and are limited to serving two additional terms of three years (a max of nine years), before being required to step down.

The Trustees may appoint an independent, non-executive Chair for a period of up to three years, after which they can be reappointed. M R Glenn was appointed as Chair on 1 January 2020 for three years and renewed for an additional three years on 1 January 2023.

Qualifying third party indemnity insurance for the benefit of all of the Trustees was in force throughout 2024 and continues to be in place.

Statement of Trustees’ responsibilities

The Trustees (who are also directors of The Football Foundation for the purposes of company law) are responsible for preparing the Report of the Trustees (including the Strategic and Director’s Report) and the financial statements in accordance with 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)

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 the group and of the income and expenditure, of the charitable group 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 (2019)
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for maintaining proper accounting reports which disclose with reasonable accuracy at any time the financial position of the charitable company and the group

The Football Foundation – Trustees’ Report to 31 May 2024

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 the group 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.

In the case of each Trustee in office at the date the Report of the Trustees is approved, that:

(a) so far as the Trustee is aware, there is no relevant audit information of which the Charitable company’s auditor is unaware; and

(b) he/she has taken all the steps that he/she ought to have taken as a Trustee to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of that information.

Chief Executive

The Chief Executive is responsible to the Trustees for the operational efficiency and effectiveness of the Foundation within defined policy. The Chief Executive reports to the Chair.

Organisation

The Board of Trustees administers the Foundation and meets on a quarterly basis. The Trustees have an established panel to review and award grants in accordance with delegated financial authority granted by the Trustees, or to make recommendations to the Trustees in respect of applications to the various grant streams managed by the Foundation. The panel is made up from representatives of the Funding Partners (The FA, the Premier League, and the Government) and includes unpaid independent members, who bring specific expertise, knowledge and experience.

The Audit, Remuneration and Governance Committee is independently chaired by M Kirkby. The Committee has responsibility for remuneration of key management personnel and consideration of remuneration policy and governance. The Committee reviews the benchmarks and parameters used by the Foundation’s Executive team as detailed on page 3, to identify any employees who may be eligible to receive an exceptional pay rise based on their performance and benchmarking. The Committee meets four times a year and has its decisions ratified by the full Board. The Football Foundation uses salary benchmarking software to give us instant data on the market rate for job roles across the UK. Data can be filtered by sector, location, and organisation size (headcount and income), enabling us to complete a full review of all salaries and benefits and make informed decisions about our reward strategy. Based on need, this is periodically supplemented by independent and bespoke benchmarking to provide an accurate reflection of the current market for specific roles.

The Foundation has chosen in accordance with Companies Act 2006, s. 414C(11) to set out in the company’s strategic report information required by Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, Sch. 7 to be contained in the directors’ report. It has done so in respect of likely future developments, risks in relation to financial instruments, engagement with employees, suppliers, customers and others and carbon reporting disclosures.

The Football Foundation – Trustees’ Report to 31 May 2024

The Football Foundation Trading Limited (Reg no: 4202574)

The Football Foundation Trading Limited (FFTL) was established to trade and generate funds for the Foundation with no restriction on the activities. Further to the successful divestment of Upshot in FY21, there was no activity in FFTL, with there being no principal activity in FFTL in FY24. FFTL’s only activity in FY24 was a dividend payment up to the Foundation. The next step in FY25 is to make the entity dormant.

One of the Directors of the FFTL, P D G McCormick OBE, is also a Trustee of the Foundation. The other Director, R J Sullivan, is the Chief Executive of both FFTL and the Foundation.

Objectives and activities

The Foundation’s charitable objectives, as stated in the governing document, are to promote all purposes recognised as charitable under the law of England and Wales from time to time through an association with sport. The Charity’s current and ongoing objectives are:

- Put into place a new generation of outstanding facilities in parks, schools, colleges and universities;
- Provide capital and revenue support to increase participation in community football;
- Strengthen the links between football and the community, and harness its potential as a force for good in society; and
- Work with other charities to help achieve the Foundation’s objectives.

Governance and accountability at The Football Foundation

Articles of Association

The Football Foundation’s Articles of Association are part of our governing documents and are the agreed written rules about how the charity should be managed and run. No changes have been made to the Articles of Association in Financial Year 2024 (FY24), 1 June 2023 to 31 May 2024.

Scheme of Delegation

The Football Foundation’s Scheme of Delegation provides a summary of key matters for decision and the level to which such decisions are delegated including matters for decision by Board Committees, the Chief Executive, members of the Senior Management Teams (SMT) and managers reporting to directors.

This facilitates the effective and informed decision-making at an appropriate level of responsibility so that the Board can direct and oversee the Charity effectively

Board of Trustees

The Football Foundation Board currently comprises nine Trustees of which three are ex-officio Trustees, as set out in the charity’s Articles. The ex-officio Trustees are not subject to term limits.

In accordance with our Articles, The FA, the Department for Digital, Culture, Media and Sport, and Sport England each have the power to nominate one Trustee. The Board then have the power to appoint an Independent Trustee, a Senior Independent Trustee, and to co-opt up to two additional Trustees. These appointments are limited to three terms of three years, with all independent members being appointed via open recruitment nationally. The

The Football Foundation – Trustees’ Report to 31 May 2024

trustees who held office during the year and up to the date of signature of the financial statements were as follows:

- Martin Glenn – Independent Chair
- Jack Pearce - The FA nominated representative
- Mark Bullingham - The FA CEO (ex-officio)
- Bill Bush – Premier League nominated representative (Resigned on 12 February 2024)
- Richard Masters - Premier League nominated representative (Appointed on 12 February 2024)
- Peter McCormick OBE – Premier League Stadium Fund Chair (ex-officio) *
- Elena Narozanski - DCMS nominated representative
- Tim Hollingsworth OBE - Sport England CEO (SE representative)
- Jemima Bird - Senior Independent (Resigned on 1 May 2024)
- Karen Taylor – Independent
- W Shafta – Independent (Appointed on 1 May 2024)

* Peter McCormick OBE joined the Board as an Ex-Officio Trustee in August 2008. The remaining Trustees have served on the Board for less than 9 years.

Board Meeting Attendance FY24

The following table outlines Trustee attendance at Board meetings for FY24.

	Total meetings	Attended
Martin Glenn	4	4
Jack Pearce	4	4
Mark Bullingham	4	4
Bill Bush	2	2
Richard Masters	2	2
Peter McCormick OBE	3	3
Elena Narozanski	4	4
Tim Hollingsworth OBE	4	4
Jemima Bird	3	2
Wais Shafta	1	1
Karen Taylor	4	3

Committees

The Foundation has two Committees that support the work of the Board of Trustees:

Audit, Remuneration and Governance Committee

The Audit, Remuneration and Governance Committee advises the Board on The Football Foundation's processes relating to audit, risk and governance, along with policy compliance.

Audit, Remuneration and Governance Committee Membership

- Matthew Kirkby – Independent Chair
- Karen Taylor – Independent
- Serena Jacobs – Independent and co-opted member of the Committee
- Peter McCormick OBE – Premier League Stadium Fund Chair (ex-officio) *

* Peter McCormick OBE joined the Committee as an Ex-Officio Member in August 2008. The remaining Members have served on the Committee for less than 9 years.

The Football Foundation – Trustees’ Report to 31 May 2024

Audit, Remuneration and Governance Committee Attendance FY24

The following table outlines attendance at Committee meetings for FY24.

	Total meetings	Attended
Matthew Kirkby	4	4
Karen Taylor	4	4
Peter McCormick OBE	4	4
Serena Jacobs	4	4

Football Foundation Grants Panel

The Football Foundation Grants Panel (the Grants Panel) provide independent scrutiny of all applications for grant funding, once these have been developed and assessed by the Foundation Executive, in line with approved Foundation processes and policies.

The Football Foundation Board of Trustees has fiduciary responsibility for all activities related to The Football Foundation. This includes awarding grants. However, the Board has delegated to the Grants Panel authority to approve grants up to a value of £1,000,000. The Grants Panel will also consider applications in excess £1,000,000 with a view to making a recommendation to the Board.

Grants Panel Membership

- Paul Spooner - Independent Chair
- Palma Black - Independent member
- Richard Smale - Independent member
- Rahul Bissoonauth - Independent member
- Sue Catton - Independent member
- Sue Bowers - Independent member
- Nick Perchard - Premier League representative
- Phil Woodward - FA representative
- Patrick Brosnan - Sport England representative

Grants Panel Attendance FY24

The following table outlines attendance at Panel meetings for FY24.

	Total meetings	Attended
Paul Spooner	4	4
Palma Black	4	4
Richard Smale	4	4
Rahul Bissoonauth	4	4
Sue Catton	4	4
Sue Bowers	4	3
Nick Perchard	4	4
Phil Woodward	4	4
Patrick Brosnan	4	4

The Football Foundation – Trustees’ Report to 31 May 2024

Measuring the effectiveness of our Board, Committee and Panels

Evaluations of the different groups are undertaken periodically, and a record of each group’s skills, performance and effectiveness is recorded. The below table sets out the frequency of the evaluations and the last reported evaluation.

	Frequency	Reported
Board (internal)	Annual	Sep-23
Board (external)	Every 4 years	Dec-20
Audit, Remuneration & Governance (internal)	Every 2 years	Sep-23
Grants Panel (internal)	Every 2 years	Jul-24

Register of Interests

The Football Foundation’s register of interest lists all interests declared by the organisation's Trustees, Panel and Committee Members, Directors and employees. All are invited to review and update their declaration annually, at the beginning of the financial year. The up-to-date register is then presented to Board at its meeting in September.

Code for Sports Governance Compliance

The Code for Sports Governance sets out the levels of transparency, diversity and inclusion, accountability and integrity that are required from those organisations who seek – and are in receipt of – UK Government and National Lottery funding from Sport England and/or UK Sport. The Code was launched in 2016, and revisions published in December 2021, for compliance by February 2024.

The Football Foundation is committed to meeting the ambitious standards of governance set out in the Code and believe this will further support The Football Foundation to take effective decisions in the best interests of the charity, our team, and those who benefit from our work.

Like many organisations in receipt of Government funding, The Football Foundation team has worked hard to make sure the revised standards are met. We are currently waiting for our efforts to be assessed, at which time The Football Foundation is confident of achieving compliance with the Code.

The Football Foundation – Trustees’ Report to 31 May 2024

Strategic Report

Chair’s foreword

It has been 24 years since The Football Foundation was founded by the Premier League, The FA and Government. The initial task at hand was to help improve the provision of pitches across the country, but over time, the remit of The Football Foundation has grown significantly.

Our approach is now more holistic and not only do we provide grants to clubs and organisations to build 3G pitches and changing facilities; floodlights to enable pitches to be used day and night; small grants for goal posts, fencing and storage containers; as well as funding to help improve grass pitches. Our team provides advice to clubs and organisations on how to raise or find ‘match funding’ from the local Council or community groups to ensure the local community are fully invested in a project. The Foundation also offers helps with planning applications. This package of support provides a more sustainable and long-lasting impact across the grassroots game.

This year has been another record year for the Foundation, having secured the largest investment from our funding partners to date, totalling £129.2m. We have been able to secure this additional injection because our funding partners can clearly see the return on their investment through both sporting and social outcomes. We are able to deploy grant money swiftly and sustainably and have been able to cope with a doubling of grant giving with only a small increase in fixed costs.

To ensure that we fully understand the nature of demand for sports facilities we are refreshing our Local Football Facility Plans. With the growth of all forms of the game, but particularly that of women and girls and youth football, there has been an increase in demand, far more so than that anticipated a few years ago. This work will continue into FY25.

Our expected grant giving for FY23-25 is £326m, and for FY24 specifically this was £152.4m, of which £76.0m was committed towards 3G pitches, Changing Room and Clubhouse works and our Hubs programme (of which £7.8m related to Lionesses Futures Fund projects), with an additional £17.8m going towards improving grass pitches (including equipment this year), £5.8m towards small grants (such as goalposts, 3G machinery and fencing), £14.1m to The Football Foundation PlayZones programme, £0.1m to Grass Pitch Maintenance Capital grants to support multi-sport activities, £2.6m to Grass Pitch Maintenance revenue grants to support other National Governing Bodies (Rugby Union and Rugby League) activities, £3.0m towards the Active Through Football Scheme, and this left £33.0m uncommitted at year end which is being brought into our FY25 commitment target.

We’re lucky enough to already have our funding from the Premier League and The FA confirmed for our next funding cycle. As we’re in the final year of our current three-year funding cycle, the Board and Foundation management are already underway in developing the next stage of our strategy. I look forward to working together on this to ensure every community has a great place to play.

We finally had closure on a fraud case that carried over from FY23 into this year. It resulted in a custodial sentence and demonstrated that The Football Foundation and its funding partners will not tolerate fraud. We continue to work with facilities and clubs to ensure they are carrying out due diligence and fully understand their governance responsibilities.

This year marked a year on from our commitment to invest 40% of the Foundation’s funding into multi-sports projects by 2025. These projects support both football and at least one additional sport, such as rugby, cricket, netball and basketball. A great example of this in

The Football Foundation – Trustees' Report to 31 May 2024

action is our PlayZones programme. We opened our first site this year in Normanton Park, Derby, hosting football, netball, touch rugby, quick-stick hockey and dodgeball. It's fantastic to see these community led facilities come to life to get more people active.

This year, I've had the privilege of visiting facilities and meeting many people who have felt the impact of The Football Foundation grant awards. I always find this hugely motivating and energising. Hearing from sites themselves how lives in their communities have been changed by the power of pitches is something I take great pride in.

. 
Martin Glenn (Sep 22, 2024 20:07 GMT+1)

Martin Glenn, Chair of The Football Foundation

The Football Foundation – Trustees’ Report to 31 May 2024

CEO’s introduction

As we reach the end of FY24 and two thirds of the way into The Football Foundation’s three-year plan, I’m pleased to report that the Foundation is making excellent progress in meeting both its core delivery targets and the wider strategic objectives we set ourselves back in 2022. This year has been a great source of pride. Another record-breaker, getting grants out to the grassroots game and providing more communities with great places to play, and of course none of this would be possible without our funding partners The Premier League, The FA and Government.

The first of our Football Foundation PlayZones opened at Normanton Park in Derby and we’ll now see a swathe of these brilliant small-sided sites open into FY25. This programme, along with our established Active Through Football projects, dig deep into providing communities with more opportunities to get active in the informal and inclusive way that works for them.

Our commitment to deliver ‘good’ quality grass pitches has delivered 6,088 ‘good’ quality grass pitches against a target of 5,000 for this year (represented in our investment KPIs). This is reflected in how popular PitchPower usage continues to be, with 7,000 pitch inspections being submitted in FY24: that’s more than any other year. The quality of England’s grass pitches is in the early stages of a quiet revolution.

But despite that progress, we do know that in a country where 150,000 games a season played on grass pitches get called off due to bad weather, 3G floodlit pitches are a vital resource that enable games to go ahead all year round, day and night. The amazing 3G pitches we fund give communities the opportunity to come together, play sport, and improve their physical and mental wellbeing.

In the last year we have continued our commitment to provide financially and environmentally sustainable 3G pitches by launching our Pitch Replacement Fund and reducing the impact of 3G pitches on the environment. We’ve already implemented a number of measures, making revisions to the design of facilities and recently funding a site that is testing alternative pitch solutions.

In order to continue to attract increased levels of funding from the Premier League, The FA and Government, it’s crucial we’re able to demonstrate value for money and meaningful impact of our work. Our research into demonstrating social return on investment has begun, and we’ll be launching a longitudinal research plan in early FY25. We continue to share the great stories from a wide range of people who have benefited from our grant awards to demonstrate our impact and inspire more people to apply for funding.

A year on from its launch, this year we reviewed our Equality, Diversity and Inclusion plan, “Together For Football”. This document is an important source of support for our team in its commitment to inclusion. It helps the organisation to see diversity as a strength and further understand and represent the communities we serve.

It’s been a busy year all round, with sites opening across the country, from East London to Newcastle, from Derby to Portsmouth. I’ve been out hearing first-hand just how important grassroots facilities are to communities. Along with team-mates I’ve had the opportunity to meet local MPs, Metro Mayors and local councillors so they can see first-hand how much of an impact Foundation-funded facilities have on their communities.

This year we’ve hosted two drop-in sessions in Parliament alongside our funding partners. These events always provide a great opportunity to talk to MPs about the plans we have for their

The Football Foundation – Trustees’ Report to 31 May 2024

constituency; and the value of continued investment into incredible facilities that their local community use day in day out. With the General Election called at the end of our financial year, this coming year provides a new cast of MPs to meet as we begin FY25. As ever, I look forward to meeting with as many Ministers, MPs and Metro Mayors as I can, to demonstrate how impactful Government funding through The Football Foundation is for their constituents, far beyond the immediate benefits of playing the nation’s favourite sport.

Thanks to a £30m cash injection from the Government and The FA, thousands of women and girls across England are set to benefit from The Lionesses Futures Fund. In recognition of the Lionesses’ recent historical achievements, 30 new state-of-the art 3G pitches and accompanying facilities will be designed to prioritise women and girls’ football. The first of these will start breaking ground in early FY25 and I look forward to seeing how they progress over the coming year. In addition, it has been a privilege to be included in the Implementation Group for the Women and Girls Review led by Karen Carney – a clear demonstration of just how important the Foundation’s voice is around the table, as we continue to fund facilities that offer equal access to football for women and girls.

As part of our commitment, we commissioned Kelly Simmons OBE to undertake an independent review of our work in the women and girl's space. The findings and actions will be finalised for the start of FY25, ready for us to celebrate where we're doing well and go even further, where there's opportunity to make the game even more accessible for the fastest growing demographic in football.

As part of our HERe to Play campaign, we opened two more Lioness legacy facilities, The Rachel Daly Pitch in Harrogate and The Chloe Kelly Pitch in East London. This campaign demonstrates our commitment to providing equal access to women and girls at Football Foundation funded facilities.

I'm excited about the year to come, seeing our three-year strategy coming to fruition and working with our Board and Foundation Team to devise a strategy that will ensure through grassroots sport, The Football Foundation gets ahead of the game and continues to transform lives and communities the length and breadth of the country from FY25 and beyond.

Robert Sullivan

Robert Sullivan (Sep 20, 2024 13:35 GMT+1)

Robert Sullivan, CEO of The Football Foundation

The Football Foundation – Trustees’ Report to 31 May 2024

Purpose, objectives and focus

This Strategic Report covers highlights of The Football Foundation’s priorities and performance over the last financial year (1 June 2023 to 31 May 2024). It also provides an overview of the priorities we have set to deliver in FY25 and beyond.

The Football Foundation

The Football Foundation is the largest sports charity in the UK. We unlock the power of pitches to transform lives and strengthen communities ensuring everyone has a great place to play regardless of gender, race, disability or place.

The Foundation receives money from the Premier League, The FA and the Department for Culture, Media and Sport, through Sport England. This is matched with partnership funding and awarded as grants to deliver high quality grassroots facilities that enable better games and attract more players, helping to transform communities.

Since 2000, the Foundation has awarded more than 73,000 grants to improve facilities worth more than £1.1bn - including 1,169 artificial grass pitches, 13,419 natural grass pitches and 1,479 changing rooms. This has attracted an additional £1.4bn of partnership funding – totalling over £2.5bn investment in grassroots football so far.

Investment focus

The Foundation achieves its charitable objectives through directing investment into areas of greatest need and potential impact, by awarding grants to organisations to refurbish or develop new facilities. It also provides the expert guidance and support that organisations might need to develop facilities or apply for funding.

The following types of grant funding are available:

- **Football Foundation funding** – grants, covering everything from 3G football pitches and changing facilities to goalposts and machinery.
- **Football Foundation Hubs programme** – A portfolio investment model, providing an area-wide solution. Each Hub has a network of 3G football pitches, grass pitches, catering, changing facilities and social spaces. When combining the Hubs Programme and Football Foundation funding, from above, we awarded grants totalling £76.0m in FY24.
- **Active Through Football** – A Sport England Programme, funded by The National Lottery and delivered by the Foundation. Working with communities to overcome barriers and help local people get active. Active Through Football funding from Sport England is restricted to the operational costs to run the programme and the revenue grants to the applicants. All grants were awarded in 2021 and 2022 to a total value of £12.7m, in FY24 we paid claims out against this scheme totalling £2.3m.

Local Football Facility Plans

The Football Foundation aims to deliver thousands of new pitches, while also investing in the improvement of existing grass pitches and off-pitch facilities across the country. To guide this investment, we have divided the country into 317 regions with a bespoke Local Football Facility Plan created for each local authority in England, highlighting the facilities and work required in each area.

The Football Foundation – Trustees’ Report to 31 May 2024

The first generation of local plans provided a strong starting point in providing the grassroots facilities that every community needs and deserves. The Football Foundation recognises community need changes, and along with our new multi-sport commitment, an increase in participation across all areas of the game, and our pledge to target those who will benefit from our facilities the most through investing 50% of our funding into the 40% most deprived and inactive communities, we are currently working our way through the local plans to ensure they reflect the most up to date situation for each community. We expect this piece of work to be completed by the end of FY25.

Grass Pitch Improvement Programme

Even with the wider availability of 3G pitches, the majority of grassroots football is still played on traditional grass pitches. Improving these remains a priority for the Foundation. Working alongside The FA, we have developed the Grass Pitch Improvement Programme to ensure every affiliated football fixture is played on a quality football pitch and keep grassroots football where it started and still gets played - on grass.

We aim to have improved 5,000 grass pitches to a ‘good’ quality standard by 2024 and 20,000 by 2030. By the end of FY24 we had improved 6,088 grass pitches to a ‘good’ quality or better.

We currently have 8,180 quality grass pitches against a target of 7,312. The FA have set a new four-year KPI of an additional 5,000 pitches (on top of the FY24 target) over four years and therefore the FY25 KPI for the Foundation has been set at an additional 1,250 pitches (8,562 cumulative total). In FY24 we offered £17.8m in new grants for this scheme, to help support the improvement of even more pitches.

In FY24, the Trustees have had regard to the Charity Commission’s guidance on public benefit and how the Foundation’s work aligns with this.

FY24 Objectives

FY23-FY25 priorities and plans

With the announcement in October 2021 that the Government was committing to a further £168m of funding for The Football Foundation over three years between 2023 and 2025, The Football Foundation Executive Leadership team set a 3-year plan. This gives The Football Foundation, and its funding partners focus through to May 2025 and the Foundation have had further funding confirmed beyond May 2025.

For FY23-25 three main objectives across three key areas were identified to form the focus for The Football Foundation’s work. Key priorities and projects identified for FY24 were:

Consolidate delivery

- To meet the new scale of investment in a challenging operating environment

Develop sustainability

- To ensure our investment is transformative in its outcomes and longevity

Demonstrate impact

- Our investment demonstrates the outcomes we’re looking to achieve, also with a view to attract the future funding we need

The Football Foundation – Trustees’ Report to 31 May 2024

Core Grant Pipeline

During FY24, The Football Foundation awarded more than 2,700 core grants valued at £109.2 million. A breakdown of the core items they delivered are shown in the table below (which does not include our framework costs).

Grant Category	£25k+	Small Grants		Grass Pitches	PlayZones
Grants Issued	90 Grants	1,741 Grants		817 Grants	64 Grants
Grant Value	£70.2m	£5.8m		£20.1m	£13.1m
Delivery	87 AGPs 60 Changing Rooms 2 Grass Pitch Works 1 Hybrid Pitch	1,371 Goalposts 132 Floodlights 94 Storage Containers 45 Fencing Projects	38 Clubhouse Works 2 Boiler Replacements 8 Drainage Projects	6,088 Grass Pitches 130 Multi Sport GPMF Pitches	69 New PlayZones facilities

Achievements and performance

Delivering Brilliant Programmes

Active Through Football – Launched in summer of 2020, the Active Through Football (ATF) programme from Sport England, funded by the National Lottery and delivered by The Football Foundation, sees the delivery of targeted revenue investment through a ‘place-based’ approach. Its aim is to increase activity levels and create sustained behaviour change amongst those facing the greatest inequalities to getting active. Following the successful launch of the programme, further investment from Sport England has been secured to support an additional 12 places in England. The 25 projects are fostering creative and innovative partnerships with community organisations.

The Active Through Football team is now working with Sport England to consider the sustainability of the programme beyond year five. This is also being worked through at each project as part of a 6-month review process.

Most recent data (mid-April 2024) highlight the programme has delivered 17,591 sessions over the course of some 272,487 contact hours (equivalent to over 30 years) and engaged with 12,820 unique participants (and 10,024 repeat attendances), who have attended a total of 198,980 times.

There is a gender split of 46% female and 54% male, and 75% of participants are from communities within the top 40% Index of Multiple Deprivation (IMD). Over a third of participants (34%) had never played football before and nearly a quarter hadn’t played since school (25%) and a fifth (21%) had previously played as an adult but stopped.

At 34%, ‘improve my health’ remains the most important reason people decided to join the programme, followed by ‘wanted to play more football’ at 17%, and ‘something fun to do’ 16%.

Active Through Football Plymouth is targeted to men and women in the area aged 30-50 who live in four of the most deprived areas of the city. The programme offers recreational sessions for men and women, and fitness classes for women. The timetable of activity includes weekly well-being walk-and-talks and works to engage the local community with seasonal parties, health checks, family fun days and offering tickets to games at Plymouth Argyle FC.

Active Through Football Plymouth participant “I know all I do is turn up for a football session twice a week, but it’s done me the world of good. A month or so before I started coming, I had a nervous breakdown and lost my job and my home. I now feel like the

The Football Foundation – Trustees’ Report to 31 May 2024

support network we all have with each other is invaluable. I genuinely think that without something like this, any amount of counselling, medication etc. wouldn't have done the trick. You've all been amazing so thank you'."

Football Foundation PlayZones – development of the 3-year pipeline is progressing, and the end of FY24 saw the opening of the first PlayZone in Normanton Park, Derby. The Normanton Park pitch will host football, cricket, netball, touch rugby, quick-stick hockey and dodgeball. We launched our PlayZones campaign film, explaining what a PlayZone is and highlighting how the community plays a key part in shaping the site and the sport played.

To make sure the new PlayZone was designed in a way that works for the needs and preferences of the local community, Sporting Communities gathered the views of more than 200 local residents, representing a cross-section of the community, including people from a range of ages and backgrounds.

Based on the findings of this consultation, the pitch will host football, cricket, netball, touch rugby, quick-stick hockey and dodgeball. Across these sports and activities, the facility is expected to be used by more than 1,500 people within five years of opening. A local primary school will also use the PlayZone for 10 hours a week as currently the school has no on-site PE facilities for its 600 students.

Ben Rigby, Managing Director at Sporting Communities:

"This PlayZone represents our commitment to ensuring that sport, physical activity and play are central to the well-being of communities and that everyone can access high-spec facilities."

"This space will not only enhance physical well-being but also serve as a gathering place for families and friends to bond over their shared passion for sports and for people to develop new, positive experiences with sport, play and physical activity. We look forward to welcoming everyone to experience the excitement and energy of the Normanton Park PlayZone."

Consolidate Delivery

Local Football Facility Plan Refresh - The Foundation is continuing its phased refresh of the Plans in line with the agreed investment priorities, taking multi-sport and Levelling Up agenda into consideration. Internal Delivery Teams are reviewing this alongside County FAs to agree a final list of Local Authorities that will begin this refresh and the priority order.

Home Advantage Programme - 19 projects (representing 86 pitches) continue to work on their Community Asset Transfer and getting investment ready. The first full application is expected in the Summer of 2024.

Equipment Bank - Forty-seven organisations (mainly Local Authorities and a handful of County FAs) have submitted Expressions of Interests for the Equipment Bank fund.

Grass Pitch Programme – FY24 has been our most successful year to date – in total we now have 8,180 quality grass football pitches against a target of 7,312.

Grass Pitch Multisport Fund - £2.6m worth of Grass Pitch Maintenance grants (for multi-sport sites) were committed to in FY24.

The Football Foundation – Trustees’ Report to 31 May 2024

Review Artificial Grass Pitches (AGP) procurement -The framework review and procurement was successful in FY24 with the new framework now in place.

Develop sustainability

Equality, Diversity, and Inclusion (EDI) – Together for Football

March 2024 marked the one-year anniversary since the launch and publication of ‘Together for Football’, the Foundation’s first EDI strategy, covering the period 2023-2025. Together for Football is designed to help the Foundation progress towards our goal of embedding EDI principles at the heart of what we do to bring about meaningful change to the way we operate.

In its first year we can report the progress of many of the areas of work including the Foundation’s review of Women and Girls football, the delivery of ‘Conscious Inclusion’ the Foundation’s mandatory training course for all teammates, the development of schemes such as our VIP (Values in Practice) volunteering initiative and our internal mentoring scheme, guidance. We have also produced documents and tools such as the Foundation’s Community Engagement Toolkit designed to support applicants and progress share our learning across various EDI topics.

Environmentally friendly infill solution

This year we opened a hub site that is testing alternative pitch systems that do not include rubber infill. Located in Sheffield, this is the first of its kind in Europe and includes six pitches that use alternative infill solutions. The Foundation has also funded a three-year research project working with SportsLabs (a FIFA Accredited Test Institute) and Loughborough University collecting performance data and player feedback to ensure every element of the playing experience is taken into consideration.

It’s an innovative project, working with brilliant partners who are just as passionate about providing great, sustainable places to play. We’re at the early stages of testing and it’s exciting to be leading the way in exploring possible solutions. Work will continue into FY25.

Data & Technology

The current focus of the Technology team has been developing, testing and finally integrating the new ‘Power Pages’ Portal for applicants. The project is on track to finish in the first half of 2024.

The transition to a new finance system has now been completed. We moved from Access Dimensions to NetSuite’s Not-for-Profit system and launched it across the Foundation in February 2024.

Governance review

The governance review is nearing completion and has added a level of robustness to our policies and processes. A comprehensive Scheme of Delegation, procurement policies and a fraud awareness programme have already been rolled out. In addition, an internal audit function has been introduced at the Foundation, with Grant Thornton being the procured supplier to support on this.

Demonstrate Impact

Post award assurance; including Pitch Replacement Fund

This year we have made real progress in narrowing the scale of the potential deficit relating to previously funded pitches which require replacement and working with clubs to understand the reasons for their shortfalls. We have created, through the Pitch Replacement Fund, a long-term solution which combined with the post-award and assurance review to deal with historically funded clubs should help mitigate this challenge.

The Football Foundation – Trustees’ Report to 31 May 2024

This project is continuing into FY25 where the focus will be shifted towards the review and further development of the Foundation’s post award and assurance provided to grant applicants after award. This includes areas of technology developments and process improvements, to best support our applicants going forward.

Longitudinal impact research including Football Foundation PlayZones

This project has been deferred to FY25 and will enable us to understand and quantify the wide-ranging impact of our facilities.

Financial Review

The consolidated statement of financial activities for the year is set out on page 36. A summary of the financial results and the work of the Charity are set out below

Key Performance Indicators

The Football Foundation KPI performance:

1. Investment KPIs

CATEGORY	TITLE	KPI	FY24 TARGET	ACTUAL
TACKLING INEQUALITIES	UNDER-REPRESENTED GROUPS	% OF PROJECTS ENGAGING WITH UNDER-REPRESENTED GROUPS	75%	99%
	ACTUAL IMPACT FOCUSED MEASURE ON PROJECTS TACKLING INEQUALITY	POST ASSURANCE PROJECTS DELIVERING 3 OR MORE WITH UNDER REPRESENTED GROUPS	75%	60%
	REGIONAL LEVELLING UP	% OF FUNDING INTO 40% MOST DEPRIVED LOCAL AUTHORITIES	50%	50%
	WOMEN & GIRLS	% OF PROJECTS PROVIDING EQUAL OPPORTUNITES FOR WOMEN & GIRLS	100%	100%
PITCHES	QUALITY PITCHES	NUMBER OF NEW QUALITY PITCHES	5,000	6,088
	ON/OFF PITCH	% OF FUNDING TOWARDS ‘ON PITCH’ ITEMS	75%	74%
MULTI-SPORT	VOLUME	% OF PROJECTS ADDING VALUE THROUGH MULTI-SPORT OUTCOMES	35%	74%
	VALUE	% OF PROJECTS ADDING VALUE THROUGH MULTI-SPORT OUTCOMES	35%	77%
CLUBS & COMMUNITY ORGANISATIONS	INVESTMENT	% OF PROJECTS INVESTED IN, OR BENEFITTING, CLUB & COMMUNITY ORGANISATIONS	38%	38%

The Football Foundation – Trustees’ Report to 31 May 2024

All targets were achieved or surpassed in FY24, the two exceptions were a 1% miss on on/off pitch and Actual Impact Focused Measure on Projects Tackling Inequality. This later metric focuses on performance after opening and as such has a very small sample. The trend is showing an upward movement. references projects committed in previous years.

Income generation

The income of the Foundation is comprised primarily of donations from football and sport related organisations, with an additional amount of interest earned on cash and investment balances. Donations received during the year were £128.8m (2023: £101.9m). In addition, the Foundation received income of £0.8m (2023: £1.3m) from The Premier League Stadium Fund Limited to cover salaries and other administrative costs incurred on the company's behalf. There were no other income generating activities carried out by the Charity during the year.

Donations from the Premier League, The FA and the Government (through Sport England) are accounted for on a receivable basis in the year in which the income falls due.

Operating Expenditure

The operating expenditure of the Foundation is comprised primarily of grants payable (including specific grant legal costs and AGP framework costs) of £109.2m (2023: £81.0m), with additional expenditure items such as direct staff costs £3.8m (2023: £3.3m), and other support costs £6.4m (2023: £6.1m) (such as consultancy support and recruitment and training).

Grants committed

In the last 12 months the Foundation awarded grants with a total value of £109.2m (2023: £81.0m). Grants outstanding at the 31 May 2024 totalled £168.7m (2023: £150.1m).

The movement in funds in the year reflects the balance between income recognised and the grants awarded.

The Foundation awards the grant to the applicant once the assessment of the application is complete, and this award is the trigger for the project to start. Grants are then paid when the applicant is able to claim their costs, which must include a paid or partially paid invoice as evidence of the costs incurred. A single grant can be covered by a single or multiple claims and is dependant on how the applicant incurs the invoices and how often they wish to claim.

Funds

Funds increased by £16.1m to £36.5m. These funds comprise of two elements: unrestricted funds and restricted funds.

Each of these categories are described as follows:

Unrestricted funds

Unrestricted funds are those funds that we can use for any activity that meets our charitable objectives. At the end of 2024 unrestricted funds amounted to £32.7m (2023: £18.2m)

Unrestricted funds comprise of two types of reserves: general and designated funds. There were no designated funds in 2023 or 2024.

The Football Foundation – Trustees’ Report to 31 May 2024

The increase in unrestricted funds from £18.2m in 2023 to £32.7m in 2024 was due to the Foundation receiving more funding from our Funding Partners in comparison to the new grants offered by the Foundation.

Restricted funds

These are unexpended funds that have been donated to The Football Foundation with specific conditions attached to their use. As at 31 May 2024 restricted funds were £3.8m (2023 £2.3m). These cover areas such as Active Through Football, Sport England Core Funding, Sport England multi-sport funding, Lawn Tennis Association support funding, Rugby Football Union funding towards multi-sport work and The Football Association Post Event Assurance funding.

Reserves Policy

It is the Foundation's policy that the aggregate of grants awarded will not exceed known current and future funding therefore the present Reserves Policy is to hold reserves at a level to cover the Foundation's operations for three months in the event of a major fall in income or unforeseen expenditure while plans to replace income or change activities are put in place. Given these requirements the Trustees consider the target for unrestricted funds should be no lower than £2.7m. The level of free reserves as at 31 May 2024 is £32.7m. The level of free reserves is significantly higher than our target of £2.7m, this is because the Foundation operates on a three-year funding plan and due to the increased amount of funding received in it has taken longer to formally award the grants. However, our pipeline of projects is strong and indicates that we will fully commit all funds by the end of FY25.

Should there be any indication of a cessation of funding to any major extent the Foundation would have to implement an exit strategy that would allow all grant awards to be honoured, including the provision for sufficient staff to remain in place to meet such a requirement. Given the cyclical nature of the Foundation's funding, the Trustees will investigate with the funders an approach that will give a greater certainty to future funding and, where necessary, may include an exit strategy that will ensure operating costs are met. This Foundation Reserves Policy statement is reviewed on an annual basis.

Balance sheet

The Foundation's net assets at 31 May 2024 were £36.5m (2023: £20.5m); principally comprising cash and other investments of £132.2m, amounts due from the Funding Partners of £71.4m, other debtors of £1.3m, the management charge owed from Premier League Stadium Fund to the Foundation, along with other intercompany items of £1.1m, fixed assets of £0.7m less grants outstanding of £168.7m, less other creditors of £1.4m.

Investment powers, policy and performance

Investment powers are governed by the Charity's Articles of Association, which permit any surplus funds to be invested by the Board of Trustees. The Trustees intend that the real value of the Charity's investments be maintained and enhanced over the long-term by investment in a lower risk portfolio comprising solely of capital protected cash funds. Decisions on investment purchases and sales are made by the Audit, Remuneration & Governance Committee, which the executive team then actions. No environmental, social or governance (ESG) or ethical considerations are specified. The performance of investments has been in line with Trustees' expectations.

The Group had cash on deposit of £77.1m (2023: £54.5m), short-term investments of £55.2m (2023: £52.6m), and debtors due within the next 12 months of £73.8m at the end of the financial

The Football Foundation – Trustees’ Report to 31 May 2024

year. These will be used in future periods to pay grants that the Trustees have authorised and communicated to recipients. At the end of the financial year there were outstanding grants payable totalling £168.7m (2023: £150.1m). The Trustees’ policy is not to commit funds beyond known funding.

As part of the terms and conditions attached to every grant awarded, an applicant agrees and accepts that payments of a grant can only be assured to the extent that the Foundation has available funds.

Going concern

The financial statements have been prepared on a going concern basis. Future funding has been confirmed in writing from the Premier League, The FA and the Government (via Sport England) through to May 2025. As it the Trustee’s policy to not to commit funds beyond known funding, the trustees are confident that the Foundation is a going concern for 12 months from the signing of the accounts.

Financial risk management

The Foundation’s operations expose it to a variety of risks that include liquidity risk, interest rate risk and credit risk. The Trustees delegate day-to-day responsibility for managing these risks to the Chief Executive, supported by the Chief Financial Officer.

Liquidity risk. Investments and cash are managed to ensure that there are sufficient funds available to meet the liabilities of the Foundation in a timely manner. Consequently, significant levels of funds are held on short-term deposit and are therefore, available at short notice.

Interest rate risk. Interest rate risk is managed by exploring the investment options available to the Foundation and investing where the best returns possible can be achieved at the lowest possible risk.

Credit risk. Credit risk is managed by reducing the cash collection period for trade debtors. The investments and cash are all held within UK-based banking institutions and building societies.

FY25 priorities and plans (including plans for future periods)

We have retained the three main objectives across three key areas to form the focus for our work across FY25:

Consolidate delivery - To meet the new scale of investment in a challenging operating environment

Develop sustainability - To ensure our investment is transformative in its outcomes and the longevity

Demonstrate impact - Our investment demonstrates the outcomes we want, and we attract the future funding we need

How the Board complied with its Section 172 duty

The Board have a duty to promote the success of the Charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

The Football Foundation – Trustees’ Report to 31 May 2024

1. The likely consequences of decisions in the long term.

Sustainability

A two-phase research project looking into Sustainable Infill solutions for 3G football turf pitches. The first stage which included looking at the current market has laid groundwork for phase two which began in FY23. This will include investing into a multi-pitch site for the purpose of “real-life” research of different pitch systems would provide a unique opportunity to gather objective “live” performance data.

The Trustees have also considered the impact of key long-term matters, such as the rubber crumb environmental impact of our AGPs and supporting the Foundation executive with the test hub in Sheffield looking at alternatives. Another key area the Trustees considered and have pushed the Foundation on is Women & Girls focus of our facilities further to the Karen Carney report on raising the bar for Women and Girls football.

2. The interests of employees.

The Trustees regularly reviews staff engagements through pulse surveys and assesses outcomes and actions as reported by the executive team at the Foundation. The Foundation have a group representing (includes members from each department) the culture and values the Foundation want to present and embody. This group and staff are widely consulted on matters on equality, diversity and inclusion matters. In addition, the Foundation regularly consult with employees so that their views can be considered in making decisions that are likely to affect their interests, via all staff meetings, all staff calls and the regular staff surveys.

The need to foster the Charity’s relationships with third-party stakeholders which, in the case of the Foundation, include people affected by our facilities, the people managing our facilities, supporters of grassroots football, the local councils and local authorities, key opinion leaders and other influencers.

Engagement with the Charity’s main stakeholder groups, including our staff, facility participants, facility operators, local councils, local authorities and relevant MPs, and other key opinion leaders and influences is undertaken by both the Trustees and the Executive team at the Foundation. As detailed in our Trustees and Directors section of the accounts, we have trustees from the Premier League, the FA and Government (via DCMS and Sport England) who promote the Foundation’s aims and objectives themselves as well as across their organisational platforms.

The Foundation regularly consult with our applicants, including grassroots football clubs, schools and local councils. This is often through our pre-application engagement via our grant management team which is based across England to provide quick and effective support and guidance to applicants. We also conduct post-award support days and surveys to various grantees; this helps us identify grantees that require additional support post-grant award as well as gaining valuable data for the Foundation.

3. The impact of the Charity’s operations on the community and the environment.

As mentioned above, the Trustees have considered the impact of key long-term matters, such as the rubber crumb environmental impact of our AGPs and supporting the Foundation executive with the test hub in Sheffield looking at alternatives, which will make our pitches more environmentally sustainable in the future.

The Football Foundation – Trustees’ Report to 31 May 2024

In addition, the Trustees and the Executive have been undertaking key work around three areas, firstly Social Return on Investment (SROI), to better understand the social benefits the Foundation facilities offer to communities, and what benefit future facilities will be able to provide. Secondly, the Foundation have tendered for a partner to help complete a longitudinal study to help the Foundation ascertain site benefit and usage over a multiple year period. Finally, the Trustees have encouraged the Executive to look at diversification of their applicant types to make sure they are reflective of the communities the Foundation is funding. All of these projects will continue into FY25.

4. The desirability of the Charity maintaining a reputation for high standards of business conduct.

The Board delegates day-to-day management and decision making to the Chief Executive Officer and the Executive team at the Foundation, who are required to execute the Charity's strategy and to ensure that the Charity's activities are carried out in compliance with the policies approved by the Board.

The Board holds four Board meetings a year, as well as an annual one-day strategy meeting with the executive team at the Foundation, to assess progress and identify areas of focus for the following years. Several policies have been identified by the Board, as well as the Foundation's Audit Remuneration and Governance Committee ("ARG"), as being of fundamental importance and are reviewed on a cyclical basis by the Board and the ARG.

The Board receives updates on the Charity's performance and plans at each Board meeting, at which it reviews these in detail. By monitoring performance and ensuring that management is acting in accordance with the agreed strategy and plans, and in compliance with specific policies, the Board obtain assurance that in promoting the success of the Charity, due regard is given to the factors set out in section 172.

Delegation of authority

The Board believes governance of the Foundation is best achieved by delegation of its authority for the executive management of the Foundation to the Chief Executive, subject to defined limits and monitoring by the Board.

The Board routinely monitors the delegation of authority, ensuring that it is regularly updated, while retaining ultimate responsibility. The Board has adopted a long-standing governance framework, which includes principles outlining:

- The Board's relationship with Funding Partners and Executive management.
- The conduct of Board affairs and the tasks and requirements for all sub-committees.
- The Board's focus on activities that enable it to develop strategy, monitor Executive action and ongoing planning of Board and Executive management succession.

The governance framework covers the following principal areas:

1. Direction: Focusing primarily on strategic issues, while having regard to economic, political and social issues and other relevant external matters which may influence or affect the development of the Foundation and exemplify through the board principles (including the executive limitations), its expectations for the conduct of the Foundation and its employees.

The Football Foundation – Trustees' Report to 31 May 2024

2. Strategy: Responsibility for establishing and reviewing the long-term strategy and the annual business plan for the Foundation, based on proposals made by the CEO for achieving the Foundation's core objectives.
3. Monitoring decisions and actions of the CEO and the performance of the Foundation: This includes the implementation of, and performance against, the strategy and the plan as well as the exercise of authority delegated to the CEO. The Board satisfies itself that emerging and principal risks to the Foundation are identified and understood, systems of risk management, compliance and controls are in place to mitigate such risks and expected conduct of the Foundation and its employees is reflected in a set of values established by the CEO.
4. Succession: Ensuring systems and processes are in place for succession, evaluation and compensation of the CEO and senior management. Those delegated to by the directors to take decisions have access to functional assurance support to identify matters which may have an impact on a proposed decision.

The Companies Act 2006 sets out a number of general duties which Directors owe to the company. Legislation has been introduced to help stakeholders better understand how Directors have discharged their duty to promote the success of the company, while having regard to the matters set out in section 172(1)(a) to (f) of the Companies Act 2006 (section 172 factors). In 2023/2024, the Directors continued to exercise all their duties, while having regard to these and other factors as they reviewed and considered proposals from senior management and governed the company.

5. The need to act fairly as between members of the Charity.

The Foundation's charitable objectives, as stated in the governing document, are to promote all purposes recognised as charitable under the law of England and Wales from time to time through an association with sport. The Charity's current and ongoing objectives are:

- Put into place a new generation of outstanding facilities in parks, schools, colleges and universities;
- Provide capital and revenue support to increase participation in community football;
- Strengthen the links between football and the community, and harness its potential as a force for good in society; and
- Work with other charities to help achieve the Foundation's objectives.

The Foundation and the Trustees engage with stakeholders across these areas and act fairly across all stakeholders.

Energy and Carbon Reporting

As part of the obligations set out under the Energy and Carbon Report Regulations 2018, the Foundation is required to disclose the energy and carbon created as an organisation over the last year starting on or after April 2019. To fulfil this, we have measured our UK Energy and greenhouse gas emissions as classified within scope 1 and 2 (Streamlined Energy and Carbon Reporting (SECR)) which are presented in tables 1, 2 and 3.

The Football Foundation – Trustees’ Report to 31 May 2024

Organisational and Operational Boundaries of the Foundation

The Foundation does not have a complex structure and therefore it accounts for 100 percent of the greenhouse gas (GHG) emissions from operations over which it has control. The Foundation’s structural and operational boundaries are the same with the company operating from its sole operating base in London, and nearly half of the Foundation staff being remote workers who work from home and travel to Foundation funded sites to progress their work.

The office is located on a hosted site and therefore receives its energy from third parties. As such, consumption data is based on sub-meter readings taken by these parties.

Energy Consumption and Greenhouse Gas Emissions

The methodology used for determining energy and carbon emissions within this section of the report come from the UK Government HGH conversion factors for Company Reporting:

- Fuel consumption in vehicles that are used for business including staff-owned vehicles (Scope 1).
- Electricity used for lighting, cooling, heating and air conditioning in office.

There is no Electricity consumption in FY24, as this was our first full financial year where we have been at Wembley Stadium, and the Foundation’s office electricity usage is now covered by our service charge. Therefore, we have no electricity information to include within the carbon reporting for FY24.

Fuel consumption is measured from the direct use of employee’s personal vehicles and journeys by employees travelling to Foundation funded sites. As per Scope 1, where employees have used their own vehicles for business purposes a mileage allowance is paid, and this is identified by mileage claims put through our expense’s software for FY24.

The Foundation’s consumption and associated greenhouse gas emissions for the financial year 1 June 2023 to 31 May 2024 are shown in Tables 1 and 2 below, along with the same information for FY23 for comparative purposes.

Table 1: Total energy consumption associated greenhouse gas emissions from Scope 1 and Scope 2 for SECR Year 1 Reporting period.

Energy Type FY24	Energy Use (kWh)	% Split kWh	Emissions (tCO2e/yr.)	% Split CO2e
Transport (Scope 1)	201,199	100%	46.76	100%
TOTAL	201,199	100%	46.76	100%

The Football Foundation – Trustees’ Report to 31 May 2024

Energy Type FY23	Energy Use (kWh)	% Split kWh	Emissions (tCO2e/yr.)	% Split CO2e
Electricity (Scope 2)	23,959	9.49%	4.96	8.51%
Transport (Scope 1)	228,642	90.51%	53.36	91.49%
TOTAL	252,601	100%	41.14	100%

Table 2: Energy and Carbon Conversion Factors

Activity FY24	Fuel	Unit	Year	Kg CO2e
Transport (average car)	Petrol (average biofuel blend)	kWh	2024	0.23240
Transport (average car)	Petrol	Mile	2024	0.26473

**UK Government GHG Conversion Factors for Company Reporting, 2024, BEIS and DEFRA*

Activity FY23	Fuel	Unit	Year	Kg CO2e
Electricity Generated	Electricity: UK	kWh	2023	0.207074
Transport (average car)	Petrol	kWh	2023	0.23338
Transport (average car)	Petrol	Mile	2023	0.26379

**UK Government GHG Conversion Factors for Company Reporting, 2023, BEIS and DEFRA*

Vehicle use is based on employee travel using their own vehicles for business use. An assumption has been made that all vehicles use standard petrol and have and fall into the average petrol car for conversion figures. The fuel conversion factor applied (kWh/mile) is 0.26473 kg CO2e per mile / 0.23240 kg CO2e per kWh = 1.13911 kWh/mile.

Intensity Ratio

Intensity ratios compare emissions data with an appropriate business metric or financial indicator. This allows comparison of energy efficiency performance over time and with other similar types of organisations. We have chosen to compare our overall emissions with our annual income for the 2023/24 year.

The Football Foundation – Trustees’ Report to 31 May 2024

Table 3: Intensity Ratio – Energy consumption and associated greenhouse gas emissions per £100,000 of annual income

Energy Consumption FY24	Total green-house gases emissions	The annual group income (£'m)	Intensity Ratio	Intensity Ratio
(kWh)	(tCO2e)	FY24	(kWh / £100,000 income)	(tCO2e / £100,000 income)
201,199	46.76	135.5	148.48601	0.03451

Energy Consumption FY23	Total green-house gases emissions	The annual group income (£'m)	Intensity Ratio	Intensity Ratio
(kWh)	(tCO2e)	FY23	(kWh / £100,000 income)	(tCO2e / £100,000 income)
252,601	58.32	106	237.63068	0.05487

Energy Efficiency Key Points

The Foundation is committed to reducing its carbon and greenhouse gas emissions and one of the major areas of focus around this in 2024/25. We have now been at Wembley in our downsized office for over a year now. The Foundation continue with their model of hybrid working methods going forward. In addition, the Foundation is researching and reviewing potential electrification of the vehicles the remote staff are using for the mileage (site visits) which is where our main mileage is incurred.

The Football Foundation Trading Limited (Reg no: 4202574)

The Football Foundation Trading Limited (FFTL) was established to trade and generate funds for the Foundation with no restriction on the activities. Further to the successful divestment of Upshot in FY21, there was no activity in FFTL, with there being no principal activity in FFTL in FY24. FFTL’s only activity in FY24 was a dividend payment up to the Foundation. The next step in FY25 is to make the entity dormant.

FFTL’s policy is to make an annual gift aid payment to the Foundation, thereby transferring all its current realised profits to the Charity. Due to no trading activity in FY24, there is no such profit was available for gift aid in the year under review (2023: £nil).

One of the Directors of the FFTL, P D G McCormick OBE, is also a Trustee of the Foundation. The other Director, R J Sullivan, is the Chief Executive of both FFTL and the Foundation.

The Football Foundation – Trustees’ Report to 31 May 2024

Related Parties

In the pursuit of its charitable objectives, the Foundation has historically utilised its trading subsidiary, FFTL, which in 2024 had no trading activity.

Employees of the Foundation have joint employment contracts with the Premier League Stadium Fund Limited to deliver grants from both entities. The Premier League Stadium Fund Limited does not incur any direct salary costs, the salary costs incurred by The Foundation on the company’s behalf form part of the annual administrative expenses recharged to the company, £0.8m in 2024 (2023: £1.3m).

Principal risks and uncertainties

The business, its management and execution of the Charity’s strategy are exposed to several risks; these risks are identified and mitigated where possible. Within the work of the Foundation, there are broadly three types of risk:

- **Strategic risks:** These are major concerns, such as reputational risk or the risk that the Foundation will fail to deliver on a major strategic target, objective or project. They are more often external issues with high impact which require a response plan to mitigate the effects of the risk event happening, as controlling the occurrence may be outside the Foundation’s sphere of influence. The Foundation’s risk assessment process analyses these risks to establish their root cause and then considers appropriate management responses. These are collated into the Strategic Risk Register, which is reviewed monthly by the Executive Team. The Strategic Risk Register is presented at every Board meeting.
- **Operational risks:** Operational risks are part of day-to-day management, and the executive team are expected to articulate an understanding of the key risks in their area of operation, together with an explanation as to how these are being managed and mitigated. With the support of Heads of Department, each Director inputs into a risk and control framework annually, which is monitored regularly throughout the year. Whilst each risk is “owned” by the relevant Head of Department, any risks which increase significantly in terms of either Likelihood or Impact are escalated to the Executive Team and are then managed as a part of the Strategic Risk Management process. Operational risks are presented quarterly to the Audit, Remuneration and Governance Committee.
- **Grant project risks:** These are risks arising from a particular programme or project (such as increased project costs and the on-going inflation risk) and are managed as part of the grant-giving governance for that activity. These are regularly reviewed and monitored. This is part of effective project governance and management.

The Foundation’s Risk Register contains two sections: strategic risk and operational risk. Strategic risk is managed by the Executive and Board; whereas operational risk is managed within functional teams, except for operational risks that are considered significant which are reported to the Board ”.

Throughout 2023 and 2024 we continued to monitor the following strategic risks:

Risk	Mitigation
People Leadership and Culture: the ability to recruit and retain	The employee proposition is regularly reviewed and adjusted if necessary to ensure the Foundation is an attractive place to work. This is supported by succession planning and investment into salary and training to

The Football Foundation – Trustees’ Report to 31 May 2024

	support progression of key personnel and those with specialist skills.
Income and financial sustainably (potential reduction in funding levels)	The external environment and political landscape are monitored, and the organisation has strategies that it can deploy to emerging issues e.g. cost volatility. The financial resources are reviewed over an annual and a three-year period, including cashflows and budget and plans.
Cyber security, malware, ransom ware and phishing scams	The Foundation has robust Information Systems security processes in place, software and password requirements. Awareness training modules are mandatory for all staff.
Failure to deliver inclusive outcomes	KPI's have been established and performance is reviewed monthly by the Executive team and quarterly by the Board. This ensures that we remain on track or take corrective action if necessary.
Ban on rubber infill & failure to find alternative	Football Foundation have a research project ongoing to test alternative infill solutions. The project is on track and will enable a proposal to be discussed within the timeline
Impact of climate change on pitch quality	The Football Foundation educate site owners on how to deal with draught and flood conditions through communications and guidance. The Grounds Management Association, whom we work with, provide additional advice on dealing with harsh conditions across the year.
Funded sites having insufficient pitch replacement fund and/or no plan to replace surface	Grant terms and conditions are in place which obligate Grant Recipients, to set aside funds for pitch replacement. The National Pitch Replacement Fund, introduced this year, strengthened this requirement.

The Report of the Trustees prepared under the Charities Act 2011, which also contains all the information required in a Directors’ Report by the Companies Act 2006, and the incorporated Strategic Report prepared under the Companies Act 2006, were approved by the Board of Trustees on 12 September 2024 and signed on behalf of the Trustees by Jennie Goodman, Company Secretary.

Approved by order of the Board

JGoodman
JGoodman (Sep 20, 2024 14:15 GMT+1)

J Goodman
Company Secretary
12 September 2024
Reg no: 387630

The Football Foundation - Financial Statements for the year ended 31 May 2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE FOOTBALL FOUNDATION

Opinion

We have audited the financial statements of The Football Foundation (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 May 2024 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 May 2024 and of the group's 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 group and parent 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 statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent 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.

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report of the Trustees. 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.

The Football Foundation - Financial Statements for the year ended 31 May 2024

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Report of the Trustees have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report, or the Strategic Report included within the Report of the Trustees.

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 and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 5, 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 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 group's and parent charitable 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 trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

The Football Foundation - Financial Statements for the year ended 31 May 2024

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud .

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents and evaluating advice received from internal advisors.

The Football Foundation - Financial Statements for the year ended 31 May 2024

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is provided 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.

RSM UK Audit LLP

Nicholas Sladden (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street

London

EC4A 4AB

United Kingdom

Date 24/09/24

The Football Foundation - Financial Statements for the year ended 31 May 2024

Consolidated statement of financial activities
(including the income and expenditure account) for the
year ended 31 May 2024

		Restricted funds	Unrestricted funds	Total funds	Total funds
		2024	2024	2024	2023
	Note	£'000	£'000	£'000	£'000
Charitable Activities	2	93,411	35,390	128,801	101,924
Investment Income	14	-	2,545	2,545	1,306
Interest income	4	-	2,820	2,820	1,556
Other income	4	-	1,339	1,339	1,537
Income		93,411	42,094	135,505	106,323
Trading costs	3	-	-	-	(2)
Net expenditure from trading activities		-	-	-	(2)
Total income		93,411	42,094	135,505	106,321
Expenditure on:					
Charitable activities	5	(91,852)	(27,594)	(119,446)	(90,387)
Loss on Disposal of Assets		-	-	-	(291)
Total expenditure		(91,852)	(27,954)	(119,446)	(90,678)
Net income	7	1,559	14,500	16,059	15,643
Net movement in funds		1,559	14,500	16,059	15,643
Reconciliation of funds:					
Funds brought forward at 1 June		2,277	18,211	20,488	4,845
Funds carried forward at 31 May	17	3,836	32,711	36,547	20,488

The notes on pages 39 to 54 form part of these financial statements.

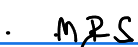
The Football Foundation - Financial Statements for the year ended 31 May 2024

Group and Charity Balance sheets as at 31 May 2024

	Note(s)	Group		Charity	
		2024	2023	2024	2023
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11	619	720	619	720
Tangible assets	12	68	55	68	55
		687	775	687	775
Current assets					
Stock		-	27	-	27
Debtors: amounts falling due within one year	13	69,004	57,804	69,004	57,804
Debtors: amounts falling due after one year	13	4,800	6,873	4,800	6,873
Investments	14	55,181	52,636	55,181	52,636
Cash at bank and in hand		77,057	54,517	77,055	54,517
		206,042	171,857	206,040	171,857
Creditors: amounts falling due within one year	15	(170,182)	(152,144)	(170,180)	(152,144)
Net current assets		35,860	19,713	35,860	19,713
Total assets less current liabilities		36,547	20,488	36,547	20,488
Net assets	17	36,547	20,488	36,547	20,488
Funds					
Unrestricted funds:					
Funds retained within the Charity	16	32,711	18,211	32,711	18,211
Funds retained within a non-charitable subsidiary	16	-	-	-	-
Restricted Funds:					
Funds retained within the Charity	16	3,836	2,277	3,836	2,277
Total funds	16,17	36,547	20,488	36,547	20,488

A separate statement of financial activities and income and expenditure account are not presented for the Charity itself as permitted by Section 408 of the Companies Act 2006. The net income for the Charity for the year was £16.1m (2023: net income of £15.9m).

The financial statements on pages 36 to 55, which comprise the Consolidated statement of financial activities, the Group and Charity balance sheets, the Consolidated cash flow statement and the related notes were approved by the Board of Trustees on 12 September 2024 and signed on its behalf by:


 Martin Glenn (Sep 22, 2024 20:07 GMT+1)

M R Glenn
Chair

The Football Foundation - Financial Statements for the year ended 31 May 2024

Consolidated cash flow statement for the year ended 31 May 2024

	Note	2024 £'000	2023 £'000
(a) Reconciliation of net income to net cash flow from operating activities			
Net movement in funds (as per the consolidated statement of financial activities)		16,059	15,643
Adjustments for:			
Amortisation of intangible assets	11	213	192
Depreciation of tangible assets	12	26	57
(Profit)/Loss on disposal of tangible assets	12	-	291
Income from interest on cash deposits	4	(2,820)	(1,556)
Interest received on investments	14	(2,082)	(930)
Interest accrued on investments	14	(463)	(376)
Decrease in debtors	13	(9,127)	(47,814)
Increase in creditors	15	18,038	28,258
/ Decrease in stock		27	103
Net cash provided by operating activities		19,871	(6,132)
(b) Statement of cash flows			
Net cash provided by operating activities		19,871	(6,132)
Cash flows from investing activities:			
Income from interest on cash deposits	4	2,820	1,556
Purchase of tangible assets	12	(39)	(19)
Purchase of intangible assets	11	(112)	(4)
Net cash used in investing activities		2,669	1,533
Net cash inflow / (outflow)		22,540	(4,599)
Change in cash and cash equivalents in the year		22,540	(4,599)
Cash and cash equivalents at 1 June		54,517	59,116
Cash and cash equivalents at 31 May		77,057	54,517

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

1. Principal accounting policies

General information

The Football Foundation (the 'Foundation' or the 'Charity') is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation in April 2000 and registered with the Charity Commission. The other company included within the group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001. The consolidated financial statements for the year ended 31 May 2024 relate to the total activities of the two legal entities.

The address of the Foundation's registered office is Wembley Stadium, Wembley Park, London HA9 0WS.

Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the Charity, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

A summary of the principal accounting policies, which have been applied consistently unless stated, is set out below.

Going concern

The financial statements have been prepared on a going concern basis. Future funding has been confirmed in writing from the Premier League, The FA and the Government (via Sport England) through to May 2025. As it the Trustee's policy to not to commit funds beyond known funding, the trustees are confident that the Foundation is a going concern for 12 months from the signing of the accounts.

Basis of consolidation

The consolidated statement of financial activities, the consolidated balance sheets and the consolidated cash flow statement include the financial statements of the Charity and its subsidiary undertaking (together the 'Group') made up to 31 May 2024. The subsidiary has been consolidated on a line-by-line basis. Intra group transactions and profits and balances have been eliminated on consolidation, where material.

The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities. A separate SOFA has not been presented for the standalone Charity, as permitted by Section 408 of the Companies Act 2006 and 2019 SORP.

Currency

The Charity's functional and presentational currency is pounds sterling. Monetary amounts in these financial statements are rounded to the nearest £'000.

Income

Donations that provide core funding or are of a general nature are included in the statement of financial activities on the following bases:

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

1. Principal accounting policies (continued)

All donations received are recognised when the Foundation is entitled to funds, where there is probability of receipt, and the amount can be reliably quantified. The Foundation has three-year funding cycles with its funders The FA, the Premier League, and the Government (via Sport England). The FA and the Premier League's funding is accounted in the financial year to which the funders have indicated that income is for in their funding agreements and these funds can be used for operational and grant expenditure. Donations from the Government (via Sport England) is received in arrears following evidence of grant expenditure. Donations to the restricted fund are recognised on a receivable basis, where there is a signed funding agreement and there is commitment by the Foundation of such funds to the agreed programme.

Income from commercial trading activities is recognised as earned (as the related goods and services are provided). Income from cash deposits and other investments is recognised on an accruals basis.

In addition, as part of the sale of the Upshot business, the Foundation Board agreed to the deferred consideration of the asset purchase over a four-year period. The Foundation Executive believes that this will be paid in full as the Upshot business was already a successful profit-making operation prior to the divestment.

Investment income

Income from cash deposits, held with a maturity of greater than three months, is accounted for on an accruals basis.

Expenditure

Expenditure is recognised when a liability is incurred.

Grants payable are recognised in the statement of financial activities when the grant has been authorised and communicated to the recipient. This is deemed to have created a constructive obligation and liability as there are no significant conditions attached to payment of the grants.

Charitable activities include expenditure associated with sport related grants and include both the direct and support costs relating to these activities.

Governance costs include those incurred in the governance of the Charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include the central functions of finance, human resources, information technology, external relations and general administration, and have been allocated to activity cost categories on a basis consistent with the use of resources (see note 6) including travel & meetings, office & premises, public relations & marketing, recruitment and training, consultancy and accountancy & professional costs.

Operating leases

Rental costs are recognised in the statement of financial activities on a straight-line basis.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

1. Principal accounting policies (continued)

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Fund accounting

The funds of the Charity have been segregated as follows:

Restricted funds consist of donations received, for which the donor has specified the purposes for which the resources can be utilised. Expenditure on restricted funds reflects the appropriate expenditure that has been charged to those funds.

All other funds are unrestricted and available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Pension costs

The Group makes contributions to defined contribution pension schemes on behalf of certain staff members, the assets of which are held separately from those of the Group in an independently administered fund. The cost of these contributions is charged to the statement of financial activities as incurred.

Tangible assets and depreciation

Capitalisation and replacement

The cost of tangible assets is their purchase cost, together with any incidental costs of acquisition. Assets of over £250 are capitalised.

Depreciation

Depreciation is calculated on a straight-line basis so as to write off the cost or valuation of tangible assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. Assets in the course of construction are not depreciated until they are brought into use. The principal annual rates used for this purpose are:

	Years
Fixtures and fittings	10
Computer software and equipment	4

Intangible assets

Intangible assets represent software development costs and are capitalised when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and there is a readily ascertainable market value for the asset being developed, and the cost of these assets can be measured reliably, consistent with the requirements of FRS 102 Section 18. Those costs are amortised on a straight-line basis over seven years, in line with the amortisation period for computer software.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

1. Principal accounting policies (continued)

Deferred taxation

A provision is made for deferred taxation using the incremental liability method where the Group consider deferred taxation has a material impact on the financial statements. Material deferred tax assets are only recognised to the extent they are recoverable.

Irrecoverable Value Added Tax

Any irrecoverable VAT is charged to the statement of financial activities or capitalised as part of the cost of the related asset, where appropriate.

Stock

Equipment, for The FA's Respect scheme, is valued at the lower of cost and net realisable value using a first-in, first-out (FIFO) method of calculation.

Investment Policy

Our investment policy is:

- To protect the value of our investments in real terms while seeking an appropriate return.
- Not to invest directly in any company with a significant interest in any activity that runs contrary to Football Foundation's charitable objectives and mission.

We consider this to be a prudent policy that challenges managers to produce excellent results.

Our Audit Remuneration & Governance Committee reviews investment performance on an annual basis.

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, short-term deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Critical accounting judgements and key estimates

The preparation of the financial statements requires judgements, estimations and assumptions to be made that affect the reported values of assets, liabilities, revenues, and expenses. The nature of estimation and judgement means that actual outcomes could differ from expectation. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year

Critical areas of judgement

- (a) The Charity allocates support costs between different charitable activities using Executive Management's judgement of the proportion of effort expended on each category during the year.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

2. Charitable Activities

	2024 £'000	2023 £'000
Unrestricted		
The Football Association (FA)	17,790	17,858
Premier League	17,600	19,340
	35,390	37,198
Restricted		
The Government funds managed by Sport England	88,700	64,200
Sport England – Multi-Sport	4,600	344
Rugby Football Union – Multi-Sport	56	56
The Football Association - PEA	55	97
Lawn Tennis Association (LTA)	-	29
	93,411	64,726
Total	128,801	101,924

3. Subsidiary undertaking

The subsidiary undertaking of the Charity, FFTL, is a company registered in England and Wales (no. 4202574) in which the Charity holds 1 £1 ordinary share representing 100% of the issued share capital.

There was no business activity in FFTL during 2024. The subsidiary donates any available realisable profits to the Charity each year by gift aid and incurs an annual royalty fee of 2% of its turnover to the Charity under an agreement as consideration for the use of the Charity's name and logos. The Board of Directors passed a resolution for a final dividend to be paid from FFTL to The Football Foundation at the May 2024 Board meeting, and the £196 dividend payment was subsequently made. The next step in 2024/25 will be to make FFTL dormant necessitating the adoption of a non-going concern basis of accounting. FFTL's trading results for the year, as extracted from the audited financial statements, are summarised below:

	2024 £'000	2023 £'000
Upshot Income	-	-
Administrative expenses	-	(2)
Dividend to the Foundation	-	(310)
(Loss) of subsidiary	-	(312)
	2024 £'000	2023 £'000
Current assets	2	-
Current liabilities	(2)	-
Net assets	-	-

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

4. Interest and Other income

	2024 £'000	2023 £'000
Interest receivable on cash deposits	2,820	1,556
Other income	529	277
Management fee (Premier League Stadium Fund)	810	1,260
	4,159	3,093

5. Analysis of expenditure

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	2024 Total £'000	2023 Total £'000
Activity:					
Awarding of grants					
Unrestricted: Grants payable	3,724	17,790	5,518	27,032	24,457
Governance costs (see note 6b)	-	-	562	562	592
Restricted: Grants payable	103	91,397	352	91,852	65,338
	3,827	109,187	6,432	119,446	90,387
Trading costs	-	-	-	-	2
Total	3,827	109,187	6,432	119,446	90,389

Grants awarded during the financial year are summarised in note 22. Support costs are further analysed in note 6a.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

6. Allocation of support costs and analysis of governance costs

6a. Allocation of support costs

	Unrestricted Grant payable	Governance costs	Restricted Grant payable	Trading costs	2024 Total	2023 Total
Support costs:	£'000	£'000	£'000	£'000	£'000	£'000
Indirect staff costs	2,046	-	-	-	2,046	1,417
Apportionment of staff costs	-	407	-	-	407	396
Travel and meetings	218	7	1	-	226	248
Office and premises	804	25	-	-	829	1,096
Public relations and marketing	615	19	-	-	634	730
Recruitment and training	135	4	-	-	139	91
Consultancy	1,693	52	351	-	2,096	2,028
Accountancy and professional	7	48	-	2	57	50
	<u>5,518</u>	<u>562</u>	<u>352</u>	<u>2</u>	<u>6,434</u>	<u>6,056</u>

6b. Analysis of governance costs

	2024	2023
Costs/category:	£'000	£'000
External audit	47	42
Apportionment of staff costs	407	389
Apportionment of support costs	107	154
Trustee Board costs	1	7
	<u>562</u>	<u>592</u>

The apportionment of staff costs has been assumed by using an estimated percentage of total employee time spent on governance related work. This varies depending on employee roles.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

7. Net income

	2024	2023
	£'000	£'000
Net income is stated after charging:		
Depreciation on tangible assets	26	57
Amortisation on intangible assets	213	192
Loss on disposal of tangible fixed assets	-	(291)
Amounts payable under operating leases	2	2
Auditor's remuneration for:		
Audit services	39	36
Tax and other services	6	6

The Charity incurred audit costs of £36,700 excluding VAT (2023: £32,200) and taxation and other services costs of £2,500 excluding VAT (2023: £2,400). Audit costs of £5,000 excluding VAT (2023: £4,730) and taxation and other service costs of £1,750 excluding VAT (2023: £1,950) incurred by the trading subsidiary are included within the trading costs.

8. Employee information

	2024	2023
	Number	Number
Average monthly number of persons employed by the Group and Charity during the year was:		
Foundation	108	84
FFTL	-	-
	108	84

Staff costs

Group and Charity	2024	2023
	£'000	£'000
Wages and salaries	5,190	4,221
Social security costs	554	482
Other pension costs	410	333
	6,154	5,036

The Group operates a defined contribution pension scheme contributing 8.0% (2023 8.0%) of gross salaries on behalf of employees.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

8. Employee information (cont.)

The number of employees whose emoluments exceeded £60,000 was:

Group	2024 Number	2023 Number
£60,001 - £70,000	11	6
£70,001 - £80,000	6	6
£80,001 - £90,000	2	2
£90,001 - £100,000	1	1
£100,001 - £110,000	1	1
£110,001 - £120,000	1	1
£130,001 - £140,000	-	1
£140,001 - £150,000	1	1
£150,001 - £160,000	1	-
£230,001 - £240,000	-	1
£240,001 - £250,000	1	-

For those staff whose emoluments exceeded £60,000, pension contributions amounting to £161,005 (2023: £67,265) were for the provision of money purchase benefits. No Trustee received any remuneration from the Group during the year. Two Trustees were reimbursed for expenditure on travel and subsistence, incurred for attendance at Board meetings on behalf of the Foundation totalling £530 (2023: Nil).

Senior employees who have the authority and responsibility for planning, directing, and controlling the activities of the Group are considered to be key management personnel. Total remuneration in 2024 in respect of these six (2023: Six) individuals was £875,600 (including Employer's NIC) (2023: £833,897).

9. Taxation

The Foundation is a registered charity and, as such, is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the Charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

The Charity is not registered for VAT and, accordingly, all its expenditure is recorded inclusive of any VAT incurred.

FFTL is registered for VAT and, consequently, all its income and expenditure is recorded net of VAT. As per policy, FFTL gift aids all of its available realised profits to the Charity.

A deferred tax asset of £113,129 (2023: £113,117) has not been recognised on the losses arising in FFTL on the basis that sufficient profits cannot be guaranteed at this stage of FFTL's development and historical deficits brought forward exceed profits generated to date.

10. Net income dealt with in the Charity's financial statements

The income attributable to the Charity was £135.5m (2023: £106.3m). The expenditure for the year attributable to charitable activities was £119.4m (2023: £90.7m).

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

11. Intangible assets

Group and Charity	Total £'000
Cost	
At 1 June 2023	2,479
Additions	112
At 31 May 2024	2,591
Accumulated amortisation	
At 1 June 2023	1,759
Charge in year	213
At 31 May 2024	1,972
Net book value	
At 31 May 2024	619
At 31 May 2023	720

Intangible assets comprise software development, Pitchfinder, PitchPower, Facilities Central and the Foundation website.

12. Tangible assets

Group and Charity	Fixtures and fittings £'000	Computer software and equipment £'000	Total £'000
Cost			
At 1 June 2023	290	3,194	3,484
Additions	-	39	39
Disposal	(257)	(649)	(906)
At 31 May 2024	33	2,584	2,617
Accumulated depreciation			
At 1 June 2023	280	3,149	3,429
Charge in year	1	25	26
Disposal	(257)	(649)	(906)
At 31 May 2024	24	2,525	2,549
Net book value			
At 31 May 2024	9	59	68
At 31 May 2023	10	45	55

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

13. Debtors

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Amounts owed by PLSF	1,056	1,271	1,056	1,271
Trade debtors	282	73	282	73
Other debtors	-	2	-	2
Prepayments and accrued income	67,666	56,458	67,666	56,458
	69,004	57,804	69,004	57,804

DCMS (via Sport England) committed to funding up to £14.5m for Active Through Football to the Foundation of which £6.8m remained outstanding as at 31 May 2024 (2023: £9.8m). This was included as part of accrued income and is expected to be received in full by 31 May 2026, with £3m expected to be received in 2024/2025. In addition, there is £15.5m (2023: £46.9m) remaining outstanding from DCMS's core funding for FY23, due to live projects claims which will fall into FY25 and beyond, it is expected this will be received in full by 31 May 2025. Also, there is £41.4m (2023: Nil) remaining outstanding from DCMS's core funding for FY24, due to live projects claims which will fall into FY25 and beyond. It is expected that this will be received in full by 31 May 2025.

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Amounts falling due after one year:				
Upshot Systems CIC	-	73	-	73
Prepayments and accrued income	4,800	6,800	4,800	6,800
	4,800	6,873	4,800	6,873

14. Investments

	2024	2023
Group and Charity	£'000	£'000
At 1 June	52,636	51,330
Interest received on investments	2,082	930
Interest accrued on investments	463	376
At 31 May	55,181	52,636

The Foundation invests available funds into notice accounts and fixed-term cash deposits. The maximum duration was twelve months.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

15. Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Trade creditors	1,059	1,319	1,057	1,319
Taxation and social security costs	164	155	164	155
Other Creditors	20	-	20	-
Grants payable	168,677	150,091	168,677	150,091
Accruals	262	579	262	579
	170,182	152,144	170,180	152,144

16. Funds

Group	2023 Balance £'000	Income £'000	Expenditure £'000	Investment income £'000	2024 Balance £'000
Unrestricted funds					
General funds retained within the Charity	18,211	39,549	(27,594)	2,545	32,711
General funds retained within FFTL	-	2	(2)	-	-
Restricted funds					
Active Through Football Income	1,988	-	(273)	-	1,715
Sport England – Core Funding Income	-	88,700	(88,700)	-	-
Sport England – multi-sport Income	289	4,600	(2,768)	-	2,121
RFU – multi-sport Income	-	56	(56)	-	-
The FA – Post Event Assurance	-	55	(55)	-	-
Total funds	20,488	132,962	(119,448)	2,545	36,547

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

16. Funds (continued)

Group	2022 Balance £'000	Income £'000	Expenditure £'000	Investment income £'000	2023 Balance £'000
Unrestricted funds					
General funds retained within the Charity	1,644	40,601	(25,340)	1,306	18,211
General funds retained within FFTL	312	-	(312)	-	-
Restricted funds					
Active Through Football Income	2,148	-	(160)	-	1,988
Sport England – Core Funding Income	-	64,200	(64,200)	-	-
Sport England – multi-sport Income	741	344	(796)	-	289
RFU – multi-sport Income	-	56	(56)	-	-
The FA – Post Event Assurance	-	97	(97)	-	-
LTA – Procurement Support	-	29	(29)	-	-
Total funds	4,845	105,327	(90,990)	1,306	20,488

Charity	2023 Balance £'000	Income £'000	Expenditure £'000	Investment income £'000	2024 Balance £'000
Unrestricted funds					
General funds retained within the Charity	18,211	39,549	(27,594)	2,545	32,711
Restricted funds					
Active Through Football Income	1,988	-	(273)	-	1,715
Sport England – Core Funding Income	-	88,700	(88,700)	-	-
Sport England – multi-sport Income	289	4,600	(2,768)	-	2,121
RFU – multi-sport Income	-	56	(56)	-	-
The FA – Post Event Assurance	-	55	(55)	-	-
Total funds	20,488	132,960	(119,446)	2,545	36,547

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

16. Funds (continued)

The restricted funds detailed above have been provided by two funders. Firstly, Sport England are funding the “Active Through Football” programme in full, which is being undertaken at the Foundation, this includes all operating and grant costs. Secondly, Sport England’s core funding from DCMS is restricted for 2023 and 2024, these cover the grants on capital projects in 2023 and 2024 of which all funding was utilised. Thirdly, Sport England’s multi-sport funding and RFU’s multi-sport funding which is for operational and grant costs relating to multi-sport activities. Fourthly, The FA post event assurance funding is for use of review and improvements to the Foundation’s assurance processes.

Charity	2022 Balance	Income	Expenditure	Investment income	2023 Balance
	£'000	£'000	£'000	£'000	£'000
Unrestricted funds					
General funds retained within the Charity	1,644	40,601	(25,340)	1,306	18,211
Restricted funds					
Active Through Football Income	2,148	-	(160)	-	1,988
Sport England – Core Funding Income	-	64,200	(64,200)	-	-
Sport England – multi-sport Income	741	344	(796)	-	289
RFU – multi-sport Income	-	56	(56)	-	-
The FA – Post Event Assurance	-	97	(97)	-	-
LTA – Procurement Support	-	29	(29)	-	-
Total funds	4,533	105,327	(90,678)	1,306	20,488

17. Analysis of the net assets between funds

Group	Unrestricted funds	Restricted funds	Balance 2024
	£'000	£'000	£'000
Intangible assets	619	-	619
Tangible assets	68	-	68
Net current assets	32,024	3,836	35,860
Net assets	32,711	3,836	36,547

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

17. Analysis of the net assets between funds (continued)

Group	Unrestricted funds	Restricted funds	Balance 2023
	£'000	£'000	£'000
Intangible assets	720	-	720
Tangible assets	55	-	55
Net current assets	17,436	2,277	19,713
Net assets	18,211	2,277	20,488

Charity	Unrestricted funds	Restricted funds	Balance 2024
	£'000	£'000	£'000
Intangible assets	619	-	619
Tangible assets	68	-	68
Net current assets	32,024	3,836	35,860
Net assets	32,711	3,836	36,547

Charity	Unrestricted funds	Restricted funds	Balance 2023
	£'000	£'000	£'000
Intangible assets	720	-	720
Tangible assets	55	-	55
Net current assets	17,436	2,277	19,713
Net assets	18,211	2,277	20,488

18. Reconciliation of net cash flow to movement in net funds

Group	2024	2023
	£'000	£'000
Change in net funds:		
Increase / (Decrease) in cash	22,540	(4,599)
Net funds at 1 June	54,517	59,116
Net funds at 31 May	77,057	54,517

Charity		
Change in net funds:		
Increase / (Decrease) in cash	22,538	(4,283)
Net funds at 1 June	54,517	58,800
Net Funds at 31 May	77,055	54,517

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

19. Operating leases

Annual commitments in respect of land and buildings under operating leases:

	2024	2023
Group and Charity	£'000	£'000
Operating leases which expire:		
Within one year	-	-
Two to five years	2	2
	<u>2</u>	<u>2</u>

20. Commitments

All grant commitments have been recognised once a grant offer letter has been issued.

21. Capital

The Charity is a company limited by guarantee. Each member has undertaken to contribute £1 to the assets of the company to meet its liabilities if called on to do so. The total amount guaranteed by members at 31 May 2024 is £2 (2023: £2).

22. Related party transactions

The only transactions between the Foundation and The Football Foundation Trading Limited, is the Dividend payment from FFTL to the Foundation which has been covered in further detail in note 3, which in 2024 was £196 (2023: £310k).

Employees of the Foundation have joint employment contracts with the Premier League Stadium Fund Limited to deliver grants from both entities. The Premier League Stadium Fund Limited is funded by the Premier League and is also a grant giving entity, and the employees of The Football Foundation help to identify and deliver these grants under their joint employment contracts. The Premier League Stadium Fund Limited does not incur any direct salary costs, the salary costs incurred by The Football Foundation on the company's behalf form part of the annual administrative expenses recharged to the company, £0.8m in 2024 (2023: £1.3m). Mr R Master is the CEO of the Premier League. The Premier League donated £17.6m (2023: £19.3m) to the Foundation during the year. At the year end, Nil (2023: £1.3m) of the donated amount was outstanding. Also at the year end, the annual administrative expenses recharge from the Premier League Stadium Fund Limited to The Football Foundation of £0.8m in 2024 (2023: £1.3m) was outstanding.

Mr P D G McCormick OBE is an employee of the Premier League (Chairman of the Football Board and nominated Director of The FA (including currently serving as interim Chairman), Senior Partner at McCormick Solicitors (including Executive Chairman of the Legal Advisory Group to the Premier League) and Chairman of the Premier League Stadium Fund Limited.

Mr M W Bullingham is the Chief Executive Officer of The FA and Director of the Premier League Stadium Fund Limited. The FA donated £17.8m (2023: £17.9m) to the Foundation during the year.

Mr J Pearce is member of The FA's Board (National Game representative), Remuneration Committee, Judicial Panel, National Game Finance Committee and Alliance Committee. He is also a member of the Premier League Stadium Fund Limited Investment Panel, the General Manager and Vice-Chairman of Bognor Regis Town F.C. and a council member of Sussex County FA.

The Football Foundation - Notes to the financial statements for the year ended 31 May 2024

Mr T Hollingsworth is the Chief Executive Officer of Sport England. The Government (via Sport England) donated £88.7m (2023: £64.2m) to the Foundation during the year. DCMS (via Sport England) committed to funding up to £14.5m for Active Through Football to the Foundation of which £6.8m remained outstanding as at 31 May 2024 (2023: £9.8m). This was included as part of accrued income and is expected to be received in full by 31 May 2026, with £3m expected to be received in 2024/2025. In addition, there is £15.5m (2023: £46.9m) remaining outstanding from DCMS's core funding for FY23, due to live projects claims which will fall into FY25 and beyond, it is expected this will be received in full by 31 May 2025. Also, there is £41.4m (2023: Nil) remaining outstanding from DCMS's core funding for FY24, due to live projects claims which will fall into FY25 and beyond. It is expected that this will be received in full by 31 May 2025.

23. Grants awarded during the financial year

Grants awarded during the financial year amounted to £109.2m (2023: £81.0m). A list of the 50 largest facility grants awarded during the year is provided below. Each of these organisations received at least one grant in the financial year. The grants payable disclosed exclude grant delivery costs amounting to £10.2m (2023: £9.0m). No grant has been made to any individual (2023: same).

<i>Single Fund</i>	<i>£</i>	<i>Single Fund</i>	<i>£</i>
Leeds City Council	5,700,000	Meridian Trust	790,019
Leeds City Council	5,400,000	City of Bradford Metropolitan District Council (CBMDC)	784,077
Southampton City Council	4,000,000	Mangotsfield and Blackhorse Sports & Community Association (MBSCA)	775,499
Wealden District Council	3,500,000	Newport Pagnell Town Community Football and Sports Club	774,515
Plymouth Argyle Football in the Community Trust	2,247,952	Hartismere Family of Schools Trust	764,455
Barnsley Metropolitan Borough Council	1,521,750	Euxton Villa Football Club	750,000
West Ham United Football Club Limited	1,500,000	Berkshire County Sports Club	749,407
Hull Kingston Rovers Foundation	1,262,693	Laurus Trust	747,617
East Bierley Community Sports Association	1,159,591	Sandstone Trust	740,512
Shenley E-ACT Academy	1,119,009	Court Fields School	736,893
Trafford MBC	1,000,000	South East Essex Academy Trust	735,309
Chadderton FC (2009) Ltd	1,000,000	Tameside Metropolitan Borough Council	727,342
Winchester City Council	982,214	City of Bradford Metropolitan District Council (CBMDC)	724,331
Wisbech St Mary Sport & Community Centre	978,583	Hampshire County Council	714,682
Peacehaven And Telscombe Community Football Club Limited	948,761	St Thomas More RC College	712,309
Stockport School	925,665	Kings Langley School	708,117
Glebe Football Club	911,284	Prince Henry's High School	668,860
Debdale Park Sports Club	894,410	Academy Transformation Trust	643,043
Eden Learning Trust (Seaham High School)	869,782	South Manchester Learning Trust	626,237
Three Bridges Football Club Limited	855,022	Worcester City Council	624,782
Blackbridge Charitable Community Benefit Society	850,000	Birmingham County Football Association	622,821
Coalville Town Youth Football Club	849,895	The Burgate School and Sixth Form	603,255
Portishead Town FC Limited	839,760	Together Learning Trust	590,916
Ashford Town (Middlesex) FC	831,667	The Youngs Community Sports Trust	543,816
Presdales School Academy Trust	824,161	Breckland District Council	524,447
	40,972,199		17,383,261

Grants	Total value (£m)
50 largest facility grants	58.4
Other	50.8
Total	109.2

24. Ultimate controlling party

There is no ultimate controlling party of The Football Foundation.

Football Foundation Annual Report and Financial Statements for the year ended 31 May 2024

Final Audit Report

2024-09-24

Created:	2024-09-20
By:	Catherine Shiplee (catherine.shiplee@footballfoundation.org.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAASHjbajby4zPpTi-yT1hQwj9tmxttL3vF

"Football Foundation Annual Report and Financial Statements for the year ended 31 May 2024" History

-  Document created by Catherine Shiplee (catherine.shiplee@footballfoundation.org.uk)
2024-09-20 - 11:01:26 AM GMT
-  Document emailed to Martin Glenn (mrg@footballfoundation.org.uk) for signature
2024-09-20 - 11:01:34 AM GMT
-  Document emailed to Robert Sullivan (rjs@footballfoundation.org.uk) for signature
2024-09-20 - 11:01:35 AM GMT
-  Document emailed to Jennie Goodman (jennie.goodman@footballfoundation.org.uk) for signature
2024-09-20 - 11:01:35 AM GMT
-  Document emailed to Nick Sladden (nick.sladden@rsmuk.com) for signature
2024-09-20 - 11:01:35 AM GMT
-  Email viewed by Nick Sladden (nick.sladden@rsmuk.com)
2024-09-20 - 11:04:22 AM GMT
-  Email viewed by Robert Sullivan (rjs@footballfoundation.org.uk)
2024-09-20 - 12:35:19 PM GMT
-  Document e-signed by Robert Sullivan (rjs@footballfoundation.org.uk)
Signature Date: 2024-09-20 - 12:35:32 PM GMT - Time Source: server
-  Email viewed by Martin Glenn (mrg@footballfoundation.org.uk)
2024-09-20 - 12:50:17 PM GMT

-  Email viewed by Jennie Goodman (jennie.goodman@footballfoundation.org.uk)
2024-09-20 - 1:15:18 PM GMT
-  Signer Jennie Goodman (jennie.goodman@footballfoundation.org.uk) entered name at signing as JGOodman
2024-09-20 - 1:15:51 PM GMT
-  Document e-signed by JGOodman (jennie.goodman@footballfoundation.org.uk)
Signature Date: 2024-09-20 - 1:15:53 PM GMT - Time Source: server
-  Email viewed by Martin Glenn (mrg@footballfoundation.org.uk)
2024-09-22 - 7:07:01 PM GMT
-  Document e-signed by Martin Glenn (mrg@footballfoundation.org.uk)
Signature Date: 2024-09-22 - 7:07:59 PM GMT - Time Source: server
-  Email viewed by Nick Sladden (nick.sladden@rsmuk.com)
2024-09-23 - 3:53:03 PM GMT
-  Document e-signed by Nick Sladden (nick.sladden@rsmuk.com)
Signature Date: 2024-09-24 - 11:13:24 AM GMT - Time Source: server
-  Agreement completed.
2024-09-24 - 11:13:24 AM GMT

THE FOOTBALL FOUNDATION

England & Wales - Charity number 1079309

Accounts

Registered Company Number: 3876305

Registered Charity Number: 1079309

THE FOOTBALL FOUNDATION

Annual Report and Financial Statements
for the year ended 31 May 2023

Annual Report and Financial Statements for the year ended 31 May 2023

Contents	Page
Trustees, Directors, Officers and Advisers	3
Report of the Trustees:	
Structure, governance and management	5
Strategic Report	8
Independent auditor's report	29
Consolidated statement of financial activities	33
Balance sheets.....	34
Consolidated cash flow statement	35
Notes to the financial statements	36

The Football Foundation - Trustees Report Structure Governance and Management

Trustees and Directors

The Trustees and Directors of the company who were in office during the year and up to the date of signing the annual report were:

M R Glenn (Chairman)
P D G McCormick OBE
J D Pearce
J C Bird
W M Bush
T Hollingsworth
M W Bullingham
K Taylor
E Narozanski

Chief Executive

R J Sullivan

Company Secretary

J Goodman

Registered office

Wembley Stadium
Wembley Park
London
HA9 0WS

Independent auditor

RSM UK Audit LLP
25 Farringdon Street
London
EC4A 4AB

Solicitors

Bates Wells
10 Queens Street Place
London EC4R 1BE

Bankers

Barclays Bank PLC
1 Churchill Place
London
E14 5HP

The Football Foundation - Trustees Report Structure Governance and Management

The Trustees, who are also Directors of the company for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 May 2023 (FY23).

The Trustees have referred to the Charity Commission's guidance on reporting on public benefit (section 4 of Charities Act 2011) when reviewing the Charity's aims and objectives, and when planning the Charity's activities. The Trustees are therefore content that the Charity meets the public benefit requirements.

The information with respect to Trustees, Directors, Officers and Advisers set out on page 3 forms part of this report. The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Status and administration

The Football Foundation is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation (the Foundation or Charity) in April 2000 (company registration number 3876305) and registered with the Charity Commission (Charity number 1079309). The Football Foundation's Memorandum and Articles of Association detail the charitable objectives.

The other company included within the Group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001 (company registration number 4202574).

The report and consolidated financial statements for the year ended 31 May 2023 relate to the total activities of the two legal entities.

The Football Foundation receives funding from three Partners: The Football Association (The FA), the Premier League and the Department for Culture, Media and Sport (DCMS).

The Foundation does not raise any funds from the public nor enter into any fundraising activities.

The Football Foundation - Trustees Report Structure Governance and Management

Structure, governance, and management

The Foundation is governed by its Memorandum and Articles of Association dated 6 August 2020.

Trustees

The Trustees and Directors were appointed to the Board as follows:

Independent Chair	Appointed by the Board of Trustees for a three-year term
The FA	Two Trustees
Premier League	Two Trustees
Sport England	One Trustee
DCMS	One Trustee
Independent	Two Trustees

The Board supports the principles of good governance set out in the Code for Sports Governance and the continuous improvement model which the Code promotes. During the year ended 31 May 2023, the Board continued to work with Sport England to deliver an action plan to support the full transition to the Code.

During the year ended 31 May 2023 there was no change in our trustees and these are as detailed on page 3. The process for any new Trustees is that they undertake a structured induction process including one-to-one meetings with the Chair of the Board and CEO and are offered the opportunity to visit a Foundation-funded facility. The Board receives relevant training, including legal and regulatory updates, on a periodic basis.

The Foundation is committed to develop a membership that is as inclusive as possible, and which effectively represents the broad, diverse constituency that the Foundation is looking to support. The aim is therefore to bring together a diverse, informed body of individuals. As a recipient of public funding, 25% of the Foundation's Board of Trustees are to be Independent Non-Executive Trustees (INET). INETs are initially appointed for a three-year term and are limited to serving two additional terms of three years (a max of nine years), before being required to step down.

The Trustees may appoint an independent, non-executive Chairperson for a period of up to three years, after which they can be reappointed. M R Glenn was appointed as Chairman on 1 January 2020 for three years and renewed for an additional three years on 1 January 2023.

Qualifying third party indemnity insurance for the benefit of all of the Trustees was in force throughout 2023 and continues to be in place.

Statement of Trustees' responsibilities

The Trustees (who are also directors of The Football Foundation for the purposes of company law) are responsible for preparing the Report of the Trustees (including the Strategic Report) and the financial statements in accordance with applicable law and regulation.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law the Trustees must not approve the financial

The Football Foundation - Trustees Report Structure Governance and Management

statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the group 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 Statement of Recommended Practice: Accounting and Reporting by Charities (2019);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group 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 the group 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each Director/Trustee in office at the date the Report of the Trustees is approved, that:

- (a) so far as the Trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and
- (b) he/she has taken all the steps that he ought to have taken as a Trustee to make himself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Chief Executive

The Chief Executive is responsible to the Trustees for the operational efficiency and effectiveness of the Foundation within defined policy. The Chief Executive reports to the Chairman.

Organisation

The Board of Trustees administers the Foundation and meets on a quarterly basis. The Trustees have an established panel to review and award grants in accordance with delegated financial authority granted by the Trustees, or to make recommendations to the Trustees in respect of applications to the various grant streams managed by the Foundation. The panel is made up from representatives of the Funding Partners (The FA, the Premier League, and the Government) and includes unpaid independent members, who bring specific expertise, knowledge and experience.

The Audit, Remuneration and Governance Committee is independently chaired by M Kirkby. The Committee has responsibility for remuneration of key management personnel and consideration of remuneration policy and governance. The Committee reviews the benchmarks

The Football Foundation - Trustees Report Structure Governance and Management

and parameters used by the Foundation Executive team to identify any employees who may be receive an exceptional pay rise based on their performance and benchmarking. The Committee meets four times a year and has its decisions ratified by the full Board.

The company has chosen in accordance with Companies Act 2006, s. 414C(11) to set out in the company's strategic report information required by Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, Sch. 7 to be contained in the directors' report. It has done so in respect of likely future developments, risks in relation to financial instruments, engagement with employees, suppliers, customers and others and carbon reporting disclosures.

The Football Foundation – Strategic Report

Strategic Report

Chairman's foreword

Following a year of scaling up for growth, the Football Foundation (the Foundation) kicked off its biggest ever year of support for grassroots sport since it was founded by the Premier League, The FA and Government in 2000.

Our expected Grant Giving Budget for FY23-25 is £326m and for FY23 specifically this was £94.5m, of which £54.8m was committed towards Football Turf Pitches (FTP), Changing Room and Clubhouse works and our Hubs programme, with an additional £12.5m going towards improving grass pitches, £8.1m towards small grants (such as goalposts, machinery & fencing), £4.2m to our new Football Foundation PlayZones programme, £0.2m to Grass Pitch Maintenance to support multi-sport activities, £2.1m towards the Active Through Football Scheme and this left £12.6m uncommitted which is being brought into our FY24 commitment targets.

Whilst it has been another successful year, delivering these brilliant facilities was not without its challenges; most significantly, the continued rise in project costs faced by the whole industry due to the cost inflation for raw materials. As we have done in FY23 we will continue to monitor this closely throughout FY24, all the while ensuring our funding is maximised to deliver great outcomes for communities up and down the country.

Last August the Foundation announced its commitment to invest 40% of its funding into multi-sports projects that support both football and at least one additional sport, such as rugby, cricket, netball and basketball by 2025. We were joined by international team coaches and players from Rugby League, Rugby Union, cricket and football along with players from Brentford FC Community Trust to launch our multi-sport commitment at the impressive sports hub at Gunnersbury Park in West London.

This commitment, coupled with our pledge to invest 50% of our funding into the 40% most deprived and inactive communities, has meant a renewed focus for a refresh of our Local Football Facility Plans - a programme of work that will continue into FY24.

These Plans are a 'shopping list' that drives our investment, and as such it is vital the Foundation keeps these up to date to ensure we are truly providing the grassroots facilities that each community needs. Whether that is more floodlit 3G football turf pitches (FTP) so people can play in all-weather and at any time of day, better quality grass pitches to ensure fewer games are cancelled or postponed, or more quality changing rooms and community hubs that improve the experience of playing football. We must also ensure these are accessible and welcoming to all, and a place where people come together.

As ever, I continue to take great pleasure in visiting communities who have felt the positive and long-lasting impact of Foundation grant awards. I've seen many facilities across the country, including a visit to Swindon Town Football Club's Foundation new 3G FTP and pavilion, swiftly followed by a trip to the Forest Sports Zone in Nottingham. Most recently, I enjoyed being at the Racecourse Playing Fields in Derby to mark the start of works there on a new community hub. I look forward to seeing how this site, among many others progress over the coming year.

This year the Foundation sadly fell victim to fraud – the team at the Foundation identified some suspicious activity and acted quickly to involve the relevant authorities. This was an unpleasant experience for the Foundation team and the Board, and I credit their quick actions in recouping the majority of the money and securing a rapid conclusion to the case.

Thank you to the team at the Foundation who have worked hard this year to successfully deliver outstanding projects whilst inducting new team members, reacting quickly and efficiently to cost increases and continuing to deliver facilities and introduce new grants and programmes to

The Football Foundation – Strategic Report

ensure the Foundation continues to deliver great places to play for communities up and down the country.



[null Martin \(Sep 23, 2023 21:52 GMT+1\)](#)

Martin Glenn, Chairman of the Football Foundation

The Football Foundation – Strategic Report

CEO's introduction

It continues to be a privilege leading the Foundation in this its biggest year to date of supporting the grassroots game. Last year was about scaling up to deliver the grassroots facilities that every community up and down the country needs and deserves. This year has seen us kick start our work in earnest, delivering on the Foundation's ambitious targets, including our multi-sport and levelling up commitments.

We started the development of our Football Foundation PlayZones programme and funded more Active Through Football projects, extending our place-based approaches to getting people playing football. We have extended our grass pitch maintenance support to ensure more community grass pitches are being improved, updated our guidance documentation to provide the best support we can to clubs and facilities as they look for the funding they need, and reviewed our 3G football turf pitch (FTP) framework to ensure we are providing the very best pitches to communities. In a challenging operating environment where costs have continued to rise there have been hurdles to overcome, but we are confident in our position as we head in to FY24.

To ensure our investment is transformative in its outcomes and its impact has longevity, the Foundation has begun research into how it can support clubs and facilities to be more financially sustainable. We have been looking at innovative approaches to support clubs and facilities with loan schemes, club cost saving and income generating programmes, and a workforce volunteer programme.

An ongoing watch-out for the Foundation is the continued debate around the use of microplastics in 3G FTPs. Whilst we await the outcome of European Commission's recommendations on the placement of microplastics on the market, we are working with partners at other sport's national governing bodies, Sport England and members of Sports and Play Association (SAPCA) to research environmentally friendly alternative infill for 3G FTPs. The Foundation continued to lead the way in developing methods to mitigate infill leaving pitches.

In order to continue to attract increased levels of funding from the Premier League The FA and Government, it's crucial we're able to demonstrate value for money and meaningful impact of our work. Our research into demonstrating social return on investment has begun and we will be implementing a longitudinal research plan in early FY24. Alongside this, we continue to share the great stories from a wide range of people who have benefited from our grant awards to demonstrate our impact and inspire more people to apply for funding.

This year has seen a relaunch of our Equality, Diversity and Inclusion (EDI) plan, "Together For Football", which will support our team in its commitment to inclusion, to see diversity as a strength and further understand and reflect the communities we support.

This year a case of fraud hit the Foundation. It was an unpleasant experience and bitterly disappointing to see a few individuals trying to take valuable funds away from communities that need it the most. The cases were identified, reported quickly and the team has seen a positive resolution. I am pleased that our process and systems have done their job, in aiding our investigation into the fraudulent parties. We will not tolerate fraud and we will take action wherever we see it.

It has been a busy year all round – I have been out and about to facilities across the country to meet local MPs, Metro Mayors and local councillors so they can see for themselves the impact Foundation-funded facilities have on their local communities. We also held a drop-in session in Parliament alongside our funding partners which was attended by over 60 MPs – a great

The Football Foundation – Strategic Report

opportunity to talk them through the plans we have for their constituency and the value of continued investment into these incredible facilities.

We launched our multi-sport commitment, which included extending our PitchPower app to other grass sports and celebrated our biggest year yet of support for grassroots clubs and organisations. As we head into a summer of FIFA Women's World Cup football, we kicked off HERE to Play, our biggest ever commitment to delivering facilities that provide equal access to women and girls playing football across the country by opening our first Lioness legacy facility, *The Jill Scott Pitch* in Jarrow, shortly followed by *The Ella Toone Pitch* in Wigan.

All of these are a testament to our commitment to ensure we are delivering a sustainable transformation in the quality and inclusivity of grassroots facilities – helping to transform lives and communities the length and breadth of the country and making sure everyone has a great place to play.

RSullivan

[RSullivan \(Sep 22, 2023 08:28 GMT+1\)](#)

Robert Sullivan, CEO of the Football Foundation

The Football Foundation – Strategic Report

Purpose, objectives and focus

This Strategic Report covers highlights of the Football Foundation's priorities and performance during the past financial year (1 June 2022 to 31 May 2023). It also provides an overview of the priorities we have set to deliver in FY24 and beyond.

The Football Foundation

The Premier League, The FA and Government's Football Foundation is the largest sports charity in the UK. We unlock the power of pitches to transform lives and strengthen communities ensuring everyone has a great place to play regardless of gender, race, disability or place.

The Foundation receives money from the Premier League, The FA and the Department for Culture, Media and Sport, through Sport England. This is matched with partnership funding and awarded as grants to create high quality grassroots facilities that enable better games and attract more players, helping to transform communities.

Since 2000, the Foundation has awarded more than 24,809 grants to improve facilities worth more than £931m - including 1,075 artificial grass pitches, 11,621 natural grass pitches and 1,370 changing rooms. This has attracted an additional £1bn of partnership funding – totalling over £1.8bn investment in grassroots football so far.

Objectives and activities

The Foundation's charitable objectives, as stated in the governing document, are to promote all purposes recognised as charitable under the law of England and Wales from time to time through an association with sport. The Charity's current and ongoing objectives are:

- Put into place a new generation of outstanding facilities in parks, schools, colleges and universities;
- Provide capital and revenue support to increase participation in community football;
- Strengthen the links between football and the community, and harness its potential as a force for good in society; and
- Work with other charities to help achieve the Foundation's objectives.

Investment focus

The Foundation achieves its charitable objectives through directing investment into areas of greatest need and highest impact by awarding grants to organisations to refurbish or develop new facilities. It also provides the expert guidance and support that organisations might need to develop facilities or apply for funding.

The following types of grant funding are available:

- **Football Foundation funding – Large and small** grants, covering everything from 3G football turf pitches and changing facilities to goalposts and machinery.
- **Football Foundation Hubs programme** – A portfolio approach investment model providing an area-wide solution. Each Hub has a network of 3G football turf pitches, grass pitches, catering, changing facilities and social spaces.

The Football Foundation – Strategic Report

- **Active Through Football** – A Sport England Programme, funded by The National Lottery and delivered by the Foundation. Working with communities to overcome barriers and help local people get active. Active Through Football funding from Sport England is restricted to the operational costs to run the programme and the revenue grants to the applicants.

Local Football Facility Plans

The Premier League, The FA and Government's Football Foundation aims to deliver thousands of new pitches, while also investing in the improvement of existing grass pitches and off-pitch facilities across the country. To guide this investment, we have divided the country into 317 regions with a bespoke Local Football Facility Plan created for each local authority in England, highlighting the facilities and work required in each area.

The first generation of local plans provided a strong starting point in providing the grassroots facilities that every community needs and deserves. The Football Foundation recognises community need changes, and along with our new multi-sport commitment, and our pledge to target those who will benefit from our facilities the most through investing 50% of our funding into the 40% most deprived and inactive communities, we are now working our way through the local plans to ensure they reflect the most up to date situation for each community.

Grass Pitch Improvement Programme

Even with the wider availability of 3G pitches, the majority of grassroots football is still played on traditional grass pitches. Improving these remains a priority for the Foundation. Working alongside The FA, we have developed the Grass Pitch Improvement Programme to ensure every affiliated football fixture is played on a quality football pitch and keep grassroots football where it started and still gets played - on grass. We aim to have improved 5,000 grass pitches to a 'good' quality standard by 2024 and 20,000 by 2030.

FY23 Objectives

FY23-FY25 priorities and plans

With the announcement in October 2021 that the Government was committing to a further £168m of funding for the Football Foundation over three years between 2023 and 2025, the Football Foundation Executive Leadership team committed to setting a 3-year plan. This gives the team focus through to end of May 2025.

For FY23-25 three main objectives across three key areas were identified to form the focus for the Football Foundation's work. Key priorities and projects identified for FY23 were:

Consolidate delivery

- To meet the new scale of investment in a challenging operating environment
 - Refresh of the Local Facility Football Plans
 - Develop and support the delivery of the Multi-sport Pitch Advisory Service
 - Football Foundation PlayZones programme roll-out
 - Grass Pitch Improvement Programme

Develop sustainability

- To ensure our investment is transformative in its outcomes and longevity
 - Office moves out of Eastbourne Terrace to Wembley Stadium
 - Governance and risk assurance review
 - Digital and Technology review and product development:
 - Update and enhance Football Foundation EDI plan

The Football Foundation – Strategic Report

Demonstrate impact

- Our investment demonstrates the outcomes we're looking to achieve, also with a view to attract the future funding we need
 - Case study content creation and sharing
 - Longitudinal impact research
 - Social Return on Investment

Key Performance Indicators

The Football Foundation KPI performance:

1. Investment KPIs

CATEGORY	TITLE	KPI	FY23 TARGET	ACTUAL
TACKLING INEQUALITIES	UNDER-REPRESENTED GROUPS	% OF PROJECTS ENGAGING WITH UNDER-REPRESENTED GROUPS	75%	92%
	REGIONAL LEVELLING UP	% OF FUNDING INTO 40% MOST DEPRIVED LOCAL AUTHORITIES	50%	49%
	WOMEN & GIRLS	% OF PROJECTS PROVIDING EQUAL OPPORTUNITIES FOR WOMEN & GIRLS	100%	100%
PITCHES	QUALITY PITCHES	NUMBER OF NEW QUALITY PITCHES	3385	4068
	ON/OFF PITCH	% OF FUNDING TOWARDS 'ON PITCH' ITEMS	75%	72%
MULTI-SPORT	VOLUME	% OF PROJECTS ADDING VALUE THROUGH MULTI-SPORT OUTCOMES	33%	69%
	VALUE	% OF PROJECTS ADDING VALUE THROUGH MULTI-SPORT OUTCOMES	33%	67%
CLUBS & COMMUNITY ORGANISATIONS	INVESTMENT	% OF PROJECTS INVESTED IN, OR BENEFITTING, CLUB & COMMUNITY ORGANISATIONS	36%	54%

All targets were achieved or surpassed in FY23 except for 'On/Off Pitch' and 'Regional Levelling Up' which finished 3% and 1% below target. This is primarily due to the cost of non-pitch elements on large 'mixed' projects and a handful of PlayZones projects being deferred into FY24 that would have improved both KPIs.

The Football Foundation – Strategic Report

2. Business Operations KPIs:

CATEGORY	TITLE	KPI	FY23 TARGET	ACTUAL
EFFICIENCY	GRANT COMMITMENT	% OF COMMITTED GRANT BUDGET (AGPs, Hubs, Changing Rooms, PlayZones, Small Grants and AGP Framework Grant Commitments)	95%	97%
	OPERATIONAL EFFICIENCY	% OF OPERATIONAL COST (excl cost of grant giving) VS TOTAL FUNDING	<9%	7%
PEOPLE & CULTURE	TEAM SATISFACTION	% OF TEAM WHO ARE SATISFIED AND ENGAGED	73%	81%
	EDI	A COMBINED SCORE OF INTERNAL ACTIONS & ATTITUDE TOWARDS EDI	80%	N/A
APPLICANTS & STAKEHOLDERS	THE FOUNDATION EXPERIENCE	% OF SATISFACTION WITH THE FOUNDATION EXPERIENCE	80%	N/A
	AWARENESS & ATTRIBUTION †	% OF AWARENESS AND ATTRIBUTION OF FUNDING PARTNER INVESTMENT WORK AMONGST TARGET AUDIENCE	80%	75%

The EDI and The Foundation Experience were under review at the Foundation and new proposed targets and measurements were being assessed and are being taken to the Board of Trustees' meeting in September 2023.

Core Grant Pipeline

During FY23, the Football Foundation awarded more than 2,100 core grants valued at over £81 million. A breakdown of the core items they delivered are shown in the table below (which does not include our framework costs).

GRANT CATEGORY	£25K+	Small Grants	Grass Pitches	PlayZones
GRANTS ISSUED	80	1,742	311	30
GRANT VALUE	£53.4m	£8.5m	£12.4m	£5m
DELIVERY	60 AGP's 41 Changing Pavilions 3 MUGA's	1,242 Goalposts 176 Floodlights 74 storage containers 57 Fencing 38 Grass pitch Equipment 28 Changing pavilion refurbishments	Increased number of new quality pitches to 3852 to 30th April;	30 new PlayZone facilities

The Football Foundation – Strategic Report

Achievements and performance

Delivering Brilliant Programmes

Active Through Football – Launched in summer of 2020, the Active Through Football programme from Sport England, funded by the National Lottery and delivered by the Football Foundation, sees the delivery of targeted revenue investment through a ‘place-based’ approach. Its aim is to increase activity levels and create sustained behaviour change amongst those facing the greatest inequalities to getting active. Following the successful launch of the programme, further investment has been secured to support an additional 12 places in England. The 25 projects are fostering creative and innovative partnerships with community organisations.

As of mid-April 2023, the programme has delivered 6,770+ sessions over 114,440+ hours, engaged with 5,900+ participants, who have attended a total of 75,000+ times. Over 2,280 participants had never played football before (39%), 1,140+ hadn't played since school (19%) and 1120+ had previously played as an adult but stopped (19%). This total 4,820+ people starting to play or re-engaging with football at just over 77% of the total programme participants. Over 70% of people engaged in the programme would be classed as ‘inactive’ when they joined (2 days a week of physical activity or less).

*Despite being the nation’s favourite game, some communities face cultural, physical and financial barriers to playing football and getting active. **Active Women in Leicester** is an Active Through Football project helping to tear down these barriers by supporting local women to experience all the benefits of sport.*

Active Women is specifically aimed at women aged 18 to 62, predominately from Somali and South Asian communities in the St Matthews and St Peters wards of Leicester. Many of these women have been on a journey with the programme, starting out with a fear of football and facing cultural barriers to getting active for most of their lives. Now, these women feel a sense of ownership over the project, with some going on to complete their coaching badges and finding employment with Leicester City in the Community - the Lead Organisation on the project.

Rukhsana Hussain, Co-ordinator, Active Women in Leicester: “The Active Women in Leicester project started with a passion to get women active through sport. It’s so important because we haven’t had anything like this in the community already.”

Mumtaz Patel, an Active Women in Leicester participant: “Sport has been really energising for me. I never used to like sports and I never imagined playing football and now I can’t stop playing it.”

Football Foundation PlayZones – work to build the 3-year pipeline is progressing well. The design and branding of PlayZones has been signed off and project Development Grant awards have now been made to over 20 areas that submitted an Expression of Interest as part of phase one of the programme. Tender for a construction partner has resulted in a framework being developed for PlayZones as well as a smart access provider. The Football Foundation will celebrate the opening of the first Football Foundation PlayZone in FY24.

Energy Support Programme – The rising cost of energy has been very challenging for grassroots football. This, coupled with an ongoing responsibility to protect the environment, means there is a very clear case to reduce energy use. The Football Foundation launched the Energy Support Programme to support grassroots clubs and organisations to maximise their energy efficiency and therefore improve their financial and environmental sustainability. A total of £6 million was made available across two funds – The Energy Fund and The Floodlight Fund. In addition to this, the Foundation has designed guidance specifically for football clubs that will provide some useful tips and guidance to help reduce energy costs.

The Football Foundation – Strategic Report

Grass Pitch Programme – The Quality Pitches Key Performance Indicator target for FY23 was exceeded and hit 6,019 against a target of 5,697.

PitchPower continues to be a success with over 4,000 football sites' details submitted, over 6,000 unique reports created and over 20,000 cumulative pitch inspections carried out.

In December Trustees agreed to the expansion of **Grass Pitch Programme** to include Town and Parish Councils as well as educational establishments – this has since been launched with a series of webinars with applications from each of those sectors already starting to come in.

Thanks to investment from the Premier League, The FA and Government's Football Foundation and hard work from volunteers at the Broughton Community and Sports Association (BCSA), community access to quality grassroots sports facilities in the area has been transformed.

The Phil Grundy Sports and Community Centre – which is owned by the Council and maintained by local charity, BCSA – is a hub for sport in Broughton, providing opportunities for the local community, particularly the younger generation, to get active and have fun.

However, when BCSA took over the maintenance of the grass pitches at the site, they were in a serious state of disrepair. The ground suffered from a serious chafer grub issue which resulted in severe grass damage, leaving most of the surface was unplayable.

With the help of a £19,000 grant, BCSA were able to purchase much needed grass pitch maintenance machinery to help the volunteer grounds team, headed up Chair of Trustees, Sean Clixby, maintain their grass pitches.

Then in 2020, BCSA secured a Grass Pitch Maintenance Fund grant worth £46,000 to support the improvement and upkeep of their grass pitches.

The Home Advantage Programme – Local authority pilots for The Home Advantage Programme (an asset transfer scheme) have taken place before expressions of interest are launched in FY24.

Consolidate Delivery

Local Football Facility Plan Refresh - The Foundation is continuing its phased refresh of the Plans in line with the agreed investment priorities, taking multi-sport and Levelling Up agenda into consideration. Internal Delivery Teams are reviewing this alongside County FAs to agree a final list of Local Authorities that will begin this refresh and the priority order.

Multi-sport Pitch Advisory Programme – Following the PitchPower multi-sport launch in August, PitchPower is now in use across football, Rugby Football Union, Rugby Football League and cricket with over 300 multi-sport sites submitted for inspections. The Multi-sport Grass Pitch Maintenance Fund launched in April 2023 meaning for the first time the Foundation is supporting rugby union and rugby league clubs to improve and sustain their grass pitches by processing their applications.

StadiumPower, the Ground Grading App – Following an 18-month period of consultation across 2022 and 2023 and extensive research with key stakeholders across the game, it has been agreed that from this summer, the Premier League Stadium Fund will begin collecting ground-grading data for The FA at all of the stadiums used within the National League System. The process will be digitised for the first time since the ground-grading process was introduced over 15 years ago through the creation of a new digital tool – StadiumPower. StadiumPower will

The Football Foundation – Strategic Report

provide far greater insight about stadiums which will help ensure the League's investment is directed where it is needed the most and will launch in September FY24.

With additional Government funding and the requirement to meet public procurement regulations, a comprehensive review of our procurement strategy was undertaken, and updated procurement policies have been introduced.

Develop sustainability

EBT and future of office working – FY23 saw the Football Foundation move from offices at Eastbourne Terrace into space at Wembley Stadium.

Equality, Diversity and Inclusion (EDI) Action Plan – The appointment of a new EDI Lead at the Football Foundation this Spring saw the launch of the refreshed Football Foundation's EDI Action Plan – *Together For Football*. Procurement for organisation-wide EDI training has begun ahead of a roll out in FY24.

Governance and Risk Review – As part of the FY23 Plan, we agreed to undertake a review of our governance and risk procedures to ensure we are meeting best practice from both a Charities Commission and Sport England Code for Sports Governance perspective. The review concluded that we are compliant with the codes however it has been agreed to adopt certain optional areas to enhance governance. This work continues into FY24.

Alternative Infill Solution – Whilst waiting for the European Commission's decision on the future sale of micro plastics, the Football Foundation continues to lead the way in identifying potential alternative infill solution. Construction of a test hub in Sheffield is underway to trial organic infills for football turf pitches. Concurrently, the Football Foundation is working alongside industry partners and UK and European stakeholders to help find alternatives and engaging with UK REACH to aid their understanding of future legislation and current risks of alternative solutions and to try to obtain agreement that existing pitches can continue to use rubber crumb until the end of the usable life of current surface – 'Controlled Transition'. The Foundation continues to work with partners across the UK and Europe to research and mitigate against the spread of infill into the environment and is also exploring further research projects in a bid to understand the potential for installation of a non-infill solution, such as introducing design changes to 3G pitches.

Demonstrate Impact

Data and Insight Review – Following the scaling up of the organisation in FY22, the Football Foundation undertook a review of its IT infrastructure to ensure its fit for an organisation of its size. A full technology road map has been drawn up alongside a full assessment of its governance approach, data governance, preferred products, cyber and GDPR and resource plan.

Post-Award Assurance Support and Research – A full year end evaluation of the post-award support and assurance process for FY22 took place throughout the early months of FY23. This was then followed by a full review of the requirements, criteria, processes and policies related to these processes to identify opportunities to improve their efficiency and to propose recommendations for FY23. A full set of organisational objectives for the Post-Award Assurance Support and Research for FY23 has been drawn up and in conjunction with County FAs, we have identified a list of priority projects for Support Days and Support Day Lites.

Social Return on Investment – FY23 saw the findings of a study by 4Global on the Social Return On Investment (SROI) of Football Foundation partner funding. These findings have been used alongside the Foundation's own annual site survey data and information from The FA to calculate usage numbers at Foundation-funded sites. By combining this detail with 4Global's

The Football Foundation – Strategic Report

SROI model (developed by Sheffield Hallam University), we are now able to better measure the impact we are delivering. This insight will be a vital part of delivering our strategic mission to demonstrate our impact and secure additional future funding.

Financial Review

The consolidated statement of financial activities for the year is set out on page 33. A summary of the financial results and the work of the Charity are set out below

Income generation

The income of the Foundation is comprised primarily of donations from football and sport related organisations, with an additional amount of interest earned on cash and investment balances. Donations received during the year were £101.9m (2022: £77.9m). In addition, the Foundation received income of £1.3m (2022: £0.7m) from The Football Stadia Improvement Fund Limited to cover salaries and other administrative costs incurred on the company's behalf. There were no other income generating activities carried out by the Charity during the year.

Donations from the Premier League, The FA and the Government (through Sport England) are accounted for on a receivable basis in the year in which the income falls due.

Operating Expenditure

The operating expenditure of the Foundation is comprised primarily of grants payable (including specific grant legal costs and AGP framework costs) of £81.0m, with additional expenditure items such as direct staff costs £3.3m, and other support costs £6.1m (such as consultancy support and recruitment and training).

Grants committed

In the last 12 months the Foundation awarded grants with a total value of £81.0m (2022: £94.5m). Grants outstanding at the 31 May 2023 totalled £150.1m (2022: £122.8m).

The movement in funds in the year reflects the balance between income recognised and the grants awarded.

The Foundation awards the grant to the applicant once the assessment of the application is complete, and this award is the trigger for the project to start. Grants are then paid when the applicant is able to claim their costs, which must include a paid or partially paid invoice as evidence of the costs incurred. A single grant can be covered by a single or multiple claims and is dependant on how the applicant incurs the invoices and how often they wish to claim.

FUNDS

Funds increased by £15.7m to £20.5m. These funds comprise of two elements: unrestricted funds and restricted funds.

Each of these categories are described as follows:

Unrestricted funds

Unrestricted funds are those funds that we can use for any activity that meets our charitable objectives. At the end of 2023 unrestricted funds amounted to £18.2m (2022: £2.0m)

The Football Foundation – Strategic Report

Unrestricted funds comprise of two types of reserves: general and designated funds. There were no designated funds in 2022 or 2023.

The increase in unrestricted funds from £2.0m in 2022 to £18.2m in 2023 was due to the Foundation receiving more funding from our Funding Partners in comparison to the new grants offered by the Foundation.

Restricted funds

These are unexpended funds that have been donated to Football Foundation with specific conditions attached to their use. As at 31 May 2023 restricted funds were £2.3m (2022 £2.9m). These cover areas such as Active Through Football, Sport England Core Funding, Sport England multi-sport funding, Lawn Tennis Association support funding, Rugby Football Union funding towards multi-sport work and The Football Association Post Event Assurance funding.

Reserves Policy

It is the Foundation's policy that the aggregate of grants awarded will not exceed known current and future funding therefore the present Reserves Policy is to hold reserves at a level to cover the Foundation's operations for three months in the event of a major fall in income or unforeseen expenditure while plans to replace income or change activities are put in place. Given these requirements the Trustees consider the target for unrestricted funds should be no lower than £0.6m. The level of free reserves as at 31 May 2023 is £17.4m. The level of free reserves is significantly higher than our target of £0.6m, this is due to the Foundation not meeting their grant commitment targets in FY23, therefore, this under commitment has been carried forward into FY24's commitment targets, which if reached will bring us closer in line with our reserves target. Should there be any indication of a cessation of funding to any major extent the Foundation would have to implement an exit strategy that would allow all grant awards to be honoured, including the provision for sufficient staff to remain in place to meet such a requirement. Given the cyclical nature of the Foundation's funding, the Trustees will investigate with the funders an approach that will give a greater certainty to future funding and, where necessary, may include an exit strategy that will ensure operating costs are met. This Foundation Reserves Policy statement is reviewed on an annual basis.

Balance sheet

The Foundation's net assets at 31 May 2023 were £20.5m (2022: £4.8m); principally comprising cash and other investments of £107.2m, amounts due from the Funding Partners of £62.5m, other debtors of £0.8m, the management charge owed from Premier League Stadium Fund to the Foundation £1.3m, fixed assets of £0.8m less grants outstanding of £150.1m, less other creditors of £2.0m.

Investment powers, policy and performance

Investment powers are governed by the company's Articles of Association, which permit any surplus funds to be invested by the Board of Trustees. The Trustees intend that the real value of the Charity's investments be maintained and enhanced over the long-term by investment in a lower risk portfolio comprising solely of capital protected cash funds. Decisions on investment purchases and sales are made by the Audit, Remuneration & Governance Committee, which the Executive then actions. No environmental, social or governance (ESG) or ethical considerations are specified. The performance of investments has been in line with Trustees' expectations.

The Group had cash on deposit of £54.5m (2022: £59.1m), short-term investments of £52.6m (2022: £51.3m), and debtors due within the next 12 months of £64.6m at the end of the financial

The Football Foundation – Strategic Report

year. These will be used in future periods to pay grants that the Trustees have authorised and communicated to recipients. At the end of the financial year there were outstanding grants payable totalling £150.1m (2022: £122.8m). The Trustees' policy is not to commit funds beyond known funding.

As part of the terms and conditions attached to every grant awarded, an applicant agrees and accepts that payments of a grant can only be assured to the extent that the Foundation has available funds.

Going concern

The financial statements have been prepared on a going concern basis. Future funding has been confirmed in writing from the Premier League, The FA and the Government (via Sport England).

Financial risk management

The Foundation's operations expose it to a variety of risks that include liquidity risk, interest rate risk and credit risk. The Trustees delegate day-to-day responsibility for managing these risks to the Chief Executive, supported by the Chief Financial Officer.

Liquidity risk. Investments and cash are managed to ensure that there are sufficient funds available to meet the liabilities of the Foundation in a timely manner. Consequently, significant levels of funds are held on short-term deposit and are therefore, available at short notice.

Interest rate risk. Interest rate risk is managed by exploring the investment options available to the Foundation and investing where the best returns possible can be achieved at the lowest possible risk.

Credit risk. Credit risk is managed by reducing the cash collection period for trade debtors. The investments and cash are all held within UK-based banking institutions and building societies.

FY24-FY25 priorities and plans

We have identified three main objectives across three key areas to form the focus for our work across FY2023-25. These will be enhanced through several key projects in FY24:

Consolidate delivery

- To meet the new scale of investment in a challenging operating environment
 - Refresh Local Facility Football Plans (LFFPs)
 - Develop and support the delivery of the Multi-sport Pitch Advisory Service
 - PlayZones programme roll-out
 - Grass Pitch Improvement Programme
 - AGP Framework Re-Procurement

Develop sustainability

- To ensure our investment is transformative in its outcomes and the longevity
 - Governance and risk implementation
 - Data & Tech Strategy implementation
 - EDI - Together for Football
 - Single Site Services
 - Environmental Infill Solution
 - Legacy System Rationalisation
 - PitchPower Enhancements

The Football Foundation – Strategic Report

- GMS Portal Review
- New Finance System Implementation
- Cybersecurity

Demonstrate impact

- Our investment demonstrates the outcomes we want, and we attract the future funding we need
 - Social Return on Investment research
 - Longitudinal impact research
 - Post award Assurance
 - Data Inputs & Outputs

How the Board complied with its Section 172 duty

The Board have a duty to promote the success of the Charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

1. The likely consequences of decisions in the long term.
2. The interests of employees.
3. The need to foster the Charity's relationships with third-party stakeholders which, in the case of the Foundation, include people affected by our facilities, the people managing our facilities, supporters of grassroots football, the local councils and local authorities, key opinion leaders and other influencers.
4. The impact of the Charity's operations on the community and the environment.
5. The desirability of the Charity maintaining a reputation for high standards of business conduct.
6. The need to act fairly as between members of the Charity.

The Board delegates day-to-day management and decision making to the Chief Executive Officer and the Executive team at the Foundation, who are required to execute the Charity's strategy and to ensure that the Charity's activities are carried out in compliance with the policies approved by the Board.

The Board holds four Board meetings a year, as well as an annual one-day strategy meeting with the executive team at the Foundation, to assess progress and identify areas of focus for the following years. Several policies have been identified by the Board, as well as the Foundation's Audit Remuneration and Governance Committee ("ARG"), as being of fundamental importance and are reviewed on a cyclical basis by the Board and the ARG.

The Board receives updates on the Charity's performance and plans at each Board meeting, at which it reviews these in detail. By monitoring performance and ensuring that management is acting in accordance with the agreed strategy and plans, and in compliance with specific policies, the Board obtain assurance that in promoting the success of the Charity, due regard is given to the factors set out in section 172.

Engagement with the Charity's main stakeholder groups, including our staff, facility participants, facility operators, local councils, local authorities and relevant MPs, and other key opinion

The Football Foundation – Strategic Report

leaders and influences is undertaken by both the Trustees and the Executive team at the Foundation. As detailed in our Trustees and Directors section of the accounts, we have trustees from the Premier League, the FA and Government (via DCMS and Sport England) who promote the Foundation's aims and objectives themselves as well as across their organisational platforms.

The Trustees regularly reviews staff engagements through pulse surveys and assesses outcomes and actions as reported by the executive team at the Foundation. The Foundation have a group representing the culture and values the Foundation want to present and embody. This group and staff are widely consulted on matters on equality, diversity and inclusion matters. In addition, the Foundation regularly consult with employees so that their views can be considered in making decisions that are likely to affect their interests, via all staff meetings, all staff calls and the regular staff surveys.

The Foundation regularly consult with our applicants, including grassroots football clubs, schools and local councils. This is often through our pre-application engagement via our grant management team which is based across England to provide quick and effective support and guidance to applicants. We also conduct post-award support days and surveys to various grantees; this helps us identify grantee that require additional support post-grant award as well as gaining valuable data for the Foundation.

Delegation of authority

The Board believes governance of the Foundation is best achieved by delegation of its authority for the executive management of the Foundation to the Chief Executive, subject to defined limits and monitoring by the Board.

The Board routinely monitors the delegation of authority, ensuring that it is regularly updated, while retaining ultimate responsibility. The Board has adopted a long-standing governance framework, which includes principles outlining:

- The Board's relationship with Funding Partners and Executive management.
- The conduct of Board affairs and the tasks and requirements for all sub-committees.
- The Board's focus on activities that enable it to develop strategy, monitor Executive action and ongoing planning of Board and Executive management succession.

The governance framework covers the following principal areas:

1. Direction: Focusing primarily on strategic issues, while having regard to economic, political and social issues and other relevant external matters which may influence or affect the development of the Foundation and exemplify through the board principles (including the executive limitations), its expectations for the conduct of the Foundation and its employees.
2. Strategy: Responsibility for establishing and reviewing the long-term strategy and the annual business plan for the Foundation, based on proposals made by the CEO for achieving the Foundation's core objectives.
3. Monitoring decisions and actions of the CEO and the performance of the Foundation: This includes the implementation of, and performance against, the strategy and the plan as well as the exercise of authority delegated to the CEO. The Board satisfies itself that emerging and principal risks to the Foundation are identified and understood, systems of risk management, compliance and controls are in place to mitigate such risks and expected conduct of the Foundation and its employees is reflected in a set of values established by the CEO.

The Football Foundation – Strategic Report

4. Succession: Ensuring systems and processes are in place for succession, evaluation and compensation of the CEO and senior management. Those delegated to by the directors to take decisions have access to functional assurance support to identify matters which may have an impact on a proposed decision.

The Companies Act 2006 sets out a number of general duties which Directors owe to the company. legislation has been introduced to help stakeholders better understand how Directors have discharged their duty to promote the success of the company, while having regard to the matters set out in section 172(1)(a) to (f) of the Companies Act 2006 (section 172 factors). In 2022/2023, the Directors continued to exercise all their duties, while having regard to these and other factors as they reviewed and considered proposals from senior management and governed the company.

Sustainability

A two-phase research project looking into Sustainable Infill solutions for 3G football turf pitches. The first stage which included looking at the current market has laid groundwork for phase two to begin in FY23. This will include investing into a multi-pitch site for the purpose of “real-life” research of different pitch systems would provide a unique opportunity to gather objective “live” performance data.

Energy and Carbon Reporting

As part of the obligations set out under the Energy and Carbon Report Regulations 2018, the Foundation is required to disclose the energy and carbon created as an organisation over the last year starting on or after April 2019. To fulfil this, we have measured our UK Energy and greenhouse gas emissions as classified within scope 1 and 2 (Streamlined Energy and Carbon Reporting (SECR)) which are presented in tables 1, 2 and 3. This statement excludes our gas emissions as these are not material to the Foundation’s activities.

Organisational and Operational Boundaries of the Foundation

The Foundation does not have a complex structure and therefore it accounts for 100 percent of the greenhouse gas (GHG) emissions from operations over which it has control. The Foundation’s structural and operational boundaries are the same with the company operating from its sole operating base in London, and nearly half of the Foundation staff being remote workers who work from home and travel to Foundation funded sites to progress their work.

The office is located on a hosted site and therefore receives its energy from third parties. As such, consumption data is based on sub-meter readings taken by these parties.

Energy Consumption and Greenhouse Gas Emissions

The methodology used for determining energy and carbon emissions within this section of the report come from several sources of our greenhouse emissions:

- Fuel consumption in vehicles that are used for business including staff-owned vehicles (Scope 1).
- Electricity used for lighting, cooling, heating and air conditioning in office.

Electricity consumption has been taken from invoices and sub-meter readings as appropriate. Where the readings/invoices do not cover a full year, we have estimated the consumption for the full year based on the average consumption per day in the previous period. Also the Foundation moved out of the Paddington based office in December 2022 and moved into our

The Football Foundation – Strategic Report

Wembley Stadium office in March 2023, and the Foundation's office electricity usage is now covered by our service charge. Therefore, our electricity usage for 2023 is based off the usage whilst at the Paddington office only.

Fuel consumption is measured from the direct use of employee's personal vehicles and journeys by employees travelling to Foundation funded sites. As per Scope 1, where employees have used their own vehicles for business purposes a mileage allowance is paid, and this is identified by mileage claims put through our expense's software for FY23.

The Foundation's consumption and associated greenhouse gas emissions for the financial year 1 June 2022 to 31 May 2023 are shown in Tables 1 and 2 below, along with the same information for FY21 for comparative purposes.

Table 1: Total energy consumption associated greenhouse gas emissions from Scope 1 and Scope 2 for SECR Year 1 Reporting period.

Energy Type FY23	Energy Use (kWh)	% Split kWh	Emissions (tCO2e/yr.)	% Split CO2e
Electricity (Scope 2)	23,959	9.49%	4.96	8.51%
Transport (Scope 1)	228,6642	90.51%	53.36	91.49%
TOTAL	252,601	100%	41.14	100%

Energy Type FY22	Energy Use (kWh)	% Split kWh	Emissions (tCO2e/yr.)	% Split CO2e
Electricity (Scope 2)	40,885	21.85%	7.91	19.22%
Transport (Scope 1)	140,260	78.15%	33.23	80.78%
TOTAL	187,145	100%	41.14	100%

Table 2: Energy and Carbon Conversion Factors

Activity FY23	Fuel	Unit	Year	Kg CO2e
Electricity Generated	Electricity: UK	kWh	2023	0.207074
Transport (average car)	Petrol	kWh	2023	0.23338

The Football Foundation – Strategic Report

Transport (average car)	Petrol	Mile	2023	0.26379
----------------------------	--------	------	------	---------

**UK Government GHG Conversion Factors for Company Reporting, 2023, BEIS and DEFRA*

Activity FY22	Fuel	Unit	Year	Kg CO2e
Electricity Generated	Electricity: UK	kWh	2022	0.19338
Transport (average car)	Petrol	kWh	2022	0.22719
Transport (average car)	Petrol	Mile	2022	0.27436

**UK Government GHG Conversion Factors for Company Reporting, 2022, BEIS and DEFRA*

Vehicle use is based on employee travel using their own vehicles for business use. An assumption has been made that all vehicles use standard petrol and have and fall into the average petrol car for conversion figures. The fuel conversion factor applied (kWh/mile) is 0.26379 kg CO2e per mile / 0.23338 kg CO2e per kWh = 1.1303 kWh/mile.

Intensity Ratio

Intensity ratios compare emissions data with an appropriate business metric or financial indicator. This allows comparison of energy efficiency performance over time and with other similar types of organisations. We have chosen to compare our overall emissions with our annual income for the 2022/23 year.

Table 3: Intensity Ratio – Energy consumption and associated greenhouse gas emissions per £100,000 of annual income

Energy Consumption FY23	Total green- house gases emissions	The annual group income (£'m)	Intensity Ratio	Intensity Ratio
(kWh)	(tCO2e)	FY22	(kWh / £100,000 income)	(tCO2e / £100,000 income)
252,601	58.32	42.3	597.16646	0.13788

The Football Foundation – Strategic Report

Energy Consumption FY22	Total greenhouse gases emissions	The annual group income (£'m)	Intensity Ratio	Intensity Ratio
(kWh)	(tCO ₂ e)	FY22	(kWh / £100,000 income)	(tCO ₂ e / £100,000 income)
187,145	41.14	79.1	236.59294	0.05200

Energy Efficiency Key Points

The Foundation is committed to reducing its carbon and greenhouse gas emissions and one of the major areas of focus around this in 2022/23. As mentioned previously the Foundation downsized their office, by moving out of Eastbourne Terrace in Paddington in December 2022, and moving into Wembley Stadium. The Foundation continue with a review of hybrid working methods going forward. In addition, the Foundation is researching and reviewing potential electrification of the vehicles the remote staff are using for the mileage (site visits), one such option is an electric vehicle salary sacrifice scheme.

The Football Foundation Trading Limited (Reg no: 4202574)

The Football Foundation Trading Limited (FFTL) was established to trade and generate funds for the Foundation with no restriction on the activities. Further to the successful divestment of Upshot in FY21, there was no activity in FFTL, with there being no principal activity in FFTL in FY23. FFTL's only activity in FY23 was audit fees, tax fees, storage & archiving, and a dividend payment up to the Foundation. The next step in FY24 is to clear the remaining cash from FFTL into the Foundation and then making FFTL a dormant organisation.

FFTL's policy is to make an annual gift aid payment to the Foundation, thereby transferring all its current realised profits to the Charity. Due to no trading activity in FY23, there is no such profit was available for gift aid in the year under review (2022: £nil).

One of the Directors of the FFTL, P D G McCormick OBE, is also a Trustee of the Foundation. The other Director, R J Sullivan, is the Chief Executive of both FFTL and the Foundation.

Related Parties

In the pursuit of its charitable objectives, the Foundation has historically utilised its trading subsidiary, FFTL, which in 2023 had no trading activity. In addition to this, employees of the Foundation have joint employment contracts with the Premier League Stadium Fund Limited to deliver grants from both entities. The Premier League Stadium Fund Limited does not incur any direct salary costs, the salary costs incurred by The Foundation on the company's behalf form part of the annual administrative expenses recharged to the company, £1.3m in 2023 (2022: £0.7m).

Principal risks and uncertainties

The business, its management and execution of the Charity's strategy are exposed to several risks; these risks are identified and mitigated where possible. Within the work of the Foundation, there are broadly three types of risk:

- **Strategic risks:** These are major concerns, such as reputational risk or the risk that the Foundation will fail to deliver on a major strategic target, objective or project. They are more often external issues with high impact which require a response plan to mitigate the effects

The Football Foundation – Strategic Report

of the risk event happening, as controlling the occurrence may be outside the Foundation's sphere of influence. The Foundation's risk assessment process analyses these risks to establish their root cause and then considers appropriate management responses. These are collated into the Strategic Risk Register, which is reviewed monthly by the Executive Team. The Strategic Risk Register is presented at every Board meeting.

- Operational risks:** Operational risks are part of day-to-day management and Heads of Department are expected to articulate an understanding of the key risks in their area of operation, together with an explanation as to how these are being managed and mitigated. With the support of Heads of Department, each Director inputs into a risk and control framework annually, which is monitored regularly throughout the year. Whilst each risk is "owned" by the relevant Head of Department, any risks which increase significantly in terms of either Likelihood or Impact are escalated to the Executive Team and are then managed as a part of the Strategic Risk Management process. Operational risks are presented quarterly to a Board sub-committee.
- Grant project risks:** These are risks arising from a particular programme or project (such as the project cost and inflation risk mentioned earlier in this report) and are managed as part of the grant-giving governance for that activity. These are regularly reviewed and monitored. This is part of effective project governance and management.

The Foundation's Risk Register contains two sections: strategic risk and operational risk. Strategic risk is managed by the Executive and Board; whereas operational risk is managed within functional teams, except for escalated operational risks that need to be referred "up the chain".

Throughout 2022 and 2023 we continued to monitor the following strategic risks:

Risk	Mitigation
People Leadership and Culture: the ability to recruit and retain	The employee proposition is regularly reviewed and adjusted if necessary to ensure the Foundation is an attractive place to work. This is supported by succession planning and investment into salary and training to support progression of key personnel and those with specialist skills.
Income and financial sustainability	The external environment and political landscape are monitored, and the organisation has strategies that it can deploy to emerging issues e.g. Cost volatility. The financial resources are reviewed over an annual and a three-year period, including cashflows and budget and plans.
Cyber security, malware, ransom ware and phishing scams	The Foundation has robust IS security processes in place, software and password requirements. Awareness training modules are mandatory for all staff.
Failure to deliver inclusive outcomes	Tracking and reviewing delivery against our KPIs via the performance framework ensures that we remain on track or take corrective action if necessary. Additionally, we are now reporting our Social Return on Investment. The framework is reviewed by the Executive Team, the ARG and the Board.

The Football Foundation – Strategic Report

The Report of the Trustees prepared under the Charities Act 2011, which also contains all the information required in a Directors' Report by the Companies Act 2006, and the incorporated Strategic Report prepared under the Companies Act 2006, were approved by the Board of Trustees on 13 September 2023 and signed on behalf of the Trustees by Jennie Goodman, Company Secretary.

Approved by order of the Board


Jennie Goodman (Sep 23, 2023 14:18 GMT+1)

J Goodman

Company Secretary

DATE 23 September 2023

Reg no: 387630

The Football Foundation – Independent Auditor’s Report

INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF THE FOOTBALL FOUNDATION

Opinion

We have audited the financial statements of The Football Foundation (the ‘parent charitable company’) and its subsidiaries (the ‘group’) for the year ended 31 May 2023 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group’s and the parent charitable company’s affairs as at 31 May 2023 and of the group’s 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 group and parent 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 statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group’s or parent 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.

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor’s report thereon. The trustees are responsible for the other information contained within the Report of the Trustees. 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.

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

The Football Foundation – Independent Auditor’s Report

in the course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees’ Report, which includes the Directors’ Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors’ Report and the Strategic Report included within the Trustees’ Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors’ Report, or the Strategic Report included within 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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 5, 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 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 group’s and parent charitable 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 trustees either intend to liquidate the group or parent charitable 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

The Football Foundation – Independent Auditor’s Report

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents and evaluating advice received from internal advisors.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business.

The Football Foundation – Independent Auditor’s Report

A further description of our responsibilities for the audit of the financial statements is provided 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.

RSM UK Audit LLP

Nicholas Sladden (Senior Statutory Auditor)

For and on behalf of RSM UK Audit LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street

London

EC4A 4AB

United Kingdom

Date 26 September 2023

The Football Foundation - Financial Statements

**Consolidated statement of financial activities
(including the income and expenditure account) for the
year ended 31 May 2023**

		Restricted funds	Unrestricted funds	Total funds	Total funds
		2023	2023	2023	2022 restated
	Note	£'000	£'000	£'000	£'000
Charitable Activities	2	64,726	37,198	101,924	77,914
Investment Income	14	-	1,306	1,306	445
Interest income	4	-	1,556	1,556	21
Other income	4	-	1,537	1,537	760
Income		64,726	41,597	106,323	79,140
Trading costs	3	-	(2)	(2)	(6)
Net (expenditure) income from trading activities		-	(2)	(2)	(6)
Total income		64,726	41,595	106,321	79,134
Expenditure on:					
Charitable activities	5	(65,338)	(25,049)	(90,387)	(102,524)
Loss on Disposal of Assets		-	(291)	(291)	-
Total expenditure		(65,338)	(25,340)	(90,678)	(102,524)
Net income / (expenditure)	7	(612)	16,255	15,643	(23,390)
Net movement in funds		(612)	16,255	15,643	(23,390)
Reconciliation of funds:					
Funds brought forward at 1 June		2,889	1,956	4,845	28,235
Funds carried forward at 31 May	17	2,277	18,211	20,488	4,845

Investment Income has been reclassified under the income section in line with the requirements of the SORP.

The notes on pages 37 to 55 form part of these financial statements.

The Football Foundation - Financial Statements

Group and Charity Balance sheets as at 31 May 2023

	Note(s)	Group		Charity	
		2023	2022	2023	2022
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11	720	908	720	908
Tangible assets	12	55	384	55	384
		775	1,292	775	1,292
Current assets					
Stock		27	130	27	130
Debtors: amounts falling due within one year	13	57,804	7,817	57,804	7,814
Debtors: amounts falling due after one year	13	6,873	9,046	6,873	9,046
Investments	14	52,636	51,330	52,636	51,330
Cash at bank and in hand		54,517	59,116	54,517	58,800
		171,857	127,439	171,857	127,120
Creditors: amounts falling due within one year	15	(152,144)	(123,886)	(152,144)	(123,879)
Net current assets		19,713	3,553	19,713	3,241
Total assets less current liabilities		20,488	4,845	20,488	4,533
Net assets	17	20,488	4,845	20,488	4,533
Funds					
Unrestricted funds:					
Funds retained within the Charity	16	18,211	1,644	18,211	1,644
Funds retained within a non-charitable subsidiary	16	-	312	-	-
Restricted Funds:					
Funds retained within the Charity	16	2,277	2,889	2,277	2,889
Total funds	16,17	20,488	4,845	20,488	4,533

A separate statement of financial activities and income and expenditure account are not presented for the Charity itself as permitted by Section 408 of the Companies Act 2006. The net income for the Charity for the year was £15.9m (2022: net expenditure of £23.4m).

The financial statements on pages 34 to 53, which comprise the Consolidated statement of financial activities, the Group and Charity balance sheets, the Consolidated cash flow statement and the related notes were approved by the Board of Trustees on 13 September 2023 and signed on its behalf by:


null Martin (Sep 23, 2023 21:52 GMT+1)
M R Glenn
Chairman

The Football Foundation - Financial Statements

Consolidated cash flow statement for the year ended 31 May 2023

	Note	2023 £'000	2022 £'000
(a) Reconciliation of net income to net cash flow from operating activities			
Net movement in funds (as per the consolidated statement of financial activities)		15,643	(23,390)
Adjustments for:			
Amortisation of intangible assets	11	192	146
Depreciation of tangible assets	12	57	86
(Profit)/Loss on disposal of tangible assets	12	291	-
Income from interest on cash deposits	4	(1,556)	(21)
Interest received on investments	14	(930)	(295)
Interest accrued on investments	14	(376)	(150)
(Increase)/Decrease in debtors	13	(47,814)	8,915
Increase in creditors	15	28,258	44,317
Increase in stock		103	42
Net cash provided by operating activities		(6,132)	29,650
(b) Statement of cash flows			
Net cash provided by operating activities		(6,132)	29,650
Cash flows from investing activities:			
Income from interest on cash deposits	4	1,556	21
Proceeds from the sale of intangible assets	11	-	-
Proceeds from the sale of tangible assets	12	-	-
Purchase of tangible assets	12	(19)	(34)
Purchase of intangible assets	11	(4)	(382)
Net cash used in investing activities		1,533	(395)
Net cash (outflow) / inflow		(4,599)	29,255
Change in cash and cash equivalents in the year		(4,599)	29,255
Cash and cash equivalents at 1 June		59,116	29,861
Cash and cash equivalents at 31 May		54,517	59,116

The Football Foundation - Notes to the financial statements

1. Principal accounting policies

General information

The Football Foundation (the 'Foundation' or the 'Charity') is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation in April 2000 and registered with the Charity Commission. The other company included within the group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001. The consolidated financial statements for the year ended 31 May 2023 relate to the total activities of the two legal entities.

The address of the Foundation's registered office is Wembley Stadium, Wembley Park, London HA9 0WS.

Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the Charity, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

A summary of the principal accounting policies, which have been applied consistently unless stated, is set out below.

Going concern

The financial statements have been prepared on a going concern basis. The Funding Partners have confirmed their funding through to September 2024 has now been confirmed in writing by The FA, Premier League and the Government (via Sport England). The Trustees' policy is not to commit funds beyond known funding.

Basis of consolidation

The consolidated statement of financial activities, the consolidated balance sheets and the consolidated cash flow statement include the financial statements of the Charity and its subsidiary undertaking (together the 'Group') made up to 31 May 2023. The subsidiary has been consolidated on a line-by-line basis. Intra group transactions and profits and balances have been eliminated on consolidation, where material.

The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities. A separate SOFA has not been presented for the standalone Charity, as permitted by Section 408 of the Companies Act 2006 and 2019 SORP.

Currency

The Charity's functional and presentational currency is pounds sterling. Monetary amounts in these financial statements are rounded to the nearest £'000.

Income

Donations that provide core funding or are of a general nature are included in the statement of financial activities on the following bases:

The Football Foundation - Notes to the financial statements

1. Principal accounting policies (continued)

All donations received are recognised when the Foundation is entitled to funds, where there is probability of receipt, and the amount can be reliably quantified. The Foundation has three-year funding cycles with its funders The FA, the Premier League, and the Government (via Sport England). The FA and the Premier League's funding is accounted in the financial year to which the funders have indicated that income is for in their funding agreements and these funds can be used for operational and grant expenditure. Donations from the Government (via Sport England) is received in arrears following evidence of grant expenditure. Donations to the restricted fund are recognised on a receivable basis, where there is a signed funding agreement and there is commitment by the Foundation of such funds to the agreed programme.

Income from commercial trading activities is recognised as earned (as the related goods and services are provided). Income from cash deposits and other investments is recognised on an accruals basis.

In addition, as part of the sale of the Upshot business, the Foundation Board agreed to the deferred consideration of the asset purchase over a four-year period. The Foundation Executive believes that this will be paid in full as the Upshot business was already a successful profit-making operation prior to the divestment.

Expenditure

Expenditure is recognised when a liability is incurred.

Grants payable are recognised in the statement of financial activities when the grant has been authorised and communicated to the recipient. This is deemed to have created a constructive obligation and liability as there are no significant conditions attached to payment of the grants.

Charitable activities include expenditure associated with sport related grants and include both the direct and support costs relating to these activities.

Governance costs include those incurred in the governance of the Charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include the central functions of finance, human resources, information technology, external relations and general administration, and have been allocated to activity cost categories on a basis consistent with the use of resources (see note 6) including travel & meetings, office & premises, public relations & marketing, recruitment and training, consultancy and accountancy & professional costs.

Operating leases

Rental costs are recognised in the statement of financial activities on a straight-line basis.

The Football Foundation - Notes to the financial statements

1. Principal accounting policies (continued)

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Fund accounting

The funds of the Charity have been segregated as follows:

Restricted funds consist of donations received, for which the donor has specified the purposes for which the resources can be utilised. Expenditure on restricted funds reflects the appropriate expenditure that has been charged to those funds.

All other funds are unrestricted and available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Pension costs

The Group makes contributions to defined contribution pension schemes on behalf of certain staff members, the assets of which are held separately from those of the Group in an independently administered fund. The cost of these contributions is charged to the statement of financial activities as incurred.

Tangible assets and depreciation

Capitalisation and replacement

The cost of tangible assets is their purchase cost, together with any incidental costs of acquisition. Assets of over £250 are capitalised.

Depreciation

Depreciation is calculated on a straight-line basis so as to write off the cost or valuation of tangible assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. Assets in the course of construction are not depreciated until they are brought into use. The principal annual rates used for this purpose are:

	Years
Fixtures and fittings	10
Computer software and equipment	4

Intangible assets

Intangible assets represent software development costs and are capitalised when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and there is a readily ascertainable market value for the asset being developed, and the cost of these assets can be measured reliably, consistent with the requirements of FRS 102 Section 18. Those costs are amortised on a straight-line basis over seven years, in line with the depreciation period for computer software.

The Football Foundation - Notes to the financial statements

1. Principal accounting policies (continued)

Deferred taxation

A provision is made for deferred taxation using the incremental liability method where the Group consider deferred taxation has a material impact on the financial statements. Material deferred tax assets are only recognised to the extent they are recoverable.

Irrecoverable Value Added Tax

Any irrecoverable VAT is charged to the statement of financial activities or capitalised as part of the cost of the related asset, where appropriate.

Stock

Equipment, for The FA's Respect scheme, is valued at the lower of cost and net realisable value using a first-in, first-out (FIFO) method of calculation.

Investment income

Income from cash deposits, held with a maturity of greater than three months, is accounted for on an accruals basis.

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, short-term deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Critical accounting judgements and key estimates

The preparation of the financial statements requires judgements, estimations and assumptions to be made that affect the reported values of assets, liabilities, revenues, and expenses. The nature of estimation and judgement means that actual outcomes could differ from expectation. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year

Critical areas of judgement

- (a) The Charity allocates support costs between different charitable activities using Executive Management's judgement of the proportion of effort expended on each category during the year.
- (b) The Charity has capitalised several intangible asset builds in the current financial year, such as the new Foundation website and other facilities' software; this was based on the judgement that these intangible assets will provide future economic benefit to the Foundation and their costs can be reliably measured. These assets are amortised on a straight-line basis over 7 years, in line with the depreciation period for computer software.

The Football Foundation - Notes to the financial statements

2. Charitable Activities

	2023 £'000	2022 £'000
Unrestricted		
The Football Association (FA)	17,858	11,312
Premier League	19,340	12,000
	37,198	23,312
Restricted		
The Government funds managed by Sport England	64,200	39,000
Sport England – Active Through Football	-	13,870
Sport England – Multi-Sport	344	1,676
Rugby Football Union – Multi-Sport	56	56
The Football Association - PEA	97	-
Lawn Tennis Association (LTA)	29	-
	64,726	54,602
Total	101,924	77,914

3. Subsidiary undertaking

The subsidiary undertaking of the Charity, FFTL, is a company registered in England and Wales (no. 4202574) in which the Charity holds 1 £1 ordinary share representing 100% of the issued share capital.

There was no business activity in FFTL during 2023. The subsidiary donates any available realisable profits to the Charity each year by gift aid and incurs an annual royalty fee of 2% of its turnover to the Charity under an agreement as consideration for the use of the Charity's name and logos. The Board of Directors passed a resolution for a final dividend to be paid from FFTL to The Football Foundation at the May 2023 Board meeting, and the £310k dividend payment was subsequently made. The next step in 2023/24 will be to make FFTL dormant necessitating the adoption of a non-going concern basis of accounting. FFTL's trading results for the year, as extracted from the audited financial statements, are summarised below:

	2023 £'000	2022 £'000
Administrative expenses	(2)	(9)
Dividend to the Foundation	(310)	-
Corporation tax	-	3
(Loss) of subsidiary	(312)	(6)

	2023 £'000	2022 £'000
Current assets	-	319
Current liabilities	-	(7)
Net assets	-	312

The Football Foundation - Notes to the financial statements

4. Interest and Other income

	2023 £'000	2022 £'000
Interest receivable on cash deposits	1,556	21
Other income	277	33
Furlough income	-	6
Management fee (Premier League Stadium Fund)	1,260	721
	3,093	781

5. Analysis of expenditure

	Direct staff costs	Other direct costs	Support costs	2023 Total	2022 Total
Activity:	£'000	£'000	£'000	£'000	£'000
Awarding of grants					
Unrestricted:	3,250	15,989	5,218	24,457	49,110
Grants payable					
Governance costs (see note 6b)	-	-	592	592	560
Restricted:	127	64,966	245	65,338	52,854
Grants payable					
	3,377	80,955	6,055	90,387	102,524
Trading costs	-	1	1	2	9
Total	3,377	80,956	6,056	90,389	102,533

Grants awarded during the financial year are summarised in note 23. Support costs are further analysed in note 6a.

The Football Foundation - Notes to the financial statements

6. Allocation of support costs and analysis of governance costs

6a. Allocation of support costs

	Unrestricted Grant payable	Governance costs	Restricted Grant payable	Trading costs	2023 Total	2022 Total
Support costs:	£'000	£'000	£'000	£'000	£'000	£'000
Indirect staff costs	1,417	-	-	-	1,417	1,037
Apportionment of staff costs	-	396	-	-	396	378
Travel and meetings	236	9	3	-	248	151
Office and premises	1,054	42	-	-	1,096	1,050
Public relations and marketing	701	29	-	-	730	266
Recruitment and training	87	4	-	-	91	82
Consultancy	1,717	69	242	-	2,028	1,320
Accountancy and professional	6	43	-	1	50	40
	<u>5,218</u>	<u>592</u>	<u>245</u>	<u>1</u>	<u>6,056</u>	<u>4,324</u>

6b. Analysis of governance costs

	2023	2022
Costs/category:	£'000	£'000
External audit	42	25
Apportionment of staff costs	389	375
Apportionment of support costs	154	157
Trustee Board costs	7	3
	<u>592</u>	<u>560</u>

The apportionment of staff costs has been assumed by using an estimated percentage of total employee time spent on governance related work. This varies depending on employee roles.

The Football Foundation - Notes to the financial statements

7. Net income / (expenditure)

	2023 £'000	2022 £'000
Net (expenditure) / income is stated after charging:		
Depreciation on tangible assets	57	86
Amortisation on intangible assets	192	146
Loss on disposal of tangible fixed assets	(291)	-
Amounts payable under operating leases	2	278
Auditor's remuneration for:		
Audit services	36	25
Tax and other services	6	9

The Charity incurred audit costs of £32,200 excluding VAT (2022: £23,000) and taxation and other services costs of £2,400 excluding VAT (2022: £815). Audit costs of £4,730 excluding VAT (2022: £4,300) and taxation and other service costs of £1,950 excluding VAT (2022: £2,448) incurred by the trading subsidiary are included within the trading costs.

8. Employee information

	2023 Number	2022 Number
Average monthly number of persons employed by the Group and Charity during the year was:		
Foundation	84	63
FCTL	-	-
	84	63

Staff costs

Group and Charity	2023 £'000	2022 £'000
Wages and salaries	4,221	2,939
Social security costs	482	340
Other pension costs	333	247
	5,036	3,526

The Group operates a defined contribution pension scheme contributing 8.0% (2022 8.0%) of gross salaries on behalf of employees.

8. Employee information (cont.)

The number of employees whose emoluments exceeded £60,000 was:

The Football Foundation - Notes to the financial statements

Group	2023 Number	2022 Number
£60,001 - £70,000	6	2
£70,001 - £80,000	6	2
£80,001 - £90,000	2	-
£90,001 - £100,000	1	2
£100,001 - £110,000	1	1
£110,001 - £120,000	1	-
£130,001 - £140,000	1	1
£140,001 - £150,000	1	-
£220,001 - £230,000	-	1
£230,001 - £240,000	1	-

For those staff whose emoluments exceeded £60,000, pension contributions amounting to £67,265 (2022: £67,265) were for the provision of money purchase benefits. No Trustee received any remuneration from the Group during the year. No Trustees were reimbursed for expenditure on travel and subsistence, incurred for attendance at Board meetings on behalf of the Foundation (2022: Nil).

Senior employees who have the authority and responsibility for planning, directing, and controlling the activities of the Group are considered to be key management personnel. Total remuneration in 2023 in respect of these six (2022: Seven) individuals was £833,897 (including Employer's NIC) (2022: £755,209).

9. Taxation

The Foundation is a registered charity and, as such, is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the Charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

The Charity is not registered for VAT and, accordingly, all its expenditure is recorded inclusive of any VAT incurred.

FCTL is registered for VAT and, consequently, all its income and expenditure is recorded net of VAT. As per policy, FCTL gift aids all of its available realised profits to the Charity.

A deferred tax asset of £113,117 (2022: £112,770) has not been recognised on the losses arising in FCTL on the basis that sufficient profits cannot be guaranteed at this stage of FCTL's development and historical deficits brought forward exceed profits generated to date.

10. Net income dealt with in the Charity's financial statements

The income attributable to the Charity was £106.3m (2022: £79.1m). The expenditure for the year attributable to charitable activities was £90.7m (2022: £102.5m).

11. Intangible assets

The Football Foundation - Notes to the financial statements

Group and Charity	Total £'000
Cost	
At 1 June 2022	2,475
Additions	4
At 31 May 2023	2,479
Accumulated amortisation	
At 1 June 2022	1,567
Charge in year	192
At 31 May 2023	1,759
Net book value	
At 31 May 2023	720
At 31 May 2022	908

Intangible assets comprise software development, Pitchfinder, PitchPower, Facilities Central and the Foundation website.

12. Tangible assets

Group and Charity	Fixtures and fittings	Computer software and equipment	Total
	£'000	£'000	£'000
Cost			
At 1 June 2022	830	3,216	4,046
Additions	-	19	19
Disposal	(540)	(41)	(581)
At 31 May 2023	290	3,194	3,484
Accumulated depreciation			
At 1 June 2022	497	3,165	3,662
Charge in year	32	25	57
Disposal	(249)	(41)	(290)
At 31 May 2023	280	3,149	3,429
Net book value			
At 31 May 2023	10	45	55
At 31 May 2022	333	51	384

The Football Foundation - Notes to the financial statements

13. Debtors

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Amounts owed by FSIF	1,271	740	1,271	740
Trade debtors	73	67	73	67
Other debtors	2	3	2	-
Prepayments and accrued income	56,458	7,007	56,458	7,007
	57,804	7,817	57,804	7,814

DCMS (via Sport England) committed to funding up to £14.5m for Active Through Football to the Foundation of which £9.8m remained outstanding as at 31 May 2023 (2022: £11.9m). This was included as part of accrued income and is expected to be received in full by 31 May 2026, with £3m expected to be received in 2023/2024. In addition, there is £46.9m (2022: Nil) remaining outstanding from DCMS's core funding for FY23, due to live projects claims which will fall into FY24 and beyond, it is expected this will be received in full by 31 May 2024.

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Amounts falling due after one year:				
Upshot Systems CIC	73	146	73	146
Prepayments and accrued income	6,800	8,900	6,800	8,900
	6,873	9,046	6,873	9,046

14. Investments

	2023	2022
Group and Charity	£'000	£'000
At 1 June	51,330	50,885
Interest received on investments	930	295
Interest accrued on investments	376	150
At 31 May	52,636	51,330

The Foundation invests available funds into notice accounts and fixed-term cash deposits. The maximum duration was twelve months.

The Football Foundation - Notes to the financial statements

15. Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Trade creditors	1,319	368	1,319	368
Taxation and social security costs	155	133	155	133
Grants payable	150,091	122,764	150,091	122,764
Accruals	579	621	579	614
	152,144	123,886	152,144	123,879

16. Funds

Group	2022 Balance £'000	Income £'000	Expenditure £'000	Investment income £'000	2023 Balance £'000
Unrestricted funds					
General funds retained within the Charity	1,644	40,601	(25,340)	1,306	18,211
General funds retained within FFTL	312	-	(312)	-	-
Restricted funds					
Active Through Football Income	2,148	-	(160)	-	1,988
Sport England – Core Funding Income	-	64,200	(64,200)	-	-
Sport England – multi-sport Income	741	344	(796)	-	289
RFU – multi-sport Income	-	56	(56)	-	-
The FA – Post Event Assurance	-	97	(97)	-	-
LTA – Procurement Support	-	29	(29)	-	-
Total funds	4,845	105,327	(90,990)	1,306	20,488

The Football Foundation - Notes to the financial statements

16. Funds (continued)

Charity	2022 Balance £'000	Income £'000	Expenditure £'000	Investment income £'000	2023 Balance £'000
Unrestricted funds					
General funds retained within the Charity	1,644	40,601	(25,340)	1,306	18,211
Restricted funds					
Active Through Football Income	2,148	-	(160)	-	1,988
Sport England – Core Funding Income	-	64,200	(64,200)	-	-
Sport England – multi-sport Income	741	344	(796)	-	289
RFU – multi-sport Income	-	56	(56)	-	-
The FA – Post Event Assurance	-	97	(97)	-	-
LTA – Procurement Support	-	29	(29)	-	-
Total funds	4,533	105,327	(90,678)	1,306	20,488

The restricted funds detailed above have been provided by two funders. Firstly, Sport England are funding the “Active Through Football” programme in full, which is being undertaken at the Foundation, this includes all operating and grant costs. Secondly, Sport England’s core funding from DCMS is restricted for 2023 and this covers the grants on capital projects in 2023 of which all funding was utilised. Thirdly, Sport England’s multi-sport funding and RFU’s multi-sport funding which is for operational and grant costs relating to multi-sport activities. Fourthly, The FA post event assurance funding is for use of review and improvements to the Foundation’s assurance processes. Finally, the Foundation supported the Lawn Tennis Association (LTA) with setting up their new procurement service for tennis courts, a fixed rate plus legal fees was agreed as the cost.

17. Analysis of the net assets between funds

Group	Unrestricted funds £'000	Restricted funds £'000	Balance 2023 £'000
Intangible assets	720	-	720
Tangible assets	55	-	55
Net current assets	17,436	2,277	19,713
Net assets	18,211	2,277	20,488

The Football Foundation - Notes to the financial statements

Group	Unrestricted funds £'000	Restricted funds £'000	Balance 2022 £'000
Intangible assets	908	-	908
Tangible assets	384	-	384
Net current assets	664	2,889	3,553
Net assets	1,956	2,889	4,845

Charity	Unrestricted funds £'000	Restricted funds £'000	Balance 2023 £'000
Intangible assets	720	-	720
Tangible assets	55	-	55
Net current assets	17,436	2,277	19,713
Net assets	18,211	2,277	20,488

Charity	Unrestricted funds £'000	Restricted funds £'000	Balance 2022 £'000
Intangible assets	908	-	908
Tangible assets	384	-	384
Net current assets	352	2,889	3,241
Net assets	1,644	2,889	4,533

17. Reconciliation of net cash flow to movement in net funds

	2023 £'000	2022 £'000
Group		
Change in net funds:		
(Decrease) / Increase in cash	(4,599)	29,255
Net funds at 1 June	59,116	29,861
Net funds at 31 May	54,517	59,116
Charity		
Change in net funds:		
(Decrease) / Increase in cash	(4,283)	29,315
Net funds at 1 June	58,800	29,485
Net Funds at 31 May	54,517	58,800

The Football Foundation - Notes to the financial statements

18. Operating leases

Annual commitments in respect of land and buildings under operating leases:

	2023	2022
Group and Charity	£'000	£'000
Operating leases which expire:		
Within one year	-	278
Two to five years	2	-
	<u>2</u>	<u>278</u>

19. Commitments

All grant commitments have been recognised once a grant offer letter has been issued.

20. Capital

The Charity is a company limited by guarantee. Each member has undertaken to contribute £1 to the assets of the company to meet its liabilities if called on to do so. The total amount guaranteed by members at 31 May 2023 is £2 (2022: £2).

21. Related party transactions

The only transactions between the Foundation and The Football Foundation Trading Limited, is the Dividend payment from FFTL to the Foundation which has been covered in further detail in note 3, which in 2023 was £310k (2022: Nil).

Employees of the Foundation have joint employment contracts with the Premier League Stadium Fund Limited to deliver grants from both entities. The Premier League Stadium Fund Limited is funded by the Premier League and is also a grant giving entity, and the employees of The Football Foundation help to identify and deliver these grants under their joint employment contracts. The Premier League Stadium Fund Limited does not incur any direct salary costs, the salary costs incurred by The Football Foundation on the company's behalf form part of the annual administrative expenses recharged to the company, £1.3m in 2023 (2022: £0.7m). Mr W M Bush is the Executive Director of the Premier League and Director of the Premier League Stadium Fund Limited. The Premier League donated £19.3m (2022: £12.0m) to the Foundation during the year. At the year end, £1.3m (2022: Nil) of the donated amount was outstanding and was received in July 2023 (this was included as part of the accrued income within note 13). Also at the year end, the annual administrative expenses recharge from the Premier League Stadium Fund Limited to The Football Foundation of £1.3m in 2023 (2022: £0.7m) was outstanding.

Mr P D G McCormick OBE is an employee of the Premier League (Chairman of the Football Board and nominated Director of The FA (including currently serving as interim Chairman), Senior Partner at McCormick Solicitors (including Executive Chairman of the Legal Advisory Group to the Premier League) and Chairman of the Premier League Stadium Fund Limited.

Mr M W Bullingham is the Chief Executive Officer of The FA and Director of the Premier League Stadium Fund Limited. The FA donated £17.9m (2022: £11.3m) to the Foundation during the year.

Mr J Pearce is member of The FA's Board (National Game representative), Remuneration Committee, Judicial Panel, National Game Finance Committee and Alliance Committee. He is also a member of the Premier League Stadium Fund Limited Investment Panel, the General Manager and Vice-Chairman of Bognor Regis Town F.C. and a council member of Sussex County FA.

The Football Foundation - Notes to the financial statements

Mr T Hollingsworth is the Chief Executive Officer of Sport England. The Government (via Sport England) donated £64.2m (2022: £39.0m) to the Foundation during the year. DCMS (via Sport England) committed to funding up to £14.5m for Active Through Football to the Foundation of which £9.8m remained outstanding as at 31 May 2023 (2022: £11.9m). This was included as part of accrued income and is expected to be received in full by 31 May 2026, with £3m expected to be received in 2023/2024. In addition, there is £46.9m (2022: Nil) remaining outstanding from DCMS's core funding for FY23, due to live projects claims which will fall into FY24 and beyond, it is expected this will be received in full by 31 May 2024.

The Foundation's and FFTL's staff are employed under joint contracts with the Premier League Stadium Fund Limited. A proportion of staff costs are recharged to the Premier League Stadium Fund Limited together with an element of the running costs of the Foundation totalling £1.3m (2022: £0.7m).

22. Grants awarded during the financial year

Grants awarded during the financial year amounted to £81.0m (2022: £94.5m). A list of the 50 largest facility grants awarded during the year is provided below. Each of these organisations received at least one grant in the financial year. The grants payable disclosed exclude grant delivery costs amounting to £9.0m (2022 £6.4m). No grant has been made to any individual (2022: same).

<i>Single Fund</i>	<i>£</i>	<i>Single Fund</i>	<i>£</i>
Derby City Council	6,000,000	VanDyke Upper School	736,061
Portsmouth City Council	4,400,000	Chichester District Council	729,489
North Tyneside Council (St Peters Playing Fi	1,880,806	Bournemouth Christchurch & Poole Council	726,086
Bury Metropolitan Borough Council	1,809,709	Central Bedfordshire Council	676,062
Bournemouth University	1,723,253	Tankerton Football Club	666,934
North East Lincolnshire Council	1,526,738	University Of Worcester	661,528
Spirit Holdings Limited	1,171,320	Ousedale School	649,619
Simon Langton Girls' Grammar School	994,870	Newcastle Town Football Club Youth	639,588
Bottesford Town FC	952,919	Cams Hill School	639,088
Darlington Borough Council	941,842	Ryedale Learning Trust	615,211
The Nest (Norfolk's Community Hub) Limited	908,166	Westmorland and Furness Council	605,174
Sigma Trust	895,746	Salford City Council	603,495
Advance Learning Partnership (Whitworth Ac	874,417	Chasetown FC (2021) Limited	579,774
David Ross Education Trust	873,662	Kempston Rovers F.C.	560,390
Weydon Multi Academy Trust	850,000	Reading FC Community Trust	550,000
Everett Rovers Fc	834,928	Cobham F.c.	544,207
Haverhill Community Sports Association	825,662	Glf Schools	535,420
The Dean Trust	801,191	Norfolk County Football Association Ltd	509,823
John Leggott College	790,831	Excalibur Academies Trust	481,077
Harpenden Town Council	784,268	Allscott Sports Club Ltd	475,000
Islington Council	750,000	Mersham Sports Club	467,708
Meridian Trust	750,000	Wolverley CE Secondary School & Sixth Form	402,986
Prince Henry's Grammar School (Otley)	749,782	St Day Afc	250,000
Great Yarmouth Borough Council	747,078	Wallsend Boys Club	250,000
Harpenden Secondary Education Trust	744,864	Accrington Stanley Community Trust	250,000

Grants	Total value (£m)
50 largest facility grants	47.4
Other	33.6
Total	81.0

The Football Foundation - Notes to the financial statements

23. Ultimate controlling party

There is no ultimate controlling party of The Football Foundation.

FF accounts FY23

Final Audit Report

2023-09-26

Created:	2023-09-21
By:	Harry Hawkins (harry.hawkins@footballfoundation.org.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAUtlJZh-OD84eQ0vIVr66INv7nGnbPAi

"FF accounts FY23" History

-  Document created by Harry Hawkins (harry.hawkins@footballfoundation.org.uk)
2023-09-21 - 8:44:42 AM GMT- IP address: 194.0.214.85
-  Document emailed to null Robert (rjs@footballfoundation.org.uk) for signature
2023-09-21 - 8:47:36 AM GMT
-  Email viewed by null Robert (rjs@footballfoundation.org.uk)
2023-09-22 - 7:05:53 AM GMT- IP address: 82.132.228.66
-  Signer null Robert (rjs@footballfoundation.org.uk) entered name at signing as RSullivan
2023-09-22 - 7:28:02 AM GMT- IP address: 82.132.228.66
-  Document e-signed by RSullivan (rjs@footballfoundation.org.uk)
Signature Date: 2023-09-22 - 7:28:04 AM GMT - Time Source: server- IP address: 82.132.228.66
-  Document emailed to null Jennie (jennie.goodman@footballfoundation.org.uk) for signature
2023-09-22 - 7:28:05 AM GMT
-  Email viewed by null Jennie (jennie.goodman@footballfoundation.org.uk)
2023-09-22 - 10:46:58 AM GMT- IP address: 82.132.230.216
-  Signer null Jennie (jennie.goodman@footballfoundation.org.uk) entered name at signing as Jennie Goodman
2023-09-23 - 1:18:13 PM GMT- IP address: 86.154.144.9
-  Document e-signed by Jennie Goodman (jennie.goodman@footballfoundation.org.uk)
Signature Date: 2023-09-23 - 1:18:15 PM GMT - Time Source: server- IP address: 86.154.144.9
-  Document emailed to null Martin (mrg@footballfoundation.org.uk) for signature
2023-09-23 - 1:18:17 PM GMT
-  Email viewed by null Martin (mrg@footballfoundation.org.uk)
2023-09-23 - 8:51:19 PM GMT- IP address: 31.48.177.49



Document e-signed by null Martin (mrg@footballfoundation.org.uk)

Signature Date: 2023-09-23 - 8:52:34 PM GMT - Time Source: server- IP address: 31.48.177.49



Document emailed to null Nick (nick.sladden@rsmuk.com) for signature

2023-09-23 - 8:52:35 PM GMT



Email viewed by null Nick (nick.sladden@rsmuk.com)

2023-09-26 - 9:59:00 AM GMT- IP address: 94.176.133.119



Document e-signed by null Nick (nick.sladden@rsmuk.com)

Signature Date: 2023-09-26 - 9:59:58 AM GMT - Time Source: server- IP address: 82.129.74.187



Agreement completed.

2023-09-26 - 9:59:58 AM GMT



THE FOOTBALL FOUNDATION

England & Wales - Charity number 1079309

Accounts

Registered Company Number: 3876305

Registered Charity Number: 1079309

THE FOOTBALL FOUNDATION

Annual Report and Financial Statements
for the year ended 31 May 2022

The Football Foundation

Annual Report and Financial Statements for the year ended 31 May 2022

Contents	Page
Trustees, Directors, Officers and Advisers	3
Report of the Trustees:	
Structure, governance and management	5
Strategic Report	7
Independent auditor's report.....	25
Consolidated statement of financial activities	29
Balance sheets	30
Consolidated cash flow statement	31
Notes to the financial statements.....	32

Trustees Report Structure Governance and Management

Trustees and Directors

The Trustees and Directors of the company who were in office during the year and up to the date of signing the annual report were:

M R Glenn (Chairman)
P D G McCormick OBE
J D Pearce
J C Bird
W M Bush
T Hollingsworth
M W Bullingham
K Taylor
E Narozanski

Chief Executive

R J Sullivan

Company Secretary

J Goodman

Registered office

10 Eastbourne Terrace
Paddington
London
W2 6LG

Independent auditors

RSM UK Audit LLP
25 Farringdon Street
London
EC4A 4AB

Solicitors

Bates Wells
10 Queens Street Place
London EC4R 1BE

Bankers

Barclays Bank PLC
1 Churchill Place
London
E14 5HP

Trustees Report Structure Governance and Management

The Trustees, who are also Directors of the company for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 May 2022 (FY22).

The Trustees have referred to the Charity Commission's guidance on reporting on public benefit (section 4 of Charities Act 2011) when reviewing the Charity's aims and objectives, and when planning the Charity's activities. The Trustees are therefore content that the Charity meets the public benefit requirements.

The information with respect to Trustees, Directors, Officers and Advisers set out on page 3 forms part of this report. The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Status and administration

The Football Foundation is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation (the Foundation or Charity) in April 2000 (company registration number 3876305) and registered with the Charity Commission (Charity number 1079309). The Football Foundation's Memorandum and Articles of Association detail the charitable objectives.

The other company included within the Group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001 (company registration number 4202574).

The report and consolidated financial statements for the year ended 31 May 2022 relate to the total activities of the two legal entities.

The Football Foundation receives funding from three Partners: The Football Association (The FA), the Premier League and the Department for Digital, Culture, Media and Sport (DCMS).

The Foundation does not raise any funds from the public nor enter into any fundraising activities.

Trustees Report Structure Governance and Management

Structure, governance, and management

The Foundation is governed by its Memorandum and Articles of Association.

Trustees

The Trustees and Directors were appointed to the Board as follows:

Independent Chair	Appointed by the Board of Trustees for a three-year term
The FA	Two Trustees
Premier League	Two Trustees
Sport England	One Trustee
DCMS	One Trustee
Independent	Two Trustees

The Board supports the principles of good governance set out in the Code for Sports Governance and the continuous improvement model which the Code promotes. During the year ended 31 May 2022, the Board continued to work with Sport England to deliver an action plan to support the full transition to the Code.

During the year ended 31 May 2022 there was no change in our trustees and these are as detailed on page 3. The process for any new Trustees is that they undertake a structured induction process including one-to-one meetings with the Chair of the Board and CEO and are offered the opportunity to visit a Foundation-funded facility. The Board receives relevant training, including legal and regulatory updates, on a periodic basis.

The Foundation is committed to develop a membership that is as inclusive as possible, and which effectively represents the broad, diverse constituency that FF is looking to support. The aim is therefore to bring together a diverse, informed body of individuals. As a recipient of public funding, 25% of the Foundation's Board of Trustees are to be Independent Non-Executive Trustees (INET). INETs are initially appointed for a three-year term and are limited to serving two additional terms of three years (a max of nine years), before being required to step down.

The Trustees may appoint an independent, non-executive Chairperson for a period of up to three years, after which they can be reappointed. M R Glenn was appointed as Chairman on 1 January 2020 for three years.

Qualifying third party indemnity insurance for the benefit of all of the Trustees was in force throughout 2022 and continues to be in place.

Statement of Trustees' responsibilities

The Trustees (who are also directors of The Football Foundation for the purposes of company law) are responsible for preparing the Report of the Trustees (including the Strategic Report) and the financial statements in accordance with applicable law and regulation.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of

Trustees Report Structure Governance and Management

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 Statement of Recommended Practice: Accounting and Reporting by Charities (2019);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group 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 the group 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each Director/Trustee in office at the date the Report of the Trustees is approved, that:

(a) so far as the Trustee is aware, there is no relevant audit information of which the company's auditor is unaware; and

(b) he/she has taken all the steps that he ought to have taken as a Trustee to make himself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Chief Executive

The Chief Executive is responsible to the Trustees for the operational efficiency and effectiveness of the Foundation within defined policy. The Chief Executive reports to the Chairman.

Organisation

The Board of Trustees administers the Foundation and meets on a quarterly basis. The Trustees have an established panel to review and award grants in accordance with delegated financial authority granted by the Trustees, or to make recommendations to the Trustees in respect of applications to the various grant streams managed by the Foundation. The panel is made up from representatives of the Funding Partners (The FA, the Premier League, and the Government) and includes unpaid independent members, who bring specific expertise, knowledge and experience.

The Audit, Remuneration and Governance Committee is independently chaired by M Kirkby, . The Committee has responsibility for remuneration of key management personnel and consideration of remuneration policy and governance. The Committee reviews the benchmarks and parameters used by the Foundation Executive team to identify any employees who may be receive an exceptional pay rise based on their performance and benchmarking. The Committee meets four times a year and has its decisions ratified by the full Board.

Trustees Report Structure Governance and Management

The company has chosen in accordance with Companies Act 2006, s. 414C(11) to set out in the company's strategic report information required by Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, Sch. 7 to be contained in the directors' report. It has done so in respect of likely future developments, risks in relation to financial instruments, engagement with employees, suppliers, customers and others and carbon reporting disclosures.

The Football Foundation Strategic Report

Strategic Report

Chairman's foreword

The Football Foundation (the Foundation) started this financial year supporting clubs in their recovery phase from COVID and whilst it feels like life is beginning to return to normal, the impact COVID and other external economic factors has had on grassroots football facilities is still being felt across the county. Most significant has been the unprecedented rise in project costs in the industry and in turn the impact on match-funding which we will continue to monitor closely as we move into FY23. Despite these challenges, the Foundation has made important progress.

The key strategic focus for FY22 was to ensure the Foundation's funding stability for the next three years by securing additional Government funding and preparing the organisation to deliver to the increased output. In October 2021 we received the fantastic news that the Government are pledging an additional £205m into grassroots football facilities over three years from FY23 to support our ambition to ensure every community across England get the facilities they need and deserve.

The vastly increased Government funding pledge, along with funding from the Premier League and The FA will help to transform the quality of grassroots facilities across England at a greater pace, helping to accelerate the delivery of the Local Football Facility Plans. Our expected Grant Giving Budget for FY23-25 is £307.1m, which is £95.4m higher than the Grant Giving Budget for our previous funding cycle.

These Plans are vital - they are the shopping list that drives our investment. We need more floodlit artificial pitches so people can play in all-weather, any time of day. We need better quality grass pitches, so fewer games are cancelled. We need more quality changing rooms, pavilions and community hubs that improve our experience of playing football. They need to be accessible and welcoming to all, and a place where people come together. For the first time we are also able to commit to funding multisport facilities and whilst the work we do is rooted in football, we will be increasing focus on multi-sport facility development.

With the easing of Covid restrictions I have enjoyed getting back out on the road visiting Football Foundation funded sites – in recent months I have been lucky enough to head to The Beacon of Light and Downhill Hub in Sunderland, Newcastle United Foundations new home NUCASTLE, a new 3G Artificial Grass Pitch and changing pavilion at Burton Albion Community Trust, The Nest in Norwich – it's been nothing short of inspirational to see the role grassroots sports facilities have in helping to transform these communities. An important reminder of the value of our work.

Thank you to the team at the Football Foundation who have worked hard this financial year to successfully deliver a pipeline of projects whilst also implementing a new grant management system that will allow us to double our project capacity system yet control costs. This will ensure the Foundation continues to deliver great places to play for communities up and down the country

Martin Glenn

Martin Glenn (Sep 20, 2022 12:45 GMT+1)

Martin Glenn, Chairman of the Football Foundation

The Football Foundation Strategic Report

CEO's introduction

If my first year as CEO was all about stabilising the Foundation and ensuring, we delivered vital funds to clubs and facilities during the pandemic; the second has been I am pleased to report more focused on growth. We set ourselves a three-part mission.

Firstly, to continue to deliver brilliant projects to our applicants. Underpinned by our Local Football Facility Plans we have now concluded a three-year funding cycle which has seen us invest £215.2m into great community projects; establish a brand-new programme to transform the state of grass pitches across England; and deliver many immediate relief funds to grassroots sport struggling with extreme weather and of course the impact of the pandemic. This level of operational delivery right into communities is at the heart of the Foundation's values and is a source of pride for the team.

Secondly, we have continued to improve the Foundation's systems and processes. Investing in a new Grant Management System and completing changes to our internal structure that we believe will make us a more resilient and efficient organisation in the future.

The third element of our mission was to build for growth, an opportunity created by the securing of a significant increase in Government investment over the next three years. This year we have worked to increase internal resource to ensure we are able to deliver our business plan over the next three years at an unprecedented scale and against a broader set of outcome measures which will challenge us to do things slightly differently.

It has been a real privilege to lead the Football Foundation into this period of growth. Transforming grassroots football facilities in England is the most important challenge our game faces – and one I care passionately about. None of this would be possible without the steadfast support of the Premier League, The FA, DCMS and Sport England. I am looking forward to working with the Chair, Trustees, Funding Partners and everyone across the Foundation to continue to deliver outstanding facilities and unlocking the power of pitches to continue to transform lives and communities.

RSullivan

RSullivan (Sep 20, 2022 09:59 GMT+1)

Robert Sullivan, CEO of the Football Foundation

The Football Foundation Strategic Report

Purpose, objectives & focus

This Strategic Report covers highlights of the Football Foundation's priorities and performance during the past financial year (1 June 2021 to 31 May 2022). It also provides an overview of the priorities we have set to deliver in FY23 and beyond.

The Football Foundation

The Premier League, The FA and Government's Football Foundation is the largest sports charity in the UK. We champion and support fair access to quality football facilities for everyone, regardless of postcode, gender, race, disability or place.

The Foundation receives money from the Premier League, The FA and the Department for Digital, Culture, Media and Sport, through Sport England. This is matched with partnership funding and awarded as grants to create high quality grassroots facilities that enable better games and attract more players, helping to transform communities.

Since 2000, the Foundation has awarded more than 22,443 grants to improve facilities worth more than £850m - including 1,021 artificial grass pitches, 10,155 natural grass pitches and 1,291 changing rooms. This has attracted an additional £1bn of partnership funding – totalling over £1.8bn investment in grassroots football so far.

Objectives and activities

The Foundation's charitable objectives, as stated in the governing document, are to promote all purposes recognised as charitable under the law of England and Wales from time to time through an association with sport. The Charity's current and ongoing objectives are:

- Put into place a new generation of outstanding facilities in parks, schools, colleges and universities;
- Provide capital and revenue support to increase participation in community football;
- Strengthen the links between football and the community, and harness its potential as a force for good in society; and
- Work with other charities to help achieve the Foundation's objectives.

Investment focus

The Foundation achieves its charitable objectives through directing investment into areas of greatest need and highest impact by awarding grants to organisations for refurbishing or developing new facilities. It also provides the expert guidance and support that organisations might need in developing facilities or applying for funding.

The following types of grant funding are available:

- **Football Foundation funding - Large and small** grants, covering everything from artificial grass pitches and changing facilities, to goal posts and machinery.
- **Football Foundation Hubs programme** – A portfolio approach investment model providing an area-wide solution. Each Hub has a network of artificial grass pitches, natural turf pitches, catering, changing facilities and social spaces.

The Football Foundation Strategic Report

Local Football Facility Plans

The Premier League, The FA and Government's Football Foundation aims to deliver thousands of new pitches, while also investing in the improvement of existing grass pitches and off-pitch facilities across the country. To guide this investment, we have divided the country into 318 regions with a bespoke Local Football Facility Plan created for each local authority in England, highlighting the facilities and work required in each area.

The first generation of local plans has provided a strong starting point. We have already started working on our approach to ensuring they better reflect the shift to a greater multi-sport provision and the Foundations commitment to target those who will benefit from our facilities the most through investing 50% of our funding into the 40% most deprived and inactive communities.

Grass Pitch Improvement Programme

Even with the wider availability of 3G pitches, the majority of grassroots football is still played on traditional grass pitches. Improving these remains, a priority for the Foundation. Working alongside The FA we have developed the Grass Pitch Improvement Programme to ensure every affiliated football fixture is played on a quality football pitch and keep grassroots football where it should be - on grass. We aim to have improved 5,000 grass pitches to a 'good' quality standard by 2024 and 20,000 by 2030.

FY22 Objectives

Within the context of the two significant factors; ambiguity around government funding and a new organisational structure, we set out our strategic mission for FY22 in three parts:

- **Deliver** brilliant projects for our applicants and programmes for our partners;
- Continue to **improve** our processes, systems and working culture;
- **Build** to be ready for a greater scale of investment in FY23

A total of 6 new Hubs were identified and approved for execution in the year, as well as 40 new 3Gs, alongside the core business of delivering the grant pipeline of large-scale capital projects and smaller improvements.

Key Performance Indicators

The Football Foundation KPI performance:

1. Investment KPIs
 - a. Achieve 4,821 Quality Pitches – Achieved
 - b. 75% of grant budget on pitch items – Achieved
 - c. 30% of projects delivering multi-sport outcomes – Achieved
 - d. 70% of projects engaging with under-represented groups – Not achieved
 - e. 70% of funding into levelling up priority areas – Achieved
 - f. 100% of sites offering equal access to Women and Girls – Achieved
 - g. 34% of projects directly-invested in club & community organisations – Achieved
2. Business Operations KPIs:
 - a. 95% of grant budget committed – Achieved
 - b. 9% of operational cost vs total budget – Achieved
 - c. 70% of engaged staff – Achieved
 - d. 80% score of action & attitude towards EDI – Achieved
 - e. 80% of satisfaction with the Foundation experience – Achieved
 - f. 80% of awareness & attribution to our Funding Partners - Achieved

The Football Foundation Strategic Report

Core Grant Pipeline

During FY22, the Football Foundation awarded more than 2,100 core grants valued at over £81.3 million (2021 £69.9 million). A breakdown of these and the items they delivered are shown in the table below.

WHAT WE'VE ACHIEVED: CORE GRANT PIPELINE DELIVERY IN FY22

GRANT CATEGORY >	£250k+	£25-£250k	Small Grants	Grass Pitches
GRANTS ISSUED >	62	48	1,653	363
GRANT VALUE >	£61.82m	£4.85m	£7.58m	£7.08m
DELIVERY >	40 new AGPs 16 new changing pavilions 1 new Mental Health Hub 2 Club Hubs 1 Small Sided Facility 1 Strategic Hub - GMA Grant for Pitch Advisory Service - Inc. 5 Hub sites (2 x Newcastle, 2 x Wigan, 1 x LBB&D)	12 new AGPs 11 new/refurbished changing pavilions 3 MUGAs/indoor facilities 6 grass pitch capital works 6 Flood Relief Grants 7 Upfront Fees (Consulting, Feasibility etc) 3 Playzones Project Development Grants	43 Changing pavilion & clubhouse refurbishment 67 Fencing 169 Floodlights 1,154 Goalposts 30 Grass pitch drainage / improvement 198 Maintenance machinery & equipment (3G and grass) 68 Storage containers	1,237 pitches that will be improved to or sustained at a 'good' standard - This now takes the total of 'good' quality pitches across England to 4,980

Achievements and performance

Delivering Brilliant Programmes

Active Through Football – launched in July, this programme is now working across 25 places in England. The first 12 projects that were issued grant awards in August are all now well underway. The remaining projects have begun their recruitment.

The Football Foundation PlayZones programme – throughout FY22 the Foundation has worked to complete the review of small-sided facilities that concluded in November. In March the programme launched as planned to targeted areas. Initially key stakeholders were approached through the Active Through Football shortlisted areas to submit Expressions of Interest by June.

The programme will be a key focus for FY23 as part of the organisations commitment to funding multisport facilities and tackling inequalities through our investment.

Storm Relief Fund - The Football Foundation have provided grants to support football Clubs in the National League system and at grassroots level, who have needed to carry out emergency works to their ground following the impacts of Storm Dudley, Arwen, Eunice and Franklin.

Premier League Defibrillator Fund - launched in July this fund has supported the installation of Automated External Defibrillators (AEDs) and External Storage Cabinets at thousands of grassroots football facilities currently without an easily accessible device on site.

Rolled out across two phases, the Fund will see more than 2000 sites benefit from this investment.

Going forward, the Premier League is working with partners at The FA and Sport England to ensure that facilities funded by the Football Foundation incorporate this equipment in the future.

The Football Foundation Strategic Report

Seven Sisters Primary School in Haringey, North London applied for an AED to give those who use the facilities throughout the week access to life-saving equipment.

The pitch is named in honour of ex-Premier League player Ugo Ehiogu, who sadly passed away in April 2017 due to a sudden cardiac arrest while working as a youth coach at Tottenham Hotspur. It is in regular use during and outside school hours, with community activity hosted there, including Premier League Kicks sessions delivered by the Tottenham Hotspur Foundation.

Gemma Ehiogu said: "Losing Ugo was the biggest bolt from the blue for us and it touched our lives hugely. Sadly, you just don't know when someone can be affected by cardiac arrest. The Ugo Ehiogu football pitch is an amazing facility for local children to use and enjoy and blow off steam. I'm very proud to see that the pitch has now been fitted with a defibrillator device."

Return to Disability Football Fund - Disabled people and individuals with long-term health conditions have been more adversely affected by Covid-19 than the wider population. This has directly impacted on disability football participation rates. The Return to Disability Football Fund was launched to help tackle this challenge. Funded by The FA and Sport England (using National Lottery funding), return to disability football was a £300k fund that provided grants of up to £1k to help clubs and organisations most in need to restart or deliver new disability football activity.

Establishing National Football Trust structure for Hub sites

Throughout FY22 the National Football Trust (NFT) and Leisure United structure has been established. The NFT's five Trustees have now met twice and the recruitment process for up to four Independent Trustees is progressing. The football Trust's in Sunderland and Sheffield have decided to wind themselves up as charities and companies, transferring their assets up to the NFT. Liverpool's Commissioners are due to be consulted on the proposal in May, subject to endorsement the proposal will then be presented at Cabinet for final approval. This project is marked as complete but reaching agreement with Liverpool will roll over into FY23 as part of the Hub roll out project.

Securing Government funding

At the Autumn 2021 Comprehensive Spending Review, the Chancellor of the Exchequer confirmed an additional £205m would be made available to invest in community sports facilities across England over the next three years. A plan has been developed for FY23, which incorporates the demonstration of impact and MP and Local Authority engagement. This will support the work to both drive applications for funding and build a narrative to support commitment to the next tranche of additional funding for the three years from 2025 to 2028.

Improving grass pitches

The Foundation commissioned consultants to develop a **Groundskeeper Volunteer** plan to recognise the importance of volunteers whose work supports the Foundations aim to deliver 20,000 good quality grass pitches by 2030. This research will deliver a 3-year plan for volunteers looking at recruitment, reward and recognition.

The Local Authority Pitch Pilot was launched in FY22 to help identify local authority wide grass pitch improvements solutions. Pilots are now underway in six Councils across England in Leeds, Sheffield, Derby, Medway and Hartlepool with the aim to develop a business case and delivery plan for improvements across football pitches that sit under their authority. This project will form part of the wider Grass Pitch Programme project in 2023.

The Football Foundation Strategic Report

This year has seen the wider roll out of **PitchPower** following its launch in FY21. A new and improved version of the web app is nearing its completion. The football launch is set for July. PitchPower will be launched to Rugby Football League, Rugby Football Union and England Cricket Board in August as part of a wider multisport announcement which will incorporate grass pitch maintenance funding becoming available at end of the pitch inspection process. A collaborative working group incorporating the Grounds Management Association and NGB representatives are ensuring all sports are fully represented, with flexibility for other sports to be added in the future.

Since launch, over 10,000 pitches have been inspected and assessed by our partners at the GMA. The launch of PitchPower and the Grass Pitch Maintenance Fund has helped to accelerate growth in Grass Pitch Improvement. Currently, 4,975 pitches are rated as 'good' quality across England, with 863 of these added in the past year.

Thanks to investment from the Foundation, Gainsborough have powered up the grass pitches at Roses Sports Ground, transforming their home site into a facility the local community can enjoy and be proud of.

The ground supports a range of diverse groups and has facilitated the creation of 20 plus new grassroots teams, including disability and women's & girls' teams.

Having taken over the ex-Local Authority site, Gainsborough received a £41,300 grant in April 2020 to maintain the seven grass pitches at Roses Sports Ground. This six-year tapered grant from the Football Foundation has allowed the Lincolnshire-based charity to begin to carry out the maintenance work their grass pitches needed to improve their quality.

Damon Parkinson, Head of Operations at Gainsborough, said: "It was identified in Gainsborough that there was a real lack of quality sports facilities. When the first grass pitch report came through for Roses, all the pitches were ranked as poor or inadequate with weeds, poor grass coverage and significant drainage issues. Since receiving grass pitch maintenance funding, the pitches are now rated as 'good' and 'excellent', and all this has been achieved within a year. It allowed us to carry out the essential maintenance work and purchase the materials, like fertiliser, we'd otherwise been unable to afford."

Having good quality grass pitches means less postponements and more opportunities to play, Damon comments: "With our grass pitches now so strong off the back of the funding we've received, we can host more games and accommodate more teams than ever before."

"The community club we're partnered with were down to 5 teams but now are back up to 32 thanks to our grass pitches. Teams are now asking to play on the grass rather than our 3G because they're of such a high standard which is just incredible."

Damon has also been using the PitchPower web app at Roses Sports Ground for over a year: "Using PitchPower has without a doubt led to the amazing results we've seen on our grass pitches this season. For a start, it's helped me understand when the right time is to put down fertiliser and seed. I am a complete novice and the ease of the process of completing and submitting pitch inspections using the app has really helped me. Because we have been using the app and thanks to the report you receive, we've been able to identify what we need to do to improve the quality of the grass. One of the outcomes of all this work through PitchPower is that we've been able to apply for and get funding from The Football Foundation to support the areas we need to improve."

The Football Foundation Strategic Report

As well as growing their own knowledge through PitchPower, the Trinity Foundation have also been able to upskill and develop upcoming groundskeepers.

"Young people on our Kickstart and NEET education programmes have learnt about grass pitch improvement and why we do each type of maintenance work. They want to come and volunteer at our site because they find it interesting. The funding has allowed us to do this as we've been able to show and provide a range of grass pitch maintenance information which has helped develop their skills."

Simplifying and improving processes

During FY22 the Foundation has been transitioning to a new **Grant Management System** which is near completion. Whilst there have been some challenges to implement this, it will prove to be a game changer in how the Foundation is able to process and deliver funds to facilities across England making the process far more efficient and effective.

The Foundation started a phased refresh of the **Local Football Facility Plans** in line with the agreed investment priorities, taking multisport and levelling up agenda into consideration. Internal Delivery Teams are reviewing this alongside County FAs to agree a final list of Local Authorities that will begin this and the priority order.

Strengthening people and planning culture

Building for scale

Core funding guaranteed by Government announcing an additional £205m has led to the Football Foundation taking a positive step in output looking towards FY23. In order to deliver the facilities and programmes within this spending pipeline, we have used the last 12 months to ensure we hit the ground running next year, lining up the correct volume of projects to bring forward. In addition, the Foundation has also made improvements to our internal processes and resource to withstand the scaling up in output.

We are improving our effectiveness and strengthening the Foundation's culture as we pursue our mission to deliver, improve and build, ready for a greater scale of investment in the future.

In FY22 Football Foundation:

- Established and implemented Equality Diversity and Inclusivity (EDI) action plan
- Embedded a refreshed culture and values programme
- Developing an internal comms engagement to support the move to hybrid working
Implemented resourcing for scale to accelerate the Foundations facility delivery for FY23 onwards

Operational structures and processes have been simplified and improved to be a more flexible, agile, and efficient organisation.

The Football Foundation Strategic Report

The consolidated statement of financial activities for the year is set out on page 29. A summary of the financial results and the work of the Charity are set out below

Income generation

The income of the Foundation is comprised primarily of donations from football and sport related organisations, with an additional amount of interest earned on cash and investment balances. Donations received during the year were £77.9m (2021: £41.2m). In addition, the Foundation received income of £0.7m (2021: £1.1m) from The Football Stadia Improvement Fund Limited to cover salaries and other administrative costs incurred on the company's behalf. There were no other income generating activities carried out by the Charity during the year.

Donations from the Premier League, The FA and the Government (through Sport England) are accounted for on a receivable basis in the year in which the income falls due.

Operating Expenditure

The operating expenditure of the Foundation is comprised primarily of grants payable of £96m, with additional expenditure items such as direct staff costs £2.3m, and other support costs £4.3m (such as consultancy support and recruitment and training).

Grants committed

In the last 12 months the Foundation awarded grants with a total value of £94.5m (2021: £69.9m). Grants outstanding at the 31 May 2022 totalled £122.8m (2021: £78.0m).

The movement in funds in the year reflects the balance between income recognised and the grants awarded.

FUNDS

Funds decreased by £22.3m to £4.8m. These funds comprise of two elements: unrestricted funds and restricted funds.

Each of these categories are described as follows:

Unrestricted funds

Unrestricted funds are those funds that we can use for any activity that meets our charitable objectives. At the end of 2022 unrestricted funds amounted to £2.0m (2021 £27.1m)

Unrestricted funds comprise of two types of reserves: general and designated funds. There were no designated funds in 2022.

The decrease in unrestricted funds from £27.1m in 2021 to £2.0m in 2022 was due to the impact COVID-19 had on delaying several capital projects which then restarted during 2022 and were committed and subsequently paid in this financial year.

Restricted funds

These are unexpended funds that have been donated to Football Foundation with specific conditions attached to their use. As at 31 May 2022 restricted funds were £2.9m (2021 £1.1m). These cover areas such as Active Through Football, Sport England Core Funding, Sport England multi-sport funding and the Greater London Authority funding for London Hubs programme.

The Football Foundation Strategic Report

Reserves Policy

It is the Foundation's policy that the aggregate of grants awarded will not exceed known current and future funding. Therefore The present Reserves Policy is to hold reserves at a level to cover the Foundation's essential operations for two months in the event of a major fall in income or unforeseen expenditure while plans to replace income or change activities are put in place. Given these requirements the Trustees consider the target for unrestricted funds should be no lower than £0.6m. The level of free reserves as at 31 May 2022 is £0.7m. Should there be any indication of a cessation of funding to any major extent the Foundation would have to implement an exit strategy that would allow all grant awards to be honoured, including the provision for sufficient staff to remain in place to meet such a requirement. Given the cyclical nature of the Foundation's funding, the Trustees will investigate with the funders an approach that will give a greater certainty to future funding and, where necessary, may include an exit strategy that will ensure operating costs are met. This Foundation Reserves Policy statement is reviewed on an annual basis.

Balance sheet

The Foundation's net assets at 31 May 2022 were £4.8m (2021: £28.2m); principally comprising cash and other investments of £110.4m, amounts due from the Funding Partners of £11.9m, other debtors of £4.8m, less grants outstanding of £122.8m.

Investment powers, policy and performance

Investment powers are governed by the company's Articles of Association, which permit any surplus funds to be invested by the Board of Trustees. The Trustees intend that the real value of the Charity's investments be maintained and enhanced over the long-term by investment in a lower risk portfolio comprising solely of capital protected cash funds. Decisions on investment purchases and sales are made by the Audit, Remuneration & Governance Committee, which the Executive then actions. No environmental, social or governance (ESG) or ethical considerations are specified. The performance of investments has been in line with Trustees' expectations.

The Group had cash on deposit of £59.1m (2021: £29.9m), short-term investments of £51.3m (2021: £50.9m), and debtors due within the next 12 months of £16.7m at the end of the financial year. These will be used in future periods to pay grants that the Trustees have authorised and communicated to recipients. At the end of the financial year there were outstanding grants payable totalling £122.8m (2021: £78.0m). The Trustees' policy is not to commit funds beyond known funding.

As part of the terms and conditions attached to every grant awarded, an applicant agrees and accepts that payments of a grant can only be assured to the extent that the Foundation has available funds.

Going concern

The financial statements have been prepared on a going concern basis. Future funding has been confirmed in writing from the Premier League, The FA and the Government (via Sport England).

Financial risk management

The Foundation's operations expose it to a variety of risks that include liquidity risk, interest rate risk and credit risk. The Trustees delegate day-to-day responsibility for managing these risks to the Chief Executive, supported by the Chief Financial Officer.

The Football Foundation Strategic Report

Liquidity risk. Investments and cash are managed to ensure that there are sufficient funds available to meet the liabilities of the Foundation in a timely manner. Consequently, significant levels of funds are held on short-term deposit and are therefore, available at short notice.

Interest rate risk. Interest rate risk is managed by exploring the investment options available to the Foundation and investing where the best returns possible can be achieved at the lowest possible risk.

Credit risk. Credit risk is managed by reducing the cash collection period for trade debtors. The investments and cash are all held within UK-based banking institutions and building societies.

FY23-FY25 priorities & plans

With the announcement in October that the Government was committing to a further £155m of funding for the Football Foundation over three years between 2023 and 2025, the Football Foundation Executive Leadership team has committed to setting a 3-year plan. This gives us focus through to end of May 2025.

We have identified three main objectives across three key areas to form the focus for our work across FY23-25. These will be enhanced through several key projects in FY23:

Consolidate delivery

- To meet the new scale of investment in a challenging operating environment
 - Refresh of the Local Facility Football Plans (LFFPs)
 - Develop and support the delivery of the Multi-sport Pitch Advisory Service
 - PlayZones programme roll-out
 - Grass Pitch Improvement Programme

Develop sustainability

- To ensure our investment is transformative in its outcomes and the longevity
 - Office move out of Eastbourne Terrace
 - Governance and risk assurance audit
 - Digital and IT review and product development:
 - Including a new finance system
 - EDI plan

Demonstrate impact

- Our investment demonstrates the outcomes we want, and we attract the future funding we need
 - Case study content creation and sharing
 - Longitudinal impact research

Challenges

Project Cost and inflation

In FY22 there has been a continuous rise in project costs, due to costs increasing across the industry, along with the unprecedented levels of inflation has provided a significant challenge throughout the year. These additional costs and inflation have impacted many of the Foundation's projects which have already been tendered and has required a reactive programme of increased grant awards.

The Football Foundation Strategic Report

Core funding certainty

We started FY22 with some uncertainty around the level of Government funding that would be committed at the Comprehensive Spending Review. In October however we received the good news that an additional £205m would be invested in grassroots facilities by the Government for FY23-25. The FA have also confirmed their forecasted funding for FY23-25 which totals £40.5m over the three years.

How the Board complied with its Section 172 duty

The Board have a duty to promote the success of the Charity and, in doing so, are required by section 172(1) of the Companies Act 2006 to have regard to various specific factors, including:

1. The likely consequences of decisions in the long term
2. The interests of employees
3. The need to foster the Charity's relationships with third-party stakeholders which, in the case of the Football Foundation, include people affected by our facilities, the people managing our facilities, supporters of grassroots football, the local councils and local authorities, key opinion leaders and other influencers
4. The impact of the Charity's operations on the community and the environment
5. The desirability of the Charity maintaining a reputation for high standards of business conduct.
6. The need to act fairly as between members of the Charity.

The Board delegates day-to-day management and decision making to the Chief Executive Officer and the Executive team at the Football Foundation, who are required to execute the Charity's strategy and to ensure that the Charity's activities are carried out in compliance with the policies approved by the Board.

The Board holds four Board meetings a year, as well as an annual one-day strategy meeting with the executive team at the Football Foundation, to assess progress and identify areas of focus for the following years. Several policies have been identified by the Board, as well as the Foundation's Audit Remuneration and Governance Committee ("ARG"), as being of fundamental importance and are reviewed on a cyclical basis by the Board and the ARG.

The Board receives updates on the Charity's performance and plans at each Board meeting, at which it reviews these in detail. By monitoring performance and ensuring that management is acting in accordance with the agreed strategy and plans, and in compliance with specific policies, the Board obtain assurance that in promoting the success of the Charity, due regard is given to the factors set out in section 172.

Engagement with the Charity's main stakeholder groups, including our staff, facility participants, facility operators, local councils, local authorities and relevant members of parliament, and other key opinion leaders and influences is undertaken by both the Trustees and the Executive team at the Foundation. As detailed in our Trustees and Directors section of the accounts, we have trustees from the Premier League, the FA and Government (via DCMS and Sport England) who promote the Foundation's aims and objectives themselves as well as across their organisational platforms.

The Football Foundation Strategic Report

The Trustees regularly reviews staff engagements through pulse surveys and assesses outcomes and actions as reported by the executive team at the Foundation. The Foundation have a group representing the culture and values the Foundation want to present and embody. This group and staff are widely consulted on matters on equality, diversity and inclusion matters. In addition, the Foundation regularly consult with employees so that their views can be considered in making decisions that are likely to affect their interests, via all staff meetings, all staff calls and the regular staff surveys.

The Foundation regularly consult with our applicants, including grassroots football clubs, schools and local councils. This is often through our pre-application engagement via our grant management team which is based across England to provide quick and effective support and guidance to applicants. We also conduct post award support days and surveys to various grantees; this helps us identify grantee that require additional support post grant award as well as gaining valuable data for the Foundation.

This engagement between the Trustees and the executive of The Football Foundation, has allowed for expedited development and implementation of new schemes and processes. For example, the storm and flood relief schemes that The Football Foundation has delivered over the previous couple of years to support facilities affected by the heavy storms in the winter periods.

Delegation of authority

The Board believes governance of the Foundation is best achieved by delegation of its authority for the executive management of the Foundation to the Chief Executive, subject to defined limits and monitoring by the Board.

The Board routinely monitors the delegation of authority, ensuring that it is regularly updated, while retaining ultimate responsibility. The Board has adopted a long-standing governance framework, which includes principles outlining:

- The Board's relationship with Funding Partners and Executive management;
- The conduct of Board affairs and the tasks and requirements for all sub- committees;
- The Board's focus on activities that enable it to develop strategy, monitor Executive action and ongoing planning of Board and Executive management succession.

The governance framework covers the following principal areas:

1. Direction: Focusing primarily on strategic issues, while having regard to economic, political and social issues and other relevant external matters which may influence or affect the development of the Foundation and exemplify through the board principles (including the executive limitations), its expectations for the conduct of the Foundation and its employees.
2. Strategy: Responsibility for establishing and reviewing the long-term strategy and the annual business plan for the Foundation, based on proposals made by the CEO for achieving the Foundation's core objectives.
3. Monitoring decisions and actions of the CEO and the performance of the Foundation: Including implementation of, and performance against, the strategy and the plan; and the exercise of authority delegated to the CEO. The Board satisfies itself that emerging and principal risks to the Foundation are identified and understood, systems of risk management, compliance and controls are in place to mitigate such risks and expected conduct of the Foundation and its employees is reflected in a set of values established by the CEO.

The Football Foundation Strategic Report

4. Succession: Ensuring systems and processes are in place for succession, evaluation and compensation of the CEO and senior management. Those delegated to by the directors to take decisions have access to functional assurance support to identify matters which may have an impact on a proposed decision.

The Companies Act 2006 sets out a number of general duties which Directors owe to the company. Legislation has been introduced to help stakeholders better understand how Directors have discharged their duty to promote the success of the company, while having regard to the matters set out in section 172(1)(a) to (f) of the Companies Act 2006 (section 172 factors). In 2021/2022 the Directors continued to exercise all their duties, while having regard to these and other factors as they reviewed and considered proposals from senior management and governed the company.

Sustainability

A two-phase research project looking into Sustainable Infill solutions for 3G Artificial Grass Pitches. The first stage which included looking at the current market has laid groundwork for phase two to begin in FY23. This will include- investing into a multi-pitch site for the purpose of 'real-life' research of different pitch systems would provide a unique opportunity to gather objective 'live' performance data.

Energy and Carbon Reporting

As part of the obligations set out under the Energy and Carbon Report Regulations 2018, the Foundation is required to disclose the energy and carbon created as an organisation over the last year starting on or after April 2019. To fulfil this, we have measured our UK Energy and greenhouse gas emissions as classified within scope 1 and 2 (Streamlined Energy and Carbon Reporting (SECR)) which are presented in tables 1, 2 and 3. This statement excludes our gas emissions as these are not material to the Foundation's activities.

Organisational and Operational Boundaries of the Foundation

The Foundation does not have a complex structure and therefore it accounts for 100 percent of the greenhouse gas (GHG) emissions from operations over which it has control. The Foundation's structural and operational boundaries are the same with the company operating from its sole operating base in London, and nearly half of the Foundation staff being remote workers who work from home and travel to Foundation funded sites to progress their work.

The office is located on a hosted site and therefore receives its energy from third parties. As such, consumption data is based on sub-meter readings taken by these parties.

Energy Consumption and Greenhouse Gas Emissions

The methodology used for determining energy and carbon emissions within this section of the report come from several sources of our greenhouse emissions:

- Fuel consumption in vehicles that are used for business including staff-owned vehicles (Scope 1).
- Electricity used for lighting, cooling, heating and air conditioning in office.

Electricity consumption has been taken from invoices and sub-meter readings as appropriate. Where the readings/invoices do not cover a full year, we have estimated the consumption for the full year based on the average consumption per day in the previous period.

The Football Foundation Strategic Report

Fuel consumption is measured from the direct use of employee's personal vehicles and journeys by employees travelling to Foundation funded sites. As per Scope 1 where employees have used their own vehicles for business purposes a mileage allowance is paid, and this is identified by mileage claims put through our expense's software for FY22.

The Foundation's consumption and associated greenhouse gas emissions for the financial year 1 June 2021 to 31 May 2022 are shown in Tables 1 and 2 below, along with the same information for FY21 for comparative purposes.

Table 1: Total energy consumption associated greenhouse gas emissions from Scope 1 and Scope 2 for SECR Year 1 Reporting period.

Energy Type FY22	Energy Use (kWh)	% Split kWh	Emissions (tCO2e/yr.)	% Split CO2e
Electricity (Scope 2)	40,885	21.85%	7.91	19.22%
Transport (Scope 1)	140,260	78.15%	33.23	80.78%
TOTAL	187,145	100%	41.14	100%

Energy Type FY21	Energy Use (kWh)	% Split kWh	Emissions (tCO2e/yr.)	% Split CO2e
Electricity (Scope 2)	34,296	52.69%	8.00	53.11%
Transport (Scope 1)	30,797	47.31%	7.06	46.89%
TOTAL	65,093	100%	15.05	100%

The Football Foundation Strategic Report

Table 2: Energy and Carbon Conversion Factors

Activity FY22	Fuel	Unit	Year	Kg CO2e
Electricity Generated	Electricity: UK	kWh	2022	0.19338
Transport (average car)	Petrol	kWh	2022	0.22719
Transport (average car)	Petrol	Mile	2022	0.27436

**UK Government GHG Conversion Factors for Company Reporting, 2022, BEIS & DEFRA*

Activity FY21	Fuel	Unit	Year	Kg CO2e
Electricity Generated	Electricity: UK	kWh	2020	0.23314
Transport (average car)	Petrol	kWh	2020	0.22920
Transport (average car)	Petrol	Mile	2020	0.28052

**UK Government GHG Conversion Factors for Company Reporting, 2020, BEIS & DEFRA*

Vehicle use is based on employee travel using their own vehicles for business use. An assumption has been made that all vehicles use standard petrol and have and fall into the average petrol car for conversion figures. Therefore, 0.22920 kg CO2e per kWh value has been applied. The fuel conversion factor applied (kWh/mile) is 0.27436 kg CO2e per mile / 0.22719 kg CO2e per kWh = 1.20762 kWh/mile.

Intensity Ratio

Intensity ratios compare emissions data with an appropriate business metric or financial indicator. This allows comparison of energy efficiency performance over time and with other similar types of organisation. We have chosen to compare our overall emissions with our annual income for the 2021/22 year.

The Football Foundation Strategic Report

Table 3: Intensity Ratio – Energy consumption and associated greenhouse gas emissions per £100,000 of annual income

Energy Consumption FY22	Total green-house gases emissions	The annual group income (£'m)	Intensity Ratio	Intensity Ratio
(kWh)	(tCO2e)	FY22	(kWh / £100,000 income)	(tCO2e / £100,000 income)
187,145	41.14	79.1	236.59294	0.05200

Energy Consumption FY21	Total green-house gases emissions	The annual group income (£'m)	Intensity Ratio	Intensity Ratio
(kWh)	(tCO2e)	FY21	(kWh / £100,000 income)	(tCO2e / £100,000 income)
65,093	15.05	£42.3	153.88492	0.03559

Energy Efficiency Key Points

The Foundation is committed to reducing its carbon and greenhouse gas emissions and one of the major areas of focus around this in 2021/22 was completing a review of our current premises and developing a future plan for the Foundation's office, along with a review of hybrid working methods going forward. Further to this review, an FY23 project regarding the Foundation moving its office to a smaller location will be undertaken, and it is expected that this move could result in positively reducing the Foundation's carbon and greenhouse gas emissions.

The Football Foundation Trading Limited (Reg no: 4202574)

FFTL was established to trade and generate funds for the Foundation with no restriction on the activities. Further to the successful divestment of Upshot in FY21, there was no activity in FFTL, with there being no principal activity in FFTL in FY22. The Foundation will seek to make FFTL a dormant organisation in FY23.

FFTL's policy is to make an annual gift aid payment to the Foundation, thereby transferring all its current realised profits to the Charity. Due to no trading activity in FY22, there is no such profit was available for gift aid in the year under review (2021: £nil).

As per policy, FFTL makes an annual payment under a royalty agreement of 2% of its annual revenue to the Foundation as consideration for the use of the Charity's name and logos.

One of the Directors of the FFTL, P D G McCormick OBE, is also a Trustee of the Foundation. The other Director, R J Sullivan, is the Chief Executive of both FFTL and the Foundation.

The Football Foundation Strategic Report

Related Parties

In the pursuit of the Football Foundation's charitable objectives the Foundation has historically utilised its trading subsidiary, The Football Foundation Trading Limited, which in 2022 had no trading activity. In addition to this, employees of the Foundation have joint employment contracts with The Football Stadia Improvement Fund Limited to deliver grants from both entities. The Football Stadia Improvement Fund Limited is funded by the Premier League and is also a grant giving entity, and the employees of The Football Foundation help to identify and deliver these grants under their joint employment contracts. The Football Stadia Improvement Fund Limited does not incur any direct salary costs, the salary costs incurred by The Football Foundation on the company's behalf form part of the annual administrative expenses recharged to the company, £0.7m in 2022 (2021: £1.1m).

Principal risks & uncertainties

The business, its management and execution of the Charity's strategy are exposed to several risks; these risks are identified and mitigated where possible. Within the work of the Foundation, there are broadly three types of risk:

- **Strategic risks.** These are major concerns such as reputational risk, or the risk that the Foundation will fail to deliver on a major strategic target, objective or project. They are more often external issues with high impact which require a response plan to mitigate the effects of the risk event happening, as controlling the occurrence may be outside the Foundation's sphere of influence. The Foundation's risk assessment process analyses these risks to establish their root cause and then considers appropriate management responses. These are collated into the Strategic Risk Register, which is reviewed monthly by the Executive Team. The Strategic Risk Register is presented at every Board meeting.
- **Operational risks.** Operational risks are part of day-to-day management and Heads of Department are expected to articulate an understanding of the key risks in their area of operation, together with an explanation as to how these are being managed and mitigated. With the support of Heads of Department, each Director inputs into a risk and control framework annually, which is monitored regularly throughout the year. Whilst each risk is 'owned' by the relevant Head of Department, any risks which increase significantly in terms of either Likelihood or Impact are escalated to the Executive Team and are then managed as a part of the Strategic Risk Management process. Operational risks are presented quarterly to a Board sub-committee.
- **Grant project risks.** These are risks arising from a particular programme or project (such as the project cost and inflation risk mentioned earlier in this report) and are managed as part of the grant-giving governance for that activity; these are regularly reviewed and monitored. This is part of effective project governance and management.

The Foundation's Risk Register contains two sections: strategic risk and operational risk. Strategic risk is managed by the Executive and Board; whereas operational risk is managed within functional teams, with the exception of escalated operational risks that need to be referred 'up the chain'.

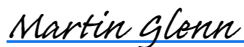
The Football Foundation Strategic Report

Throughout 2021 and 2022 we continued to monitor the following strategic risks:

Risk	Mitigation
People leadership & Culture; the ability to recruit and retain	The employee proposition is regularly reviewed and adjusted if necessary to ensure the Football Foundation is an attractive place to work. This is supported by succession planning and investment into salary and training to support progression of key personnel and those with specialist skills
Income and financial sustainability	The external environment and political landscape are monitored and the organisation has strategies that it can deploy to emerging issues e.g. Cost volatility. The financial resources are reviewed over an annual and a three-year period, including cashflows and budget and plans,
Cyber security, malware, ransom ware and phishing scams	Football Foundation has robust IS security processes in place, software and password requirements, Awareness training modules are mandatory for all staff.
Failure to deliver inclusive outcomes	Tracking and reviewing delivery against our KPIs via the performance framework ensures that we remain on track or take corrective action if necessary. The framework is reviewed by the Executive Team, the ARG and the Board,

The Report of the Trustees prepared under the Charities Act 2011, which also contains all the information required in a Directors' Report by the Companies Act 2006, and the incorporated Strategic Report prepared under the Companies Act 2006, were approved by the Board of Trustees on 14 September 2022 and signed on behalf of the Trustees by Jennie Goodman, Company Secretary.

Approved by order of the Board


[Martin Glenn \(Sep 20, 2022 12:45 GMT+1\)](#)

M R Glenn

Chairman

20/9/22

Date

Reg no: 387630

The Football Foundation - Financial Statements

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE FOOTBALL FOUNDATION

Opinion

We have audited the financial statements of The Football Foundation (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 May 2022 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 May 2022 and of the group's 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 group and parent 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 statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent 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.

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report of the Trustees. 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.

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

The Football Foundation - Financial Statements

in the course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report, or the Strategic Report included within 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 by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 6, 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 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 group's and parent charitable 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 trustees either intend to liquidate the group or parent charitable 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

The Football Foundation - Financial Statements

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents and evaluating advice received from internal advisors.

The group audit engagement team identified the risk of management override of controls and revenue recognition (cut-off) as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal

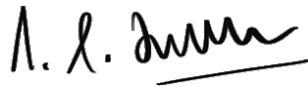
The Football Foundation - Financial Statements

course of business. Audit procedures planned in respect of revenue recognition (cut-off) included but were not limited to reviewing agreements with funders to ensure that income is recognised in the appropriate period.

A further description of our responsibilities for the audit of the financial statements is provided 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.



Nicholas Sladden (Senior Statutory Auditor)

For and on behalf of RSM UK Audit LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street

London

EC4A 4AB

United Kingdom

20 September 2022

The Football Foundation - Financial Statements

**Consolidated statement of financial activities
(including the income and expenditure account) for the
year ended 31 May 2022**

		Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
		2022	2022	2022	2021	2021	2021
	Note	£'000	£'000	£'000	£'000	£'000	£'000
Charitable Activities	2	54,602	23,312	77,914	1,564	39,606	41,170
Interest income	4	-	21	21	-	7	7
Other income	4	-	760	760	-	1,122	1,122
Income		54,602	24,093	78,695	1,564	40,735	42,299
Income from trading activities	3	-	-	-	-	302	302
Trading costs	3	-	(6)	(6)	-	(265)	(265)
Net (expenditure) income from trading activities		-	(6)	(6)	-	37	37
Total income		54,602	24,087	78,689	1,564	40,772	42,336
Expenditure on:							
Charitable activities	5	(52,854)	(49,670)	(102,524)	(423)	(73,171)	(73,594)
Total expenditure		(52,854)	(49,670)	(102,524)	(423)	(73,171)	(73,594)
Investment income	14	-	445	445	-	354	354
Net income / (expenditure)	7	1,748	(25,138)	(23,390)	1,141	(32,045)	(30,904)
Net movement in funds		1,748	(25,138)	(23,390)	1,141	(32,045)	(30,904)
Reconciliation of funds:							
Funds brought forward at 1 June		1,141	27,094	28,235	-	59,139	59,139
Funds carried forward at 31 May	17	2,889	1,956	4,845	1,141	27,094	28,235

The notes on pages 32 to 47 form part of these financial statements.

The Football Foundation - Financial Statements
Balance sheets as at 31 May 2022

	Note(s)	Group		Charity	
		2022	2021	2022	2021
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11	908	672	908	672
Tangible assets	12	384	436	384	436
		1,292	1,108	1,292	1,108
Current assets					
Stock		130	172	130	172
Debtors: amounts falling due within one year	13	7,817	25,539	7,814	25,591
Debtors: amounts falling due after one year	13	9,046	239	9,046	239
Investments	14	51,330	50,885	51,330	50,885
Cash at bank and in hand		59,116	29,861	58,800	29,485
		127,439	106,696	127,120	106,372
Creditors: amounts falling due within one year	15	(123,886)	(79,569)	(123,879)	(79,562)
Net current assets		3,553	27,127	3,241	26,810
Total assets less current liabilities		4,845	28,235	4,533	27,918
Net assets	17	4,845	28,235	4,533	27,918
Funds					
Unrestricted funds:					
Funds retained within the Charity	16	1,644	26,710	1,644	26,777
Funds retained within a non-charitable subsidiary	16	312	384	-	-
Restricted Funds:					
Funds retained within the Charity	16	2,889	1,141	2,889	1,141
Total funds	16,17	4,845	28,235	4,533	27,918

A separate statement of financial activities and income and expenditure account are not presented for the Charity itself as permitted by Section 408 of the Companies Act 2006. The net expenditure for the Charity for the year was £23.4m (2021: net expenditure of £30.9m).

The financial statements on pages 29 to 47, which comprise the Consolidated statement of financial activities, the Group and Charity balance sheets, the Consolidated cash flow statement and the related notes were approved by the Board of Trustees on 14 September 2022 and signed on its behalf by:

Martin Glenn
Martin Glenn (Sep 20, 2022 12:45 GMT+1)

M R Glenn
Chairman

The Football Foundation - Financial Statements

Consolidated cash flow statement for the year ended 31 May 2022

	Note	2022 £'000	2021 £'000
(a) Reconciliation of net income to net cash flow from operating activities			
Net movement in funds (as per the consolidated statement of financial activities)		(23,390)	(30,904)
Adjustments for:			
Amortisation of intangible assets	11	146	189
Depreciation of tangible assets	12	86	97
Profit on disposal of intangible assets	11	-	(22)
Income from interest on cash deposits	4	(21)	(7)
Interest received on investments	14	(295)	(292)
Interest accrued on investments	14	(150)	(61)
Increase in debtors	13	8,915	2,527
Increase in creditors	15	44,317	8,568
Increase in stock		42	25
Net cash provided by operating activities		29,650	(19,880)
(b) Statement of cash flows			
Net cash provided by operating activities		29,650	(19,880)
Cash flows from investing activities:			
Income from interest on cash deposits	4	21	7
Proceeds from the sale of intangible assets	11	-	466
Proceeds from the sale of tangible assets	12	-	3
Purchase of tangible assets	12	(34)	(13)
Purchase of intangible assets	11	(382)	(88)
Net cash used in investing activities		395	374
Net cash inflow / (outflow)		29,255	(19,505)
Change in cash and cash equivalents in the year		29,255	(19,505)
Cash and cash equivalents at 1 June		29,861	49,366
Cash and cash equivalents at 31 May		59,116	29,861

The Football Foundation - Notes to the financial statements

1. Principal accounting policies

General information

The Football Foundation (the 'Foundation' or the 'Charity') is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation in April 2000 and registered with the Charity Commission. The other company included within the group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001. The consolidated financial statements for the year ended 31 May 2022 relate to the total activities of the two legal entities.

The address of the Foundation's registered office is 10 Eastbourne Terrace, Paddington, London W2 6LG.

Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the Charity, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

A summary of the principal accounting policies, which have been applied consistently unless stated, is set out below.

Going concern

The financial statements have been prepared on a going concern basis. Whilst COVID-19 had a significant impact on the Funding Partners, their funding through to September 2023 has now been confirmed in writing by The FA, Premier League and the Government (via Sport England). The Trustees' policy is not to commit funds beyond known funding.

Basis of consolidation

The consolidated statement of financial activities, the consolidated balance sheets and the consolidated cash flow statement include the financial statements of the Charity and its subsidiary undertaking (together the 'Group') made up to 31 May 2022. The subsidiary has been consolidated on a line-by-line basis. Intra group transactions and profits and balances have been eliminated on consolidation, where material.

The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities. A separate SOFA has not been presented for the standalone Charity, as permitted by Section 408 of the Companies Act 2006 and 2019 SORP.

Currency

The Charity's functional and presentational currency is pounds sterling.

Income

Donations that provide core funding or are of a general nature are included in the statement of financial activities on the following bases:

The Football Foundation - Notes to the financial statements

1. Principal accounting policies (continued)

All donations received are recognised when the Foundation is entitled to funds, where there is probability of receipt, and the amount can be reliably quantified. The Foundation has three-year funding cycles with its funders The FA, the Premier League, and the Government (via Sport England). The FA and the Premier League's funding is accounted in the financial year to which the funders have indicated that income is for in their funding agreements and these funds can be used for operational and grant expenditure. Donations from the Government (via Sport England) is received in arrears following evidence of grant expenditure. Donations to the restricted fund are recognised on a receivable basis, where there is a signed funding agreement and there is commitment by the Foundation of such funds to the agreed programme.

Income from commercial trading activities is recognised as earned (as the related goods and services are provided). Income from cash deposits and other investments is recognised on an accruals basis.

Additional income is received by FFTL from tenant income and sales of Upshot software licenses. Tenant income is recognised on an accruals basis. Income in relation to Upshot licenses is recognised when the conditions attached to the income have been met. Upshot licenses require annual delivery of the service associated with the license. So, in practice, this means that one year of license income is recognised in the year to which the license is sold. Where license contracts span more than one year, a proportionate amount of license income is recognised in the financial year when the contract commences with the remainder being deferred to future periods in line with the terms of the license. The Upshot business was sold to a new and unconnected Community Interest Company on 5 March 2021, and all income received after the date of sale belonged to the Community Interest Company.

In addition, as part of the sale of the Upshot business, the Foundation Board agreed to the deferred consideration of the asset purchase over a four-year period. The Foundation Executive believes that this will be paid in full as the Upshot business was already a successful profit-making operation prior to the divestment.

Expenditure

Expenditure is recognised when a liability is incurred.

Grants payable are recognised in the statement of financial activities when the grant has been authorised and communicated to the recipient. This is deemed to have created a constructive obligation and liability as there are no significant conditions attached to payment of the grants.

Charitable activities include expenditure associated with sport related grants and include both the direct and support costs relating to these activities.

Governance costs include those incurred in the governance of the Charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include the central functions of finance, human resources, information technology, external relations and general administration, and have been allocated to activity cost categories on a basis consistent with the use of resources (see note 6) including travel & meetings, office & premises, public relations & marketing, recruitment and training, consultancy and accountancy & professional costs.

Operating leases

Rental costs are recognised in the statement of financial activities on a straight-line basis.

The Football Foundation - Notes to the financial statements

1. Principal accounting policies (continued)

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Fund accounting

The funds of the Charity have been segregated as follows:

Restricted funds consist of donations received, for which the donor has specified the purposes for which the resources can be utilised. Expenditure on restricted funds reflects the appropriate expenditure that has been charged to those funds.

All other funds are unrestricted and available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Pension costs

The Group makes contributions to defined contribution pension schemes on behalf of certain staff members, the assets of which are held separately from those of the Group in an independently administered fund. The cost of these contributions is charged to the statement of financial activities as incurred.

Tangible assets and depreciation

Capitalisation and replacement

The cost of tangible assets is their purchase cost, together with any incidental costs of acquisition. Assets of over £250 are capitalised.

Depreciation

Depreciation is calculated on a straight-line basis so as to write off the cost or valuation of tangible assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. Assets in the course of construction are not depreciated until they are brought into use. The principal annual rates used for this purpose are:

	Years
Fixtures and fittings	10
Computer equipment	4

Intangible assets

Intangible assets represent software development costs and are capitalised when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and there is a readily ascertainable market value for the asset being developed, and the cost of these assets can be measured reliably, consistent with the requirements of FRS 102 Section 18. Those costs are amortised on a straight-line basis over seven years, in line with the depreciation period for computer software.

The Football Foundation - Notes to the financial statements

1. Principal accounting policies (continued)

Deferred taxation

A provision is made for deferred taxation using the incremental liability method where the Group consider deferred taxation has a material impact on the financial statements. Material deferred tax assets are only recognised to the extent they are recoverable.

Irrecoverable Value Added Tax

Any irrecoverable VAT is charged to the statement of financial activities or capitalised as part of the cost of the related asset, where appropriate.

Stock

Equipment, for The FA's Respect scheme, is valued at the lower of cost and net realisable value using a first-in, first-out (FIFO) method of calculation.

Investment income

Income from cash deposits, held with a maturity of greater than three months, is accounted for on an accruals basis.

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, short-term deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Critical accounting judgements and key estimates

The preparation of the financial statements requires judgements, estimations and assumptions to be made that affect the reported values of assets, liabilities, revenues, and expenses. The nature of estimation and judgement means that actual outcomes could differ from expectation. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year

Critical areas of judgement

- (a) The Charity allocates support costs between different charitable activities using Executive Management's judgement of the proportion of effort expended on each category during the year.
- (b) The Charity has capitalised several intangible asset builds in the current financial year, such as the new Foundation website and other facilities' software; this was based on the judgement that these intangible assets will provide future economic benefit to the Foundation and their costs can be reliably measured. These assets are amortised on a straight-line basis over 7 years, in line with the depreciation period for computer software.

The Football Foundation - Notes to the financial statements

2. Charitable Activities

	2022 £'000	2021 £'000
Unrestricted		
The FA	11,312	13,306
Premier League	12,000	8,132
The Government funds managed by Sport England	-	18,168
	23,312	39,606
Restricted		
The Government funds managed by Sport England	39,000	-
Sport England – Active Through Football	13,870	564
Sport England – Multi-Sport	1,676	-
Rugby Football Union – Multi-Sport	56	-
Greater London Authority	-	1000
	54,602	1,564
Total	77,914	41,170

3. Subsidiary undertaking

The subsidiary undertaking of the Charity, FFTL, is a company registered in England and Wales (no. 4202574) in which the Charity holds 1 £1 ordinary share representing 100% of the issued share capital.

There was no business activity in FFTL during 2022. The subsidiary donates any available realisable profits to the Charity each year by gift aid and incurs an annual royalty fee of 2% of its turnover to the Charity under an agreement as consideration for the use of the Charity's name and logos. . FFTL's trading results for the year, as extracted from the audited financial statements, are summarised below:

	2022 £'000	2021 £'000
Upshot income	-	302
Administrative expenses	(9)	(265)
Royalty fee to the Foundation	-	(66)
Corporation tax	3	-
(Loss)/Profit of subsidiary	(6)	(29)

	2022 £'000	2020 £'000
Current assets	319	376
Current liabilities	(7)	(58)
Net assets	312	318

The Football Foundation - Notes to the financial statements

4. Interest and Other income

	2022 £'000	2021 £'000
Interest receivable on cash deposits	21	7
Other income	33	36
Furlough income	6	26
Management fee (FSIF)	721	1,060
	781	1,129

5. Analysis of expenditure

	Direct staff costs	Other direct costs	Support costs	2022 Total	2021 Total
Activity:	£'000	£'000	£'000	£'000	£'000
Awarding of grants					
Unrestricted:	2,199	43,388	3,523	49,110	72,751
Grants payable					
Governance costs (see note 6b)	-	-	560	560	420
Restricted:	62	52,560	232	52,854	423
Grants payable					
	2,261	95,948	4,315	102,524	73,594
Trading costs	-	-	9	9	265
Total	2,261	95,948	4,324	102,533	73,859

Grants awarded during the financial year are summarised in note 23. Support costs are further analysed in note 6a.

The Football Foundation - Notes to the financial statements

6. Allocation of support costs and analysis of governance costs

6a. Allocation of support costs

	Unrestricted Grant payable	Governance costs	Restricted Grant payable	Trading costs	2022 Total	2021 Total
Support costs:	£'000	£'000	£'000	£'000	£'000	£'000
Indirect staff costs	1,037	-	-	-	1,037	1,853
Apportionment of staff costs	-	378	-	-	378	293
Travel and meetings	138	9	4	-	151	20
Office and premises	988	62	-	-	1,050	994
Public relations and marketing	190	12	64	-	266	979
Recruitment and training	77	5	-	-	82	27
Consultancy	1,087	69	164	-	1,320	1,367
Accountancy and professional	5	26	-	9	40	15
	<u>3,522</u>	<u>561</u>	<u>232</u>	<u>9</u>	<u>4,324</u>	<u>5,548</u>

The support costs have been allocated by taking the trading costs directly incurred by the group.

6b. Analysis of governance costs

	2022	2021
Costs/category:	£'000	£'000
External audit	25	28
Apportionment of staff costs	375	264
Apportionment of support costs	157	128
Trustee Board costs	3	-
	<u>560</u>	<u>420</u>

The apportionment of staff costs has been assumed by using an estimated percentage of total employee time spent on governance related work. This varies depending on employee roles.

The Football Foundation - Notes to the financial statements

7. Net income / (expenditure)

	2022 £'000	2021 £'000
Net (expenditure) / income is stated after charging:		
Depreciation on tangible assets	86	97
Amortisation on intangible assets	146	189
Profit on disposal of intangible fixed assets	-	22
Amounts payable under operating leases	278	468
Auditor's remuneration for:		
Audit services	25	28
Tax and other services	9	3

The Charity incurred audit costs of £23,000 excluding VAT (2021: £23,500) and taxation and other services costs of £815 excluding VAT (2021: £800). Audit costs of £4,300 excluding VAT (2021: £4,000) and taxation and other service costs of £2,448 excluding VAT (2021: £2,400) incurred by the trading subsidiary are included within the trading costs.

8. Employee information

	2022 Number	2021 Number
Average monthly number of persons employed by the Group and Charity during the year was:		
Foundation	63	68
FFTL	-	5
	63	73

Staff costs

Group	2022 £'000	2021 £'000
Wages and salaries	2,939	3,597
Social security costs	340	372
Other pension costs	247	278
	3,526	4,247

Charity	2022 £'000	2021 £'000
Wages and salaries	2,939	3,416
Social security costs	340	352
Other pension costs	247	263
	3,526	4,031

The Group operates a defined contribution pension scheme contributing 8.0% (2021 8.0%) of gross salaries on behalf of employees.

The Football Foundation - Notes to the financial statements

8. Employee information (cont.)

The number of employees whose emoluments exceeded £60,000 was:

Group	2022 Number	2021 Number
£60,001 - £70,000	2	2
£70,001 - £80,000	2	1
£90,001 - £100,000	2	3
£100,001 - £110,000	1	3
£120,001 - £130,000	-	1
£130,001 - £140,000	1	1
£220,001 – £230,000	1	-

For those staff whose emoluments exceeded £60,000, pension contributions amounting to £67,265 (2021: £75,486) were for the provision of money purchase benefits. No Trustee received any remuneration from the Group during the year. No Trustees were reimbursed for expenditure on travel and subsistence, incurred for attendance at Board meetings on behalf of the Foundation (2021: Nil).

Senior employees who have the authority and responsibility for planning, directing, and controlling the activities of the Group are considered to be key management personnel. Total remuneration in 2022 in respect of these seven (2021: Seven) individuals was £755,209 (including Employer's NIC) (2021: £677,362).

9. Taxation

The Foundation is a registered charity and, as such, is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the Charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

The Charity is not registered for VAT and, accordingly, all its expenditure is recorded inclusive of any VAT incurred.

FFTL is registered for VAT and, consequently, all its income and expenditure is recorded net of VAT. As per policy, FFTL gift aids all of its available realised profits to the Charity.

A deferred tax asset of £112,770 (2021: £110,518) has not been recognised on the losses arising in FFTL on the basis that sufficient profits cannot be guaranteed at this stage of FFTL's development and historical deficits brought forward exceed profits generated to date. As a result of the divestment of the Upshot business, there has been a substantial reduction in the deferred tax asset as it can no longer be attributed against profits generated by the Upshot business.

10. Net income dealt with in the Charity's financial statements

The income attributable to the Charity was £79.1m (2021: £42.7m). The expenditure for the year attributable to charitable activities was £102.5m (2021: £73.6m).

The Football Foundation - Notes to the financial statements

11. Intangible assets

Group and Charity	Total £'000
Cost	
At 1 June 2021	2,093
Additions	382
At 31 May 2022	2,475
Accumulated amortisation	
At 1 June 2021	1,421
Charge in year	146
At 31 May 2022	1,567
Net book value	
At 31 May 2022	908
At 31 May 2021	672

Intangible assets comprise software development, Pitchfinder, PitchPower, Facilities Central and the Foundation website.

12. Tangible assets

Group and Charity	Fixtures and fittings £'000	Computer software and equipment £'000	Total £'000
Cost			
At 1 June 2021	830	3,182	4,012
Additions	-	34	34
At 31 May 2022	830	3,216	4,046
Accumulated depreciation			
At 1 June 2021	442	3,134	3,576
Charge in year	55	31	86
At 31 May 2022	497	3,165	3,662
Net book value			
At 31 May 2022	333	51	384
At 31 May 2021	388	48	436

The Football Foundation - Notes to the financial statements

13. Debtors

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Amounts owed by FSIF	740	1,060	740	1,060
Amount owed by FFTL	-	-	-	66
Trade debtors	67	127	67	127
Other debtors	3	26	-	11
Prepayments and accrued income	7,007	24,326	7,007	24,326
	7,817	25,539	7,814	25,590

DCMS (via Sport England) committed to funding up to £14.5m for Active Through Football (2021: NIL) to the Foundation of which £11.9m remained outstanding as at 31 May 2022 (2021: NIL). This was included as part of accrued income and is expected to be received in full by 31 May 2026.

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Amounts falling due after one year:				
Arnold Town FC	-	27	-	27
Upshot Systems CIC	146	212	146	212
Prepayments and accrued income	8,900	-	8,900	-
	9,046	239	9,046	239

14. Investments

	2022	2021
	£'000	£'000
Group and Charity		
At 1 June	50,885	50,532
Purchases	-	-
Disposal proceeds	-	-
Interest received on investments	295	292
Interest accrued on investments	150	61
At 31 May	51,330	50,885

The Foundation invests available funds into notice accounts and fixed-term cash deposits. The maximum duration was twelve months.

The Football Foundation - Notes to the financial statements

15. Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade creditors	368	293	368	293
Taxation and social security costs	133	113	133	113
Grants payable	122,764	78,043	122,764	78,043
Accruals	621	1,120	614	1,113
	123,886	79,569	123,879	79,562

16. Funds

Group	2021 Balance £'000	Income £'000	Expenditure £'000	Investment income £'000	2022 Balance £'000
Unrestricted funds					
General funds retained within the Charity	26,776	24,093	(49,670)	445	1,644
General funds retained within FFTL	318	-	(6)	-	312
Restricted funds					
Active Through Football Income	1,141	13,870	(12,863)	-	2,148
Sport England – Core Funding Income	-	39,000	(39,000)	-	-
Sport England – multi-sport Income	-	1,676	(935)	-	741
RFU – multi-sport Income	-	56	(56)	-	-
Total funds	28,235	78,695	(102,530)	445	4,845

Charity	2021 Balance £'000	Income £'000	Expenditure £'000	Investment income £'000	2022 Balance £'000
Unrestricted funds					
General funds retained within the Charity	26,776	24,093	(49,670)	445	1,644
Restricted funds					
Active Through Football Income	1,141	13,870	(12,863)	-	2,148
Sport England – Core Funding Income	-	39,000	(39,000)	-	-
Sport England – multi-sport Income	-	1,676	(935)	-	741
RFU – multi-sport Income	-	56	(56)	-	-
Total funds	27,917	78,695	(102,524)	445	4,533

The Football Foundation - Notes to the financial statements

The restricted funds detailed above have been provided by two funders. Firstly, Sport England are funding the "Active Through Football" programme in full, which is being undertaken at the Foundation, this includes all operating and grant costs. Secondly, the Greater London Authority (GLA) provided funds towards the London Hubs Programme. Thirdly Sport England's core funding from DCMS is restricted for 2022 and this covers the grants on capital projects in 2022 of which all funding was utilised. Fourthly, Sport England's multi-sport funding and RFU's multi-sport funding which is for operational and grant costs relating to multi-sport activities.

17. Analysis of the net assets between funds

Group	Unrestricted funds	Restricted funds	Balance 2022
	£'000	£'000	£'000
Intangible assets	908	-	908
Tangible assets	384	-	384
Net current assets	664	2,889	3,553
Net assets	1,956	2,889	4,845

Charity	Unrestricted funds	Restricted funds	Balance 2022
	£'000	£'000	£'000
Intangible assets	908	-	908
Tangible assets	384	-	384
Net current assets	352	2,889	3,241
Net assets	1,644	2,889	4,533

18. Reconciliation of net cash flow to movement in net funds

Group	2022 £'000	2021 £'000
Change in net funds:		
Increase / (Decrease) in cash	29,255	(19,505)
Net funds at 1 June	29,861	49,366
Net funds at 31 May	59,116	29,861

Charity	2022 £'000	2021 £'000
Change in net funds:		
Increase / (Decrease) in cash	29,315	(19,379)
Net funds at 1 June	29,485	48,864
Net Funds at 31 May	58,800	29,485

The Football Foundation - Notes to the financial statements

19. Operating leases

Annual commitments in respect of land and buildings under operating leases:

	2022	2021
Group and Charity	£'000	£'000
Operating leases which expire:		
Within one year	278	17
Two to five years	-	451
	<u>278</u>	<u>468</u>

20. Commitments

All grant commitments have been recognised once a grant offer letter has been issued.

21. Capital

The Charity is a company limited by guarantee. Each member has undertaken to contribute £1 to the assets of the company to meet its liabilities if called on to do so. The total amount guaranteed by members at 31 May 2022 is £2 (2021: £2).

22. Related party transactions

The only transactions between the Foundation and The Football Foundation Trading Limited, is the Royalty Fee which has been covered in further detail in note 3, which in 2022 was £NIL (2021 £66k).

Employees of the Foundation have joint employment contracts with The Football Stadia Improvement Fund Limited to deliver grants from both entities. The Football Stadia Improvement Fund Limited is funded by the Premier League and is also a grant giving entity, and the employees of The Football Foundation help to identify and deliver these grants under their joint employment contracts. The Football Stadia Improvement Fund Limited does not incur any direct salary costs, the salary costs incurred by The Football Foundation on the company's behalf form part of the annual administrative expenses recharged to the company, £0.7m in 2022 (2021: £1.1m). Mr W M Bush is the Executive Director of the Premier League and Director of The Football Stadia Improvement Fund Limited. The Premier League donated £12m (2021: £8.1m) to the Foundation during the year. At the year end, the annual administrative expenses recharge from The Football Stadia Improvement Fund to The Football Foundation of £0.7m in 2022 (2021: £1.1m) was outstanding.

Mr P D G McCormick OBE is an employee of the Premier League (Chairman of the Football Board and nominated Director of The FA (including currently serving as interim Chairman), Senior Partner at McCormick Solicitors (including Executive Chairman of the Legal Advisory Group to the Premier League) and Chairman of The Football Stadia Improvement Fund Limited.

Mr M W Bullingham is the Chief Executive Officer of The FA and Director of The Football Stadia Improvement Fund Limited. The FA donated £11.3m (2021: £13.3m) to the Foundation during the year.

Mr J Pearce is member of The FA's Board (National Game representative), Remuneration Committee, Judicial Panel, National Game Finance Committee and Alliance Committee. He is also a member of The Football Stadia Improvement Fund Limited Investment Panel, the General Manager and Vice-Chairman of Bognor Regis Town F.C. and a council member of Sussex County FA.

The Football Foundation - Notes to the financial statements

Mr T Hollingsworth is the Chief Executive Officer of Sport England. The Government (via Sport England) donated £39.0m (2021: £18.0m) to the Foundation during the year. The Government (via Sport England) donated £13.9m (2021: £564k) to the Foundation for "Active Through Football" programme during the year, of which receipt of £11.9m (2021: £Nil) remained outstanding as at 31 May 2022. This was included as part of accrued income within note 13.

The Foundation's and FFTL's staff are employed under joint contracts with FSIF. A proportion of staff costs are recharged to FSIF together with an element of the running costs of the Foundation totalling £0.7m (2021: £1.1m).

23. Grants awarded during the financial year

Grants awarded during the financial year amounted to £94.5m (2021: £69.9m). A list of the 50 largest facility grants awarded during the year is provided below. Each of these organisations received at least one grant in the financial year. The grants payable disclosed exclude grant delivery costs amounting to £6.4m (2021: £7.6m). No grant has been made to any individual (2021: same).

<i>Single Fund</i>	<i>£</i>	<i>Single Fund</i>	<i>£</i>
London Borough of Barking & Dagenham	6,197,324	Cambridge City Fc	621,892
Newcastle City Council	5,268,189	Holbeach United Community Sports Academy	594,922
Manchester City Council	3,875,049	Warrington Borough Council	571,763
Newcastle City Council	3,845,586	Chesterfield High School	568,697
Wigan Council	3,706,150	Oasis Academy (mayfield)	564,325
Wigan Council	3,593,343	Brookfield Community School	554,627
Grounds Management Association	2,152,518	The Market Weighton School	544,952
Sheffield City Council	2,069,906	Oakwood School	541,336
Afc Bournemouth Community Sports Trust	1,550,000	Perth Green Community Association	536,161
Wirral Borough Council	1,090,092	Roach Dynamos FC	533,882
Aston Villa Foundation	1,000,000	Priory School	525,197
Houghton Regis Town Council	956,400		
Shaftesbury Youth Club	944,184	Active Through Football	£
Aylesford Fc	844,652	Leeds United Foundation	685,663
Wirral Borough Council	806,600	Leicester City in the Community	663,805
Lionheart Academies Trust	781,759	Wakefield Council	618,543
Thornton Cleveley Sports Club	750,489	Blackpool FC Community Trust	616,075
City and County of Swansea Council	750,000	Staffordshire Fa	586,715
Glebelands School	734,400	Gateshead Council	566,506
SABRES Educational Trust	697,963	North Riding County Football Association	564,872
Delta Don Valley Academy	694,010	Argyle Community Trust	564,427
Waverley Borough Council	672,947	Aston Villa Foundation	552,760
Wales High School Academy Trust	669,398	Rotherham United Community Sports Trust	551,875
Richard Huish College	663,840	Kingston Upon Hull City Council	525,000
Norfolk County Football Association Limi	646,040	Sheffield United Community Foundation	525,000
Rodborough School	639,592	Community Action Derby	524,998

Grants	Total value (£m)
50 largest facility grants	59.3
Other	35.2
Total	94.5

24. Ultimate controlling party

There is no ultimate controlling party of The Football Foundation.

FF accounts FY22 - Final (200922)

Final Audit Report

2022-09-20

Created:	2022-09-20
By:	Harry Hawkins (harry.hawkins@footballfoundation.org.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAM1vSubiVKGvVvDKOgeH0NKFBzsA65Frqj

"FF accounts FY22 - Final (200922)" History

 Document created by Harry Hawkins (harry.hawkins@footballfoundation.org.uk)
2022-09-20 - 8:53:42 AM GMT- IP address: 81.128.168.26

 Document emailed to rjs@footballfoundation.org.uk for signature
2022-09-20 - 8:56:40 AM GMT

 Email viewed by rjs@footballfoundation.org.uk
2022-09-20 - 8:59:21 AM GMT- IP address: 86.26.220.145

 Signer rjs@footballfoundation.org.uk entered name at signing as RSullivan
2022-09-20 - 8:59:45 AM GMT- IP address: 86.26.220.145

 Document e-signed by RSullivan (rjs@footballfoundation.org.uk)
Signature Date: 2022-09-20 - 8:59:47 AM GMT - Time Source: server- IP address: 86.26.220.145

 Document emailed to mrg@footballfoundation.org.uk for signature
2022-09-20 - 8:59:49 AM GMT

 Email viewed by mrg@footballfoundation.org.uk
2022-09-20 - 11:43:39 AM GMT- IP address: 185.104.136.51

 Signer mrg@footballfoundation.org.uk entered name at signing as Martin Glenn
2022-09-20 - 11:45:09 AM GMT- IP address: 185.104.136.51

 Document e-signed by Martin Glenn (mrg@footballfoundation.org.uk)
Signature Date: 2022-09-20 - 11:45:10 AM GMT - Time Source: server- IP address: 185.104.136.51

 Document emailed to Nicholas Sladden (nick.sladden@rsmuk.com) for signature
2022-09-20 - 11:45:13 AM GMT

 Email viewed by Nicholas Sladden (nick.sladden@rsmuk.com)
2022-09-20 - 2:47:28 PM GMT- IP address: 193.42.56.228



Document e-signed by Nicholas Sladden (nick.sladden@rsmuk.com)

Signature Date: 2022-09-20 - 2:48:17 PM GMT - Time Source: server- IP address: 82.129.76.26



Agreement completed.

2022-09-20 - 2:48:17 PM GMT



Adobe Acrobat Sign

THE FOOTBALL FOUNDATION

England & Wales - Charity number 1079309

Accounts

Registered Company Number: 3876305

Registered Charity Number: 1079309

THE FOOTBALL FOUNDATION

Annual Report and Financial Statements
for the year ended 31 May 2021

The Football Foundation

Annual Report and Financial Statements for the year ended 31 May 2021

Contents	Page
Trustees, Directors, Officers and Advisers	3
Report of the Trustees:	
Structure, governance and management	5
Strategic Report	7
Independent auditor's report.....	25
Consolidated statement of financial activities	29
Balance sheets	30
Consolidated cash flow statement	31
Notes to the financial statements.....	32

The Football Foundation

Registered company number 3876305

Trustees and Directors

The Trustees and Directors of the company who were in office during the year and up to the date of signing the annual report were:

M R Glenn (Chairman)
P D G McCormick OBE
C A Leslie (Resigned 4 March 2021)
J D Pearce
J C Bird
W M Bush
T Hollingsworth
M W Bullingham
K Taylor (Appointed on 16 September 2020)
E Narozanski (Appointed on 4 March 2021)

Chief Executive

R J Sullivan - appointed 1 January 2021

Company Secretary

J Goodman

Registered office

10 Eastbourne Terrace
Paddington
London
W2 6LG

Independent auditors

RSM UK Audit LLP
25 Farringdon Street
London
EC4A 4AB

Solicitors

Bates Wells
10 Queens Street Place
London EC4R 1BE

Bankers

Barclays Bank PLC
1 Churchill Place
London
E14 5HP

The Football Foundation

Registered company number 3876305

The Trustees, who are also Directors of the company for the purposes of the Companies Act, present their annual report and the audited consolidated financial statements for the year ended 31 May 2021 (FY21).

The Trustees have referred to the Charity Commission's guidance on reporting on public benefit (section 4 of Charities Act 2011) when reviewing the Charity's aims and objectives, and when planning the Charity's activities. The Trustees are therefore content that the Charity meets the public benefit requirements.

The information with respect to Trustees, Directors, Officers and Advisers set out on page 3 forms part of this report. The financial statements have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Status and administration

The Football Foundation is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation (the Foundation or Charity) in April 2000 (company registration number 3876305) and registered with the Charity Commission (Charity number 1079309).

The other company included within the Group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001 (company registration number 4202574).

The report and consolidated financial statements for the year ended 31 May 2021 relate to the total activities of the two legal entities.

The Football Foundation receives funding from three Partners; The Football Association (The FA), the Premier League and the Department for Digital, Culture, Media and Sport (DCMS).

The Foundation does not raise any funds from the public nor enter into any fundraising activities.

The Football Foundation

Registered company number 3876305

Structure, governance, and management

The Foundation is governed by its Memorandum and Articles of Association.

Trustees

The Trustees and Directors were appointed to the Board as follows:

Independent Chair	Appointed by the Board of Trustees for a three-year term
The FA	Two Trustees
Premier League	Two Trustees
Sport England	One Trustee
DCMS	One Trustee
Independent	Two Trustees

The Board supports the principles of good governance set out in the Code for Sports Governance and the continuous improvement model which the Code promotes. During the year ended 31 May 2021, the Board continued to work with Sport England to deliver an action plan to support the full transition to the Code.

During the year ended 31 May 2021 two new Trustees joined the Foundation, and there was one resignation within the year. The new Trustees undertook a structured induction process including one-to-one meetings with the Chair of the Board and CEO and were offered the opportunity to visit a Foundation-funded facility. The Board receives relevant training, including legal and regulatory updates, on a periodic basis.

The Foundation is committed to develop a membership that is as inclusive as possible, and which effectively represents the broad, diverse constituency that FF is looking to support. The aim is therefore to bring together a diverse, informed body of individuals. As a recipient of public funding, 25% of the Foundation's Board of Trustees are to be Independent Non-Executive Trustees (INET). INETs are initially appointed for a three-year term and are limited to serving two additional terms of three years (a max of nine years), before being required to step down.

The Trustees may appoint an independent, non-executive Chairperson for a period of up to three years, after which they can be reappointed. M R Glenn was appointed as Chairman on 1 January 2020 for three years.

Statement of Trustees' responsibilities

The Trustees (who are also directors of The Football Foundation for the purposes of company law) are responsible for preparing the Report of the Trustees (including the Strategic Report) and the financial statements in accordance with applicable law and regulation.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the group 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:

The Football Foundation

Registered company number 3876305

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities (2019);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group 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 the group 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each Director/Trustee in office at the date the Report of the Trustees is approved, that:

- (a) so far as the Trustee is aware, there is no relevant audit information of which the company's auditors are unaware; and
- (b) he/she has taken all the steps that he ought to have taken as a Trustee to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Chief Executive

The Chief Executive is responsible to the Trustees for the operational efficiency and effectiveness of the Foundation within defined policy. The Chief Executive reports to the Chairman.

Organisation

The Board of Trustees administers the Foundation and meets on a quarterly basis. The Trustees have an established panel to review and award grants in accordance with delegated financial authority granted by the Trustees, or to make recommendations to the Trustees in respect of applications to the various grant streams managed by the Foundation. The panel is made up from representatives of the Funding Partners (The FA, the Premier League, and the Government) and also includes unpaid independent members, who bring specific expertise, knowledge and experience.

In addition, two Trustees (P D G McCormick OBE and K Taylor) were members of the Audit, Remuneration & Governance Committee. In June 2020, C A Leslie resigned from the Committee, and was replaced by K Taylor. The Committee is independently chaired by R F Burden, a former Football Foundation Trustee. The Committee has responsibility for remuneration of key management personnel and consideration of remuneration policy and governance. The Committee meets four times a year and has its decisions ratified by the full Board.

The Football Foundation

Registered company number 3876305

Strategic Report

Chairman's foreword

This has been a challenging year for the Foundation. Funding uncertainty, significant internal change, and the personal and team difficulties of working through a pandemic have all had an impact.

But despite these challenges, the Foundation has made important progress. I was delighted to have the opportunity back in November to announce completion of our two-year quest to create local plans that will help every community across England get the football facilities they deserve over the coming years.

In 2017, whilst I was CEO of The FA, we created a National Football Facilities Strategy to set a framework for long term investment. We recognised this had to be underpinned by practical plans that reflected the diverse needs of every local authority. Now, for the first time ever, we have a roadmap to invest and build what every community needs through the Local Football Facility Plans.

I was also delighted to welcome Robert Sullivan as the new CEO of the Foundation in November. In a competitive field of excellent candidates, Robert's experience within facility investment and potential to grow as a leader really stood out. Through his time as interim CEO in the preceding months, he proved his ability to lead and manage through difficult times. The Board and I are looking forward to working with Robert on transforming how the Foundation operates and strengthening its impact over the next few years.

Around 1.8 million people normally participate in some form of football each week, supported by an estimated 1.5 million volunteers. Our national game has always played an important role in communities, offering a great opportunity for people to get involved in physical activity and enabling a wide range of positive outcomes.

Communities need football now more than ever. COVID-19 is the biggest public health challenge we have faced in generations. Whilst grassroots football was on a necessary pause for long periods over the past year, we are delighted it is back. I am proud of the role the Foundation has played in working with our Funding Partners to provide critical financial support that has enabled clubs to look after their facilities and return to playing safely.

We need grassroots football to help communities get back on their feet and make them more resilient. Resilience is exactly what I believe the Foundation team has shown over the past year. They have ensured vital funding has got out to the game. They have simplified and improved the way they operate. And they have built even more trust in the partnership with our Funding Partners. All of this done in a virtual setting. That certainly makes it a year of which we can be proud.

Martin Glenn

Martin Glenn (Sep 16, 2021 10:47 GMT+1)

Martin Glenn, Chairman

The Football Foundation

Registered company number 3876305

CEO's introduction

Anyone who plays football at any level will tell you success only comes from dedicating a lot of energy, teamwork, commitment and finding some inspired moments. In my first year as CEO of the Foundation, I can honestly say that we have drawn on all of these.

There have been three significant factors shaping our strategy, programmes, and performance over the past year.

Firstly, as in all aspects of society, COVID-19 has brought challenges for all of us. A reduction in funding from our Partners meant we had to adapt how we work and urged us to focus on providing practical support to grassroots clubs so they could first cope with the impacts, then get going again.

Through our range of COVID-19 immediate relief funds, we have delivered circa 10,000 grants providing £22.5m of funding quickly and efficiently to clubs in need up and down the football pyramid across England.

Secondly, we continued to face ambiguity around additional Government funding. We welcomed the announcement in the March 2021 Budget that the Government will be investing an additional £21m into community football facilities over the coming year. This is an important step, and we will be working to secure further Government funding, as well as identifying potential additional funding sources.

This will help to transform the quality of sports facilities in England and Wales. We need more floodlit artificial pitches so people can play in all-weather, any time of day. We need better quality grass pitches, so fewer games are cancelled. We need the changing rooms, pavilions and community hubs that improve our experience of playing football. They need to be accessible and welcoming to all, and a place where people come together.

This new Government funding, alongside the investment of the Premier League and The FA, will help accelerate the delivery of the Local Football Facility Plans and ensure we build on the 17,600 grassroots football facility projects worth over £1.6 billion we have delivered over the past 20 years.

The third factor shaping our work has been the change in leadership, with a mandate from the Trustees to review and improve the Executive operations. Over the past few months, we have undertaken a review and organisational restructure, transitioning to new ways of working. We are improving our effectiveness as a charity and strengthening our culture as we strive to deliver, improve, and build for the future.

It is a real privilege to have been given the responsibility to lead the Foundation. Transforming grassroots football facilities in England is the most important challenge our game faces – and one I care passionately about. I am looking forward to working with the Chair, Trustees, Funding Partners, and everyone across the Foundation in unlocking the power of pitches to continue to transform lives and communities.


RSullivan (Sep 16, 2021 11:46 GMT+1)

Robert Sullivan, CEO

The Football Foundation

Registered company number 3876305

Purpose, objectives & focus

This Strategic Report covers highlights of the Foundation priorities and performance during the past financial year (1 June 2020 to 31 May 2021). It also provides an overview of the priorities we have set to deliver in FY22.

The Football Foundation

The Premier League, The FA and Government's Football Foundation is the largest sports charity in the UK. We champion and support fair access to quality football facilities for everyone, regardless of postcode, gender, race, disability, or place.

The Foundation receives money from the Premier League, The FA and DCMS, through Sport England. This is matched with partnership funding and awarded as grants to create high quality grassroots facilities that enable better games and attract more players, helping to transform communities.

Since 2000, we have awarded more than 17,600 grants to improve facilities worth more than £710m – including 942 artificial grass pitches, 6,426 natural grass pitches and 1,200 changing facilities. This has attracted an additional £940m of partnership funding – totalling over £1.6 billion investment since the Foundation's inception in 2000.

Objectives and aims

The Foundation's charitable objectives, as stated in the governing document, are to promote all purposes recognised as charitable under the law of England and Wales from time to time through an association with sport. The Charity's current and ongoing objectives are:

- Put into place a new generation of outstanding facilities in parks, schools, colleges and universities;
- Provide capital and revenue support to increase participation in community football;
- Strengthen the links between football and the community, and harness its potential as a force for good in society; and
- Work with other charities to help achieve the Foundation's objectives.

Investment focus

The Foundation achieves its charitable objectives through directing investment into areas of greatest need and highest impact by awarding grants to organisations for refurbishing or developing new facilities. It also provides the expert guidance and support organisations might require in developing facilities or applying for funding.

The following types of grant funding are available:

- **Football Foundation funding - large and small grants**, covering everything from artificial grass pitches and changing facilities, to goal posts and machinery.

The Football Foundation

Registered company number 3876305

- **Football Foundation Hubs programme** – A portfolio approach investment model providing an area-wide solution. Each Hub has a network of artificial grass pitches, natural turf pitches, catering, changing facilities and social spaces. The aim is to ensure that each site is financially sustainable and, where possible, supports additional facilities, including maintenance of natural grass pitches, in their city's 'catchment area'.

Local Football Facility Plans

The Foundation's ambition is to transform England's grassroots game over the next ten years. The Premier League, The FA and Government aim to deliver thousands of new pitches, while also investing in the improvement of existing grass pitches and off-pitch facilities across the country. To guide this investment, we have divided the country into 318 regions with a bespoke Local Football Facility Plan created for each local authority in England, highlighting the facilities and work required in each area.

Grass Pitch Improvement Programme

Even with the wider availability of 3G pitches, the majority of grassroots football is still played on traditional grass pitches. Improving these remains a key priority for the Foundation. Working alongside The FA we have developed the Grass Pitch Improvement Programme to ensure every affiliated football fixture is played on a quality football pitch and keep grassroots football where it should be - on grass. We aim to have improved 5,000 grass pitches to a 'good' quality standard by 2024.

FY21 performance

The key focus in FY21 was for the Foundation to provide the required support to enable the safe return of grassroots football, following the COVID-19 pandemic and multiple national and local lockdowns. As a result of this increased support, the Foundation provided over 9,000 additional grants with a value of c.£22.5m.

During FY21, the Foundation Board agreed a new Performance Framework, which included several new strategic, operational and financial Key Performance Indicator's to commence from FY22. The Foundation will report on these from FY22.

Within the context of the three significant factors which set the context for FY21 - COVID-19 restrictions, ambiguity around additional government funding and changes to leadership - we set out our strategic mission in two parts:

- Continue to deliver what the game needed in difficult times; and
- Simplify and improve the fundamentals of the Foundation.

15 strategic projects were identified and approved for execution in the year, alongside the core business of delivering the grant pipeline of large-scale capital projects and smaller improvements.

Despite the difficult and limiting operating environment, significant progress has been made in delivering the projects to fulfil both parts of our mission.

The Football Foundation

Registered company number 3876305

Core Grant Pipeline

During FY21, the Foundation awarded more than 2,400 grants valued at over £69.9m (2020: £55.8 million). A breakdown of these and the items they delivered are shown in the table below.

Applications to the Foundation are made through the website – www.footballfoundation.org.uk. For lower value grants (>£25k), a reactive approach is taken, with applicants able to follow a guided application process to submit their application. For all other grants, a proactive approach is taken with support provided by Foundation Grant Management Team so that applicants can efficiently submit applications which will achieve the greatest outcomes and have the best chance of being successful.

Applications are critically assessed by the Grant Management Team and an assessment report, proportional to the size of the grant, is produced which summarises the project and confirm compliance with funding criteria. The reports are then presented for a decision, the process for which varies in accordance with the Delegated Authority agreed by the Board of Trustees.

CORE GRANT PIPELINE DELIVERY					
GRANT CATEGORY	>	£250k+	£25-£250k	Small Grants	Grass Pitches
GRANTS ISSUED	>	53	21	2,032	358
GRANT VALUE	>	£34,373,088	£2,386,045	9,194,739	£6,500,000
DELIVERY	>	• 41 new AGPs • 15 changing rooms • 2 MUGAs • 34 grass pitch capital works	• 5 new AGPs • 10 changing rooms • 3 MUGAs • 20 grass pitch capital works	• 98 Changing pavilion & clubhouse refurbishment • 94 Fencing • 195 Floodlights • 1430 Goalposts • 11 Grass pitch drainage • 5 Playing surface improvement • 240 Maintenance machinery & equipment (3G and grass) • 111 Storage containers	• 1,210 pitches that will be improved to or sustained at a 'good' standard • This now takes the total of 'good' quality pitches across England to 4,114

In addition to awarding core grants in FY21, a multi-year investment plan was agreed by the Board of Trustees.

Delivering Brilliant Programmes

Given the challenges of COVID-19 for grassroots football, it was clear the Foundation needed to take a lead in providing practical support to clubs so they could first cope with the impacts of the pandemic, then get going again in FY21.

Through our range of COVID-19 immediate relief funds, we have delivered 10,000 grants providing £22.5m of funding quickly and efficiently to clubs. These have come in six phases across the year, each with a focus aligned to specific needs relating to the introduction or lifting of government guidelines:

The Football Foundation

Registered company number 3876305

- **Pitch Preparation Fund** – Launched in May 2020, this fund saw £7 million awarded to 2,902 organisations. This enabled over 9,000 football pitches to be made match-fit and benefited more than 33,000 football teams.
- **Club Preparation Fund** - Launched in June 2020, this fund awarded 3,383 grants worth £1.7 million to help clubs prepare their buildings to safely reopen in line with Government guidelines around hygiene and social distancing, and The FA's plans for a 'phased return'. A total of 40,131 football teams benefited from the fund, including 32,921 grassroots teams.
- **Matchday Support Fund** – A total of 1,090 clubs from the National League System, Women's Football Pyramid and Welsh Premier League benefited from grants worth more than £5.5 million to make their ground safer in line with COVID-19 guidelines through this fund launched in October 2020.
- **Return to Football Fund** – £2.1 million of funding was targeted to support clubs most affected by the lockdown, including in the highest areas of deprivation in England, disability football and groups underrepresented in football, including women and girls.
- **Grass Pitch Maintenance Fund** – A £14m fund launched in March 2021 to provide six-year tapered grants to improve the quality of grass pitches. These grants form a key part of the Foundation's overall Grass Pitch Programme which hopes to improve at least 5,000 pitches by June 2024.
- **Small Grants** – This fund to help clubs pay for essential equipment and machinery they need to start playing again. Clubs can apply for up to £25k to refurbish their changing rooms, pay for grass pitch drainage, new goalposts, pitch maintenance equipment and portable floodlights.

Case Study 1: Marine AFC – PITCH PREPARATION FUND , CLUB PREPARATION FUND , MATCHDAY SUPPORT FUND, FOOTBALL WINTER SURVIVAL PACKAGE, FOOTBALL SUMMER SURVIVAL PACKAGE and RETURN TO FOOTBALL

From having a steady income stream to their doors being shut overnight, the effect of the pandemic left Marine AFC, like many clubs, in need of urgent financial support. Thanks to Pitch Preparation Fund, Club Preparation Fund and Matchday Support Fund grants, Marine AFC were able to maintain their pitches and implement safety measures, such as distancing screens and one-way systems, ready for resumption of football. Club Chairman, Paul Leary, said: *"A football club just can't leave their pitch so the Pitch Preparation, Club Preparation and Matchday Support funds were absolutely vital."* Richard Cross, Club Secretary, added: *"We're club officials, fans and supporters through and through so it's all about seeing people back on the terraces supporting the team they love and feeling that community atmosphere again."*

Case Study 2: Old Boltonians FC - Pitch Preparation Fund

One club to benefit from a Pitch Preparation Fund grant was Old Boltonians AFC in Lancashire, who were awarded a grant of £2,500. The funding provided meant Old Boltonians AFC were able to carry out the essential maintenance work they may have otherwise been unable to do, when clubs had little or no means to generate any income. Without a Pitch Preparation Fund grant, the club confirmed that their *"annual renovation works were in serious doubt and would have been simply unaffordable"*. However, thanks to the investment, the club's renovation went ahead and they were able to purchase fertiliser and grass seed, as well as arrange for their pitches to be verti-drained by a

The Football Foundation

Registered company number 3876305

contractor. Thus, when the time came for football to resume, Old Boltonians' pitches were in top condition.

Case Study 3: Nottingham Forest in the Community Trust - PITCH PREPARATION FUND and CLUB PREPARATION FUND

Based at the Forest Sports Zone in the heart of Nottingham, Nottingham Forest in the Community Trust work to engage their local community in positive activity and support them wherever they can. When the lockdown restrictions came into force, getting their facility ready for the safe resumption of football was always going to be a challenge given the costs attached. However, thanks to Pitch Preparation Fund and Club Preparation Fund grants, the Trust were able to ensure people could get back playing again safely. Graham Moran, CEO of Nottingham Forest in the Community Trust, said: *"These funds have given people confidence and it's been part of our role to help and encourage other local organisations and groups have access to the funding as well so it's been really welcome."*

In addition to supporting grassroots clubs, in the last year, the Foundation has also worked to maintain the long-term viability of its £200 million investment in **The Hubs Programme**, our **multi-pitch sites**, in partnership with councils and local football organisations in cities such as Liverpool, London, Sheffield and Sunderland.

These Hubs were closed for most of the year, creating financial challenges for the company contracted to operate them. The Foundation stepped in to negotiate the release of this contractor with minimal disruption and cost, whilst also supporting the operator **Leisure United** to maintain its role so that the Hubs could reopen in line with the lifting of lockdown restrictions. To reduce risk and ensure the effective future operation, an agreement was reached to establish a **New National Football Trust** to oversee Leisure United and their operations on current and future Hubs.

The **PitchPower App** was launched in FY21. This digital tool help clubs carry out grass pitch inspections as part of the grant application process. Since launch, over 5,000 pitches have been inspected and assessed by our partners at the Grounds Management Association. The launch of PitchPower and the emergency Covid-19 relief Pitch Preparation Fund has helped to accelerate growth in Grass Pitch Improvement. Currently, 4,114 pitches are rated as 'good' quality across England, with 1,802 of these added in the past year.

Case Study 4: Birstall United Juniors – Grass Pitch Improvement Programme

Birstall United Juniors have been part of the Grass Pitch Improvement Programme for just under two years starting off as a group of volunteers who in their own words had little experience in pitch preparation. Initially their Meadow Lane pitches were assessed on site in July 2019. With widespread weed coverage, issues with poor surface levels in goal mouths and a high percentage of undesirable grasses the pitches tested at the POOR pitch standard. After working with the County FA and the Grounds Management Associations Regional Pitch Advisor the club began their pitch improvement journey. The club signed up to The Football Foundation's 6-year enhanced grass pitch maintenance fund in spring 2020 which will see the club receive around £26,000 of grant funding over that period to be exclusively spent on enhanced pitch maintenance tasks such as over-seeding, weed control, deep spiking, and fertilisation amongst other operations.

A key part of the improvement programme is regular monitoring of the clubs' pitches using the PitchPower app. This is the Football Foundation's simple to use mobile tool to help clubs and organisations inspect and improve their grass pitches. After each inspection, the club receive an updated benchmark grade for the pitches and a new report from their Regional Pitch Advisor providing advice on how to further improve the pitches. The report also includes

The Football Foundation

Registered company number 3876305

recommendations around machinery and training. Simon Oates (volunteer groundskeeper) from the club describes PitchPower as “a very useful app that allows the club and volunteer groundsman to keep track of the condition of playing surfaces. It also allows us to share with more qualified pitch advisors who can then offer recommendations”

The club have so far provided two PitchPower submissions which has seen the pitches improve to the GOOD standard. This is testament to the hard work of club volunteers in completing the routine maintenance tasks and the club’s partnership with Leicester City FCs Sports Turf Academy Technical Services arm delivering works that have included over-seeding, fertilisation, top dressing, scarification, weed control and deep spiking.

As well as having the pitch maintenance funding and wider support to implement the recommendations made in their PitchPower report the club have also benefited in other areas. The club’s November PitchPower report placed an emphasis on regular routine maintenance as well as the specialist contracted tasks and on the back of this the club enquired about the possibility of further grant support to replace their aging equipment. As recommended the club applied for funding towards a 34HP Compact Tractor as well as a 1.8m Rear Roller Mower. This was in addition to the Combination Turf Grooming Tool that was part funded in 2020 and the club have now had equipment funding totalling over £25,000 across 2020/21.

The club’s volunteer ground-staff have now completed the GMA’s online level 1 training in Football Grounds Maintenance as recommended in their PitchPower report and an immediate success has been an improvement in the marking of pitches. Simon says that “knowing the methodology instantly improved presentation”. They have also benefited from gaining an understanding of appropriate cutting heights, and how to set up and maintain their equipment correctly.

In closing Simon says that “feedback from players and parents is very positive and our groundsman are involved in ensuring pitch rotation and correct preparation for games is carried out. For a small grassroots club, our pitches are certainly improving.”

Simplifying and improving processes

During FY21, the Foundation successfully divested **Upshot**, an impact measurement business, to become a new and unconnected Community Interest Company with a new social purpose and a commitment to reinvesting its profits back into improving the software tool and serving the third sector.

The Foundation launched Upshot in 2012 as a specialist software tool that allows organisations to measure the impact of their initiatives and demonstrate progress towards their outcomes. The decision to become independent is designed to give Upshot greater freedom to grow its team, invest in the technology and make impact measurement more accessible to a wider range of organisations.

To improve our internal efficiency and effectiveness, we completed the first two of four phases of the **Grant Management System** replacement process in FY21. A new simplified **performance measurement framework** was also developed, to provide a more rational validation of our investments and internal business operations.

A marketing and communications campaign enabled a successful launch and strong public engagement around the first wave of **Local Football Facility Plans** in November 2020. In March 2021, communications to promote the **COVID-19 Relief Funds** achieved significant reach and engagement with almost 100% positive sentiment, driving attribution for the investment and work back to the Foundation and its Funding Partners.

The Football Foundation

Registered company number 3876305

Strengthening people and planning culture

We are improving our effectiveness and strengthening the Foundation's culture as we pursue our mission to deliver, improve and build, ready for a greater scale of investment in the future.

Some of the key internal tasks we completed in FY21 include:

- A full organisational review and restructure, followed by effective transition to new ways of working;
- A Comprehensive equality, diversity and inclusion review of internal and external processes;
- Development of a new business planning and budgeting process for FY22;
- Development of a new Personal Development Review process, ready for launch in FY22.

Through the progress we have made in delivering our mission across FY21, we believe the Foundation has changed for the better.

First and foremost, the Foundation has been there for the game when it needed quick, easy, and critical support. We have also re-built trust in the partnership and directly between the Foundation's Executive team and the Funding Partners.

Internally, we have simplified and improved operational structures and processes to be a more flexible, agile, and efficient organisation. We have also played a key role in securing the additional Government funding and built a consensus across the partnership for the direction of future strategic investment.

Challenges

Whilst we have made positive progress in many areas, there are some challenges that we have not managed to successfully address in the last 12 months that we will carry over into FY22.

Core funding certainty

We still await confirmation from all three Funding Partners as to the long-term (in this case next three years) funding outlook. FY22 Funding has been confirmed by all three Funding Partners and hopeful that by the end of FY22 we will be able to return to receiving confirmation for three-year funding cycles.

Energising Local Football Facility Plans

The first generation of local plans has provided a strong starting point, but we need to ensure we can execute these into a thriving pipeline of projects that deliver against our investment priorities. This will need a step-change in local engagement and the ability to be flexible when required. We have already started working on our approach to ensuring they better reflect the shift to a greater multi-sport provision.

Extending grass pitch improvement

We have made a good start to this programme but taking it beyond our asset-owning club base, into Local Authorities and across multi-sports is the big challenge that would transform not just this programme, but our ability to reach and improve the largest number of pitches. It

The Football Foundation

Registered company number 3876305

will need further technology development and a behavioural change campaign to engage a volunteer workforce.

Building for scale

We hope and expect core funding to take a positive step change from FY23. We will use the next 12 months to ensure we hit the ground running next year, not only with enough projects in our pipeline to bring forward, but also improvements to our structure and internal processes to withstand the scale up.

FY22 priorities & plans

Whilst the uncertainty around future funding remains, the Football Foundation Executive Leadership team has committed to setting a 12-month plan of action. This gives us focus through to June 2022, at which point we aim to have a new three-year Strategic Plan aligned to committed funding from all three partners to work against.

An overview of our FY22 plan is shown in the table below.

Our vision Strategic purpose of our investment over multiple years	Deliver facilities that unlock the power of pitches to transform lives and communities	
Our FY22 mission Our strategic focus for the next 12 months to help us deliver our long term vision	Deliver. Improve. Build. Deliver brilliant projects for our applicants and programmes for our partners; continue to improve our processes, systems and working culture; and build to be ready for a greater scale of investment in FY23	
Our FY22 commitment In the next 12 months this is what we'll do & how we'll do it	In FY22 we'll: • Deliver Covid-relief funds as required • Invest in 6 new Hubs • Invest in 40 3Gs • Deliver 2,515 good quality grass pitches (FY21 + FY22 target combined) • Activate 'Active Through Football' in a minimum of 15 places • Invest £7m in small grants • Invest £6.7m in Football Stadia improvement Funding • Activate the multi-sport agenda • Activate LFFPs to develop a full delivery pipeline for FY23	In FY22 our applicants, partners & colleagues will say: • We are open and inclusive in our approach • We can be trusted to deliver • We like to collaborate and are easy to work with • We are flexible and will go the extra mile

We have identified key projects across four key areas to form the focus for our work in FY22:

Partnerships and funding

- Secure additional Government funding for FY23;
- Identify potential additional funding sources.

Products and programmes

- Establish National Football Trust/Leisure United structure for Hub sites;
- Identify Local Authority-wide grass pitch improvement solutions;
- Complete and embed the small-sided facilities review;
- Develop a Groundskeeper Volunteer Plan;
- Research sustainable pitch and investment technology solutions.

Processes and systems

- Develop and implement a new post-grant award support and assurance process;
- Commence refresh of Local Football Facility Plans;

The Football Foundation

Registered company number 3876305

- Build PitchPower 2.0 (incorporating multi-sport);
- Implement and roll out Grant Management System.

People and culture

- Establish and implement Equality, Diversity and Inclusion action plan;
- Embed a refreshed Culture & Values programme;
- Develop a plan for the future of our Head Office and working practices;
- Plan and implement resourcing for scale in FY23.

How the Board complied with its Section 172 duty

The Board welcomes this reporting requirement as an opportunity to explain how dialogue with its stakeholders has informed and helped shape its decisions. Following the appointment of Robert Sullivan as Chief Executive in November 2020, the Board has engaged with Robert and the senior management team to develop the Foundation's core objectives and aims. Importantly, this was supported by dialogue with the Funding Partners, employees and other stakeholders.

Through working collaboratively with management and listening to feedback from the Foundation's many stakeholders, the Board believes that the Foundation is better positioned to respond to the needs of grassroots football clubs in developing their facilities to meet the requirements of COVID-19 guidelines, getting back to playing and working with partners to deliver the LFFPs.

The Board is also focused on ensuring its activities do not have a negative impact on the environment. This includes the review of the current microplastics used in the Foundation's artificial grass pitches, and monitoring the Foundation's environmental impact (carbon footprint), please see our carbon reporting section below for more detail.

We will continue a period of change during FY22 to deliver on our core objectives while simplifying and improving the Foundation so that we can succeed over the long term.

Delegation of authority

The Board believes governance of the Foundation is best achieved by delegation of its authority for the executive management of the Foundation to the Chief Executive, subject to defined limits and monitoring by the Board.

The Board routinely monitors the delegation of authority, ensuring that it is regularly updated, while retaining ultimate responsibility. The Board has adopted a long-standing governance framework, which includes principles outlining:

- The Board's relationship with Funding Partners and Executive management;
- The conduct of Board affairs and the tasks and requirements for all sub- committees;
- The Board's focus on activities that enable it to develop strategy, monitor Executive action and ongoing planning of Board and Executive management succession.

The governance framework covers the following principal areas:

The Football Foundation

Registered company number 3876305

1. Direction: Focusing primarily on strategic issues, while having regard to economic, political and social issues and other relevant external matters which may influence or affect the development of the Foundation and exemplify through the board principles (including the executive limitations), its expectations for the conduct of the Foundation and its employees.
2. Strategy: Responsibility for establishing and reviewing the long-term strategy and the annual business plan for the Foundation, based on proposals made by the CEO for achieving the Foundation's core objectives.
3. Monitoring decisions and actions of the CEO and the performance of the Foundation: Including implementation of, and performance against, the strategy and the plan; and the exercise of authority delegated to the CEO. The Board satisfies itself that emerging and principal risks to the Foundation are identified and understood, systems of risk management, compliance and controls are in place to mitigate such risks and expected conduct of the Foundation and its employees is reflected in a set of values established by the CEO.
4. Succession: Ensuring systems and processes are in place for succession, evaluation and compensation of the CEO and senior management. Those delegated to by the directors to take decisions have access to functional assurance support to identify matters which may have an impact on a proposed decision.

The Companies Act 2006 sets out a number of general duties which Directors owe to the company. New legislation has been introduced to help stakeholders better understand how Directors have discharged their duty to promote the success of the company, while having regard to the matters set out in section 172(1)(a) to (f) of the Companies Act 2006 (section 172 factors). In 2020/2021 the Directors continued to exercise all their duties, while having regard to these and other factors as they reviewed and considered proposals from senior management and governed the company.

Energy and Carbon Reporting

As part of the obligations set out under the Energy and Carbon Report Regulations 2018, the Foundation is required to disclose the energy and carbon created as an organisation over the last year starting on or after April 2019. To fulfil this, we have measured our UK Energy and greenhouse gas emissions as classified within scope 1 and 2 (Streamlined Energy and Carbon Reporting (SECR)) which are presented in tables 1, 2 and 3. This statement excludes our gas emissions as these are not material to the Foundation's activities.

Organisational and Operational Boundaries of the Foundation

The Foundation does not have a complex structure and therefore it accounts for 100 percent of the greenhouse gas (GHG) emissions from operations over which it has control. The Foundation's structural and operational boundaries are the same with the company operating from its sole operating base in London, and nearly half of the Foundation staff being remote workers who work from home and travel to Foundation funded sites to progress their work.

The office is located on a hosted site and therefore receives its energy from third parties. As such, consumption data is based on sub-meter readings taken by these parties.

The Football Foundation

Registered company number 3876305

Energy Consumption and Greenhouse Gas Emissions

The methodology used for determining energy and carbon emissions within this section of the report come from several sources of our greenhouse emissions:

- Fuel consumption in vehicles that are used for business including staff-owned vehicles (Scope 1).
- Electricity used for lighting, cooling, heating and air conditioning in office.

Electricity consumption has been taken from invoices and sub-meter readings as appropriate. Where the readings/invoices do not cover a full year, we have estimated the consumption for the full year based on the average consumption per day in the previous period.

Fuel consumption is measured from the direct use of employee's personal vehicles and journeys by employees travelling to Foundation funded sites. As per Scope 1 where employees have used their own vehicles for business purposes a mileage allowance is paid, and this is identified by mileage claims put through our expense's software for FY21.

The Foundation's consumption and associated greenhouse gas emissions for the financial year 1 June 2020 to 31 May 2021 are shown in Tables 1 and 2 below.

Table 1: Total energy consumption associated greenhouse gas emissions from Scope 1 and Scope 2 for SECR Year 1 Reporting period.

Energy Type	Energy Use (kWh)	% Split kWh	Emissions (tCO2e/yr.)	% Split CO2e
Electricity (Scope 2)	34,296	52.69%	8.00	53.11%
Transport (Scope 1)	30,797	47.31%	7.06	46.89%
TOTAL	65,093	100%	15.05	100%

Table 2: Energy and Carbon Conversion Factors

Activity	Fuel	Unit	Year	Kg CO2e
Electricity Generated	Electricity: UK	kWh	2020	0.23314

The Football Foundation

Registered company number 3876305

Transport (average car)	Petrol	kWh	2020	0.22920
Transport (average car)	Petrol	Mile	2020	0.28052

*UK Government GHG Conversion Factors for Company Reporting, 2020, BEIS & DEFRA

Vehicle use is based on employee travel using their own vehicles for business use. An assumption has been made that all vehicles use standard petrol and have and fall into the average petrol car for conversion figures. Therefore, 0.22920 kg CO₂e per kWh value has been applied. The fuel conversion factor applied (kWh/mile) is 0.28052 kg CO₂e per mile / 0.22920 kg CO₂e per kWh = 1.2240 kWh/mile.

Intensity Ratio

Intensity ratios compare emissions data with an appropriate business metric or financial indicator. This allows comparison of energy efficiency performance over time and with other similar types of organisation. We have chosen to compare our overall emissions with our annual income for the 2020/21 year.

Table 3: Intensity Ratio – Energy consumption and associated greenhouse gas emissions per £100,000 of annual income

Energy Consumption	Total greenhouse gases emissions	The annual group income (£'m)	Intensity Ratio	Intensity Ratio
(kWh)	(tCO ₂ e)	FY21	(kWh / £100,000 income)	(tCO ₂ e / £100,000 income)
65,093	15.05	£42.3	153.88492	0.03559

Energy Efficiency Key Points

The Foundation is aware that the above figures do not present a comparable year as for the majority of FY21 there was Government advice to work from home where possible. This vastly reduced the use of our London office and reduced the Foundation funded site visits our remote staff undertook.

However, the Foundation is still committed to reducing its carbon and greenhouse gas emissions and one of the major areas of focus around this in 2021/22 is completing a review of our current premises and developing a future plan for the Foundation's office, along with a review of hybrid working methods going forward. Both could result in positively reducing the Foundation's carbon and greenhouse gas emissions.

The Football Foundation

Registered company number 3876305

Financial review

The consolidated statement of financial activities for the year is set out on page 29. A summary of the financial results and the work of the Charity are set out below.

Income generation

The income of the Foundation is comprised primarily of donations from football and sport related organisations, with an additional amount of interest earned on cash and investment balances. Donations received during the year were £41.2m (2020: £71.5m). In addition, the Foundation received income of £1.1m (2020: £0.6m) from The Football Stadia Improvement Fund Limited to cover salaries and other administrative costs incurred on the company's behalf. There are no other income generating activities carried out by the Charity, although the subsidiary company, FFTL, generated total income of £0.3m in the year (2020: £0.6m).

Donations from the Premier League, The FA and the Government (through Sport England) are accounted for on a receivable basis in the year in which the income falls due.

Income generated in the year and prior year by FFTL wholly related to selling of an online monitoring system (Upshot) under license to external organisations. Upshot is primarily used to support Foundation-funded projects, providing an online tool to monitor the delivery and impact of Facility and Community-based projects.

During FY21, the Foundation successfully divested the Upshot commercial operation into a new and unconnected Community Interest Company (CIC), with a social purpose and commitment to reinvesting all profits back into improving the software tool and serving the third sector. As part of the sale agreement £0.2m was paid upon sale in March 2021, and £0.3m will be paid, in instalments, over the next four years.

Grant expenditure

In the last 12 months the Foundation awarded grants with a total value of £69.9m (2020: £55.8m). Grants outstanding at the 31 May 2021 totalled £78.0m (2020: £66.9m).

The movement in funds in the year reflects the balance between income recognised and the grants awarded.

Reserves

It is the Foundation's policy that the aggregate of grants awarded will not exceed known current and future funding. The present Reserves Policy is to hold reserves at a level to fund activities and operations in the event of a major fall in income or unforeseen expenditure while plans to replace income or change activities are put in place. Should there be any indication of a cessation of funding to any major extent the Foundation would have to implement an exit strategy that would allow all grant awards to be honoured, including the provision for sufficient staff to remain in place to meet such a requirement. Given the cyclical nature of the Foundation's funding, the Trustees will investigate with the funders an approach that will give a greater certainty to future funding and, where necessary, may include an exit strategy that will ensure operating costs are met. The Foundation's unrestricted free reserves as at 31 May 2021 are £25.6m. This Foundation Reserves Policy statement is reviewed on an annual basis.

The Football Foundation

Registered company number 3876305

Balance sheet

The Foundation's net assets at 31 May 2021 were £28.2m (2020: £59.1m); principally comprising cash and other investments of £80.7m, amounts due from the Funding Partners of £24.1m, less grants payable of £78.0m.

Investment powers, policy and performance

Investment powers are governed by the company's Articles of Association, which permit any surplus funds to be invested by the Board of Trustees. The Trustees intend that the real value of the Charity's investments be maintained and enhanced over the long-term by investment in a lower risk portfolio comprising solely of capital protected cash funds. Decisions on investment purchases and sales are made by the Audit, Remuneration & Governance Committee, which the Executive then actions. No environmental, social or governance (ESG) or ethical considerations are specified. The performance of investments has been in line with Trustees' expectations.

The Group had cash on deposit of £29.9m (2020: £49.4m) and short-term investments of £50.9m (2020: £50.5m) at the end of the financial year. These will be used in future periods to pay grants that the Trustees have authorised and communicated to recipients. At the end of the financial year there were outstanding grants payable totalling £78.0m (2020: £66.9m). The Trustees' policy is not to commit funds beyond known funding.

As part of the terms and conditions attached to every grant awarded, an applicant agrees and accepts that payments of a grant can only be assured to the extent that the Foundation has available funds.

Going concern

The financial statements have been prepared on a going concern basis. Whilst COVID-19 had a significant impact on the funding partners, funding for 12 months from the date of signing of the financial statements has been confirmed in writing from The FA, Premier League, and the Government (via Sport England). The Trustees' policy is not to commit funds beyond known funding.

Financial risk management

The Foundation's operations expose it to a variety of risks that include liquidity risk, interest rate risk and credit risk. The Trustees delegate day-to-day responsibility for managing these risks to the Chief Executive, supported by the Chief Financial Officer.

Liquidity risk. Investments and cash are managed to ensure that there are sufficient funds available to meet the liabilities of the Foundation in a timely manner. Consequently, significant levels of funds are held on short-term deposit and are therefore, available at short notice.

Interest rate risk. Interest rate risk is managed by exploring the investment options available to the Foundation and investing where the best returns possible can be achieved at the lowest possible risk.

Credit risk. Credit risk is managed by reducing the cash collection period for trade debtors. Since the COVID-19 pandemic investments and cash continue to be held within UK-based only banking institutions and building societies.

The Football Foundation

Registered company number 3876305

The Football Foundation Trading Limited (Reg no: 4202574)

FCTL was established to trade and generate funds for the Foundation with no restriction on the activities. The principal activity during 2021 was to continue growth in revenue and profitability from selling Upshot under licence to external organisations.

During FY21, the Foundation successfully divested Upshot and it became a Community Interest Company (CIC) with a new social purpose and commitment to reinvesting all profits back into improving the tool and serving the third sector. Therefore, there was no additional revenue from FCTL post 5 March 2021.

FCTL's policy is to make an annual gift aid payment to the Foundation, thereby transferring all its current realised profits to the Charity. No such profit was available for gift aid in the year under review (2020: £nil).

As per policy, FCTL makes an annual payment under a royalty agreement of 2% of its annual revenue to the Foundation as consideration for the use of the Charity's name and logos. In addition, FCTL makes a further annual royalty payment of 20% of Upshot-related revenue, as consideration for the use of Upshot – the Charity owned asset. The aggregate royalty payment due to the Charity for 2021 is £66,475 (2020: £126,011).

One of the Directors of the FCTL, P D G McCormick OBE, is also a Trustee of the Foundation. The other Director, R J Sullivan, is the Chief Executive of both FCTL and the Foundation.

Principal risks & uncertainties

The business, its management and execution of the Charity's strategy are exposed to several risks; these risks are identified and mitigated where possible. Within the work of the Foundation, there are broadly three types of risk:

- **Strategic risks.** These are major concerns such as reputational risk, or the risk that the Foundation will fail to deliver on a major strategic target, objective or project. They are more often external issues with high impact which require a response plan to mitigate the effects of the risk event happening, as controlling the occurrence may be outside the Foundation's sphere of influence. The Foundation's risk assessment process analyses these risks to establish their root cause and then considers appropriate management responses. These are collated into the Strategic Risk Register which is reviewed monthly by the Executive Team. The Strategic Risk Register is presented at every Board meeting.
- **Operational risks.** Operational risks are part of day-to-day management and Heads of Department are expected to articulate an understanding of the key risks in their area of operation, together with an explanation as to how these are being managed and mitigated. With the support of Heads of Department, each Director inputs into a risk and control framework annually, which is monitored regularly throughout the year. Whilst each risk is 'owned' by the relevant Head of Department, any risks which increase significantly in terms of either Likelihood or Impact are escalated to the Executive Team and are then managed as a part of the Strategic Risk Management process. Operational risks are presented quarterly to a Board sub-committee.
- **Grant project risks.** These are risks arising from a particular programme or project and are managed as part of the grant-giving governance for that activity; these are regularly reviewed and monitored. This is part of effective project governance and management.

The Football Foundation

Registered company number 3876305

The Foundation's Risk Register contains two sections: strategic risk and operational risk. Strategic risk is managed by the Executive and Board; whereas operational risk is managed within functional teams, except for escalated operational risks that need to be referred 'up the chain'.

The review process for each type of risk is summarised as follows:

- **Strategic risks.** The Executive review and update the Strategic Risk Register monthly and carry out a full refresh annually. This, together with a fully refreshed operational risk framework, is forwarded in full to the Board for approval each year. The Strategic Risk Register is then presented to the Trustees at every Board meeting.
- **Operational risks.** Operational risks are owned by the relevant Director and Head of Department. They are fully refreshed annually as part of the business planning process and are then regularly reviewed. Any risks that need to be escalated are highlighted to the Executive Team and/or Board as required. The Foundation-wide operational risk framework undergoes formal review and updating each quarter and is subsequently reviewed by the Executive. It is also presented quarterly to a Board sub-committee.
- **Grant Project risks.** Risks are highlighted at the point of grant assessment in terms of financial, construction, and development outcomes. These are then monitored and mitigated throughout the project's duration and through the comprehensive project monitoring and evaluation processes.

All risks are ultimately the responsibility of the Board to manage, and any (strategic, operational, grant project risks) that require a Board-level action will be escalated to the next available meeting, or by correspondence, as necessary. This is over and above the Board's responsibility to review and approve the overall Register annually and receiving visibility of the Strategic Risk Register at each meeting.

The Strategic Report and Trustees Report was approved by the Board and signed on its behalf by

Jennie Goodman

Jennie Goodman (Sep 16, 2021 12:33 GMT+1)

J Goodman
Company Secretary
15 September 2021
Reg no: 387630

The Football Foundation

Registered company number 3876305

Report on the audit of the financial statements

Opinion

We have audited the financial statements of The Football Foundation (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 May 2021 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 May 2021 and of the group's 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 group and parent 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 statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent 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.

Other information

The other information comprises the information included in the Report of the Trustees other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report of the Trustees. 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.

The Football Foundation

Registered company number 3876305

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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 5, 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 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 group's and parent charitable 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

The Football Foundation

Registered company number 3876305

unless the trustees either intend to liquidate the group or parent charitable 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and parent charitable company operates in and how the group and parent charitable company are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, tax

The Football Foundation

Registered company number 3876305

legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents and evaluating advice received from internal advisors.

The group audit engagement team identified the risk of management override of controls and accounting for the sale of Upshot as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

A further description of our responsibilities for the audit of the financial statements is provided 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.

RSM UK Audit LLP

Nicholas Sladden (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

25 Farringdon Street

London

EC4A 4AB

16 September 2021

The Football Foundation

Registered company number 3876305

Consolidated statement of financial activities (including the income and expenditure account) for the year ended 31 May 2021

		Restricted funds	Unrestricted funds	Total funds	Restricted funds	Unrestricted funds	Total funds
		2021	2021	2021	2020	2020	2020
	Note	£'000	£'000	£'000	£'000	£'000	£'000
Donations	2	1,564	39,606	41,170	41	71,418	71,459
Interest income	4	-	7	7	-	127	127
Other income	4	-	1,122	1,122	-	630	630
Income		1,564	40,735	42,299	41	72,175	72,216
Income from trading activities	3	-	302	302	-	573	573
Trading costs	3	-	(265)	(265)	-	(406)	(406)
Net income from trading activities		-	37	37	-	167	167
Total income		1,564	40,772	42,336	41	72,342	72,383
Expenditure on:							
Charitable activities	5	(423)	(73,171)	(73,594)	(41)	(60,519)	(60,560)
Total expenditure		(423)	(73,171)	(73,594)	(41)	(60,519)	(60,560)
Investment income	14	-	354	354	-	1,028	1,028
Net income / (expenditure)	7	1,141	(32,045)	(30,904)	-	12,851	12,851
Net movement in funds		1,141	(32,045)	(30,904)	-	12,851	12,851
Reconciliation of funds:							
Funds brought forward at 1 June		-	59,139	59,139	-	46,288	46,288
Funds carried forward at 31 May	17	1,141	27,904	28,235	-	59,139	59,139

The notes on pages 32 to 47 form part of these financial statements.

The Football Foundation

Registered company number 3876305

Balance sheets as at 31 May 2021

	Note(s)	Group		Charity	
		2021	2020	2021	2020
		£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11	672	1,217	672	1,217
Tangible assets	12	436	523	436	523
		1,108	1,740	1,108	1,740
Current assets					
Stock		172	197	172	197
Debtors: amounts falling due within one year	13	25,539	28,251	25,591	28,222
Investments	14	50,885	50,532	50,885	50,532
Cash and cash equivalents		29,861	49,366	29,485	48,864
		106,457	128,346	106,133	127,815
Creditors: amounts falling due within one year	15	(79,569)	(71,001)	(79,562)	(70,881)
Net current assets		26,888	57,345	26,571	56,934
Debtors: amounts falling due after one year	13	239	54	239	54
Total assets less current liabilities		28,235	59,139	27,918	58,728
Net assets	17	28,235	59,139	27,918	58,728
Funds					
Unrestricted funds:					
Funds retained within the Charity	16	26,710	58,665	26,777	58,728
Funds retained within a non-charitable subsidiary	16	384	474	-	-
Restricted Funds:					
Funds retained within the Charity	16	1,141	-	1,141	-
Total funds	16,17	28,235	59,139	27,918	58,728

A separate statement of financial activities and income and expenditure account are not presented for the Charity itself as permitted by Section 408 of the Companies Act 2006. The net expenditure for the Charity for the year was £30.9m (2020: net income of £12.7m).

The financial statements on pages 29 to 47, which comprise the Consolidated statement of financial activities, the Group and Charity balance sheets, the Consolidated cash flow statement and the related notes were approved by the Board of Trustees on 15 September 2021 and signed on its behalf by:

Martin Glenn
Martin Glenn (Sep 16, 2021 10:47 GMT+1)

M R Glenn
Chairman

The Football Foundation

Registered company number 3876305

Consolidated cash flow statement for the year ended 31 May 2021

	Note	2021 £'000	2020 £'000
(a) Reconciliation of net income to net cash flow from operating activities			
Net movement in funds (as per the consolidated statement of financial activities)		(30,904)	12,851
Adjustments for:			
Amortisation of intangible assets	12	189	89
Depreciation of tangible assets	11	97	116
Profit on disposal of tangible assets	12	(0)	-
Profit on disposal of intangible assets	11	(22)	-
Income from interest on cash deposits	4	(7)	(127)
Interest received on investments	14	(292)	(954)
Interest accrued on investments	14	(61)	(74)
Increase in debtors	13	2,527	(383)
Increase in creditors	15	8,568	3,374
Increase in stock		25	(137)
Net cash provided by operating activities		(19,880)	14,755
(b) Statement of cash flows			
Net cash provided by operating activities		(19,880)	14,755
Cash flows from investing activities:			
Income from interest on cash deposits	4	7	127
Purchase of investments	13	-	(50,000)
Proceeds from the sale of investments	13	-	65,872
Proceeds from the sale of intangible assets	11	466	-
Proceeds from the sale of tangible assets	12	3	-
Purchase of tangible assets	11	(13)	(56)
Purchase of intangible assets	12	(88)	(1,225)
Net cash used in investing activities		374	14,718
Net cash outflow		(19,505)	29,473
Change in cash and cash equivalents in the year		(19,505)	29,473
Cash and cash equivalents at 1 June		49,366	19,893
Cash and cash equivalents at 31 May		29,861	46,366

The Football Foundation

Notes to the financial statements

1. Principal accounting policies

General information

The Football Foundation (the 'Foundation' or the 'Charity') is a charitable company limited by guarantee, incorporated in the United Kingdom in November 1999 as The Football Trust Charitable Trust, changing its name to The Football Foundation in April 2000 and registered with the Charity Commission. The other company included within the group is the non-charitable wholly owned trading subsidiary The Football Foundation Trading Limited (FFTL), which was incorporated in April 2001. The consolidated financial statements for the year ended 31 May 2021 relate to the total activities of the two legal entities.

The address of the Foundation's registered office is 10 Eastbourne Terrace, Paddington, London W2 6LG.

Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association of the Charity, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

A summary of the principal accounting policies, which have been applied consistently unless stated, is set out below.

Going concern

The financial statements have been prepared on a going concern basis. Whilst COVID-19 had a significant impact on the Funding Partners, funding for the next 12 months has been confirmed in writing by The FA, Premier League and the Government (via Sport England). The Trustees' policy is not to commit funds beyond known funding.

Basis of consolidation

The consolidated statement of financial activities, the consolidated balance sheets and the consolidated cash flow statement include the financial statements of the Charity and its subsidiary undertaking (together the 'Group') made up to 31 May 2021. The subsidiary has been consolidated on a line-by-line basis. Intra group transactions and profits and balances have been eliminated on consolidation, where material.

The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities. A separate SOFA has not been presented for the standalone Charity, as permitted by Section 408 of the Companies Act 2006 and 2019 SORP.

Currency

The Charity's functional and presentational currency is pounds sterling.

Income

Donations that provide core funding or are of a general nature are included in the statement of financial activities on the following bases:

The Football Foundation

Notes to the financial statements

1. Principal accounting policies (continued)

All donations received are recognised when the Foundation is entitled to funds, where there is probability of receipt, and the amount can be reliably quantified. The Foundation has three-year funding cycles with its funders The FA, the Premier League, and the Government (via Sport England). The FA and the Premier League's funding is accounted in the financial year to which the funders have indicated that income is for in their funding agreements and these funds can be used for operational and grant expenditure. Donations from the Government (via Sport England) is received in arrears following evidence of grant expenditure. Donations to the restricted fund are recognised on a receivable basis, where there is a signed funding agreement and there is commitment by the Foundation of such funds to the agreed programme.

Income from commercial trading activities is recognised as earned (as the related goods and services are provided). Income from cash deposits and other investments is recognised on an accruals basis.

Additional income is received by FFTL from tenant income and sales of Upshot software licenses. Tenant income is recognised on an accruals basis. Income in relation to Upshot licenses is recognised when the conditions attached to the income have been met. Upshot licenses require annual delivery of the service associated with the license. So, in practice, this means that one year of license income is recognised in the year to which the license is sold. Where license contracts span more than one year, a proportionate amount of license income is recognised in the financial year when the contract commences with the remainder being deferred to future periods in line with the terms of the license. The Upshot business was sold to a new and unconnected Community Interest Company on 5 March 2021, and all income received after the date of sale belonged to the Community Interest Company.

In addition, as part of the sale of the Upshot business, the Foundation Board agreed to the deferred consideration of the asset purchase over a four-year period. The Foundation Executive believes that this will be paid in full as the Upshot business was already a successful profit-making operation prior to the divestment.

Expenditure

Expenditure is recognised when a liability is incurred.

Grants payable are recognised in the statement of financial activities when the grant has been authorised and communicated to the recipient. This is deemed to have created a constructive obligation and liability as there are no significant conditions attached to payment of the grants.

Charitable activities include expenditure associated with sport related grants and include both the direct and support costs relating to these activities.

Governance costs include those incurred in the governance of the Charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include the central functions of finance, human resources, information technology, external relations and general administration, and have been allocated to activity cost categories on a basis consistent with the use of resources (see note 6).

Operating leases

Rental costs are recognised in the statement of financial activities on a straight-line basis.

The Football Foundation

Notes to the financial statements

1. Principal accounting policies (continued)

Recognition of liabilities

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Fund accounting

The funds of the Charity have been segregated as follows:

Restricted funds consist of donations received, for which the donor has specified the purposes for which the resources can be utilised. Expenditure on restricted funds reflects the appropriate expenditure that has been charged to those funds.

All other funds are unrestricted and available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Pension costs

The Group makes contributions to defined contribution pension schemes on behalf of certain staff members, the assets of which are held separately from those of the Group in an independently administered fund. The cost of these contributions is charged to the statement of financial activities as incurred.

Tangible assets and depreciation

Capitalisation and replacement

The cost of tangible assets is their purchase cost, together with any incidental costs of acquisition. Assets of over £250 are capitalised.

Depreciation

Depreciation is calculated on a straight-line basis so as to write off the cost or valuation of tangible assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. Assets in the course of construction are not depreciated until they are brought into use. The principal annual rates used for this purpose are:

	Years
Fixtures and fittings	10
Computer equipment	4

Intangible assets

Intangible assets represent software development costs and are capitalised when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and there is a readily ascertainable market value for the asset being developed, and the cost of these assets can be measured reliably, consistent with the requirements of FRS 102 Section 18. Those costs are amortised on a straight-line basis over seven years, in line with the depreciation period for computer software.

The Football Foundation

Notes to the financial statements

1. Principal accounting policies (continued)

Deferred taxation

A provision is made for deferred taxation using the incremental liability method where the Group consider deferred taxation has a material impact on the financial statements. Material deferred tax assets are only recognised to the extent they are recoverable.

Irrecoverable Value Added Tax

Any irrecoverable VAT is charged to the statement of financial activities or capitalised as part of the cost of the related asset, where appropriate.

Stock

Equipment, for The FA's Respect scheme, is valued at the lower of cost and net realisable value using a first-in, first-out (FIFO) method of calculation.

Investment income

Income from cash deposits, held with a maturity of greater than three months, is accounted for on an accruals basis.

Cash and cash equivalents

Cash at bank and in hand includes cash in hand, short-term deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

Critical accounting judgements and key estimates

The preparation of the financial statements requires judgements, estimations and assumptions to be made that affect the reported values of assets, liabilities, revenues, and expenses. The nature of estimation and judgement means that actual outcomes could differ from expectation. Significant areas of estimation and judgement include:

- (a) The Charity allocates support costs between different charitable activities using Executive Management's judgement of the proportion of effort expended on each category during the year.
- (b) The Charity has capitalised several intangible asset builds in the current financial year, such as the new Foundation website and other facilities' software; this was based off the judgement that these intangible assets will provide future economic benefit to the Foundation and their costs can be reliably measured. These assets are amortised on a straight-line basis over 7 years, in line with the depreciation period for computer software.

The Football Foundation

Notes to the financial statements

2. Donations

	2021 £'000	2020 £'000
Unrestricted		
The FA	13,306	37,990
Premier League	8,132	15,428
The Government funds managed by Sport England	18,168	18,000
	39,606	71,418
Restricted		
Sport England – Active Through Football	564	41
Greater London Authority	1,000	-
	1,564	41
Total	41,170	71,459

3. Subsidiary undertaking

The subsidiary undertaking of the Charity, FFTL, is a company registered in England and Wales (no. 4202574) in which the Charity holds 1 £1 ordinary share representing 100% of the issued share capital.

The only activity in FFTL during 2021 was to continue to grow revenue from offering organisations use of the online monitoring system called “Upshot” in return for a licence fee. Launched in 2012, Upshot is a bespoke project management and monitoring system that is also used to support the monitoring and evaluation requirements of Foundation-funded projects.

The subsidiary donates any available realisable profits to the Charity each year by gift aid and incurs an annual royalty fee of 2% of its turnover to the Charity under an agreement as consideration for the use of the Charity’s name and logos. In addition, the subsidiary incurs a further annual royalty fee of 20% of Upshot-related turnover, following the transfer of the intangible asset (comprising software development costs for the Upshot online monitoring system) to the Foundation at the end of 2016. The royalty fee has been eliminated on consolidation. FFTL’s trading results for the year, as extracted from the audited financial statements, are summarised below:

	2021 £'000	2020 £'000
Upshot income	302	573
Administrative expenses	(265)	(394)
Royalty fee to the Foundation	(66)	(126)
Corporation tax	-	(12)
(Loss)/Profit of subsidiary	(29)	41
	2021 £'000	2020 £'000
Current assets	376	593
Current liabilities	(58)	(246)
Net assets	318	347

The Football Foundation

Notes to the financial statements

4. Interest and Other income

	2021 £'000	2020 £'000
Interest receivable on cash deposits	7	127
Other income	36	33
Furlough income	26	-
Management fee (FSIF)	1,060	598
	1,129	758

5. Analysis of expenditure

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	2021 Total £'000	2020 Total £'000
Activity:					
Awarding of grants					
Unrestricted:	1,986	65,643	5,121	72,751	59,968
Grants payable					
Governance costs (see note 6b)	-	-	420	420	551
Restricted:	61	362	-	423	41
Grants payable					
	2,047	66,005	5,541	73,594	60,560
Trading costs	221	38	7	265	406
Total	2,268	66,043	5,548	73,859	60,966

Grants awarded during the financial year are summarised in note 23. Support costs are further analysed in note 6a.

6. Allocation of support costs and analysis of governance costs

6a. Allocation of support costs

	Grant payable £'000	Governance costs £'000	Trading costs £'000	2021 Total £'000	2020 Total £'000
Support costs:					
Indirect staff costs	1,853	-	-	1,853	1,966
Apportionment of staff costs	-	293	-	293	-
Travel and meetings	19	1	-	20	173
Office and premises	957	37	-	994	994
Public relations and marketing	942	37	-	979	923
Recruitment and training	26	1	-	27	57
Consultancy	1,316	51	-	1,367	854
Accountancy and professional	8	-	7	15	21
	5,121	420	7	5,548	4,988

The Football Foundation

Notes to the financial statements

The support costs have been allocated by taking the trading costs directly incurred by the group.

6b. Analysis of governance costs

	2021	2020
Costs/category:	£'000	£'000
External audit	28	34
Apportionment of staff costs	264	405
Apportionment of support costs	128	105
Trustee Board costs	-	7
	<u>420</u>	<u>551</u>

The apportionment of staff costs has been assumed by using an estimated percentage of total employee time spent on governance related work. This varies depending on employee roles.

7. Net income / (expenditure)

	2021	2020
	£'000	£'000
Net income is stated after charging:		
Depreciation on tangible assets	97	116
Amortisation on intangible assets	189	89
Profit on disposal of tangible fixed assets	0	-
Profit on disposal of intangible fixed assets	22	-
Amounts payable under operating leases	468	468
Auditor's remuneration for:		
Audit services	28	36
Taxation and other services	<u>3</u>	<u>12</u>

The Charity incurred audit costs of £23,500 excluding VAT (2020: £28,300) and taxation and other services costs of £800 excluding VAT (2020: £2,500). Audit costs of £4,000 excluding VAT (2020: £7,485) and taxation and other service costs of £2,400 excluding VAT (2020: £9,500) incurred by the trading subsidiary are included within the trading costs.

The Football Foundation

Notes to the financial statements

8. Employee information

	2021 Number	2020 Number
Average monthly number of persons employed by the Group and Charity during the year was:		
Foundation	68	71
FFTL	5	7
	73	78

Staff costs

Group	2021 £'000	2020 £'000
Wages and salaries	3,597	3,638
Social security costs	372	368
Other pension costs	278	234
Compensation for loss of office	-	218
	4,247	4,458

Charity	2021 £'000	2020 £'000
Wages and salaries	3,416	3,319
Social security costs	352	368
Other pension costs	263	234
Compensation for loss of office	-	218
	4,031	4,139

The Group operates a defined contribution pension scheme contributing 8.0% (2020: 8.0%) of gross salaries on behalf of employees.

The number of employees whose emoluments exceeded £60,000 was:

Group	2021 Number	2020 Number
£60,001 - £70,000	2	3
£70,001 - £80,000	1	1
£80,001 - £90,000	-	1
£90,001 - £100,000	3	2
£100,001 - £110,000	3	-
£120,001 - £130,000	1	1
£130,001 - £140,000	1	-
£350,001 - £360,000	-	1

The Football Foundation

Notes to the financial statements

8. Employee information (cont.)

For those staff whose emoluments exceeded £60,000, pension contributions amounting to £75,486 (2020: £75,942) were for the provision of money purchase benefits. No Trustee received any remuneration from the Group during the year. No Trustees were reimbursed for expenditure on travel and subsistence, incurred for attendance at Board meetings on behalf of the Foundation (2020: One Trustee for £72).

Senior employees who have the authority and responsibility for planning, directing, and controlling the activities of the Group are considered to be key management personnel. Total remuneration in 2021 in respect of these seven (2020: Six) individuals was £677,362 (including Employer's NIC) (2020: £864,854).

The reorganisation during the year resulted in redundancy costs of £237,368 (2020: nil).

9. Taxation

The Foundation is a registered charity and, as such, is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the Charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

The Charity is not registered for VAT and, accordingly, all its expenditure is recorded inclusive of any VAT incurred.

FCTL is registered for VAT and, consequently, all its income and expenditure is recorded net of VAT. As per policy, FCTL gift aids all of its available realised profits to the Charity.

A deferred tax asset of £3,887 (2020: £83,944) has not been recognised on the losses arising in FCTL on the basis that sufficient profits cannot be guaranteed at this stage of FCTL's development and historical deficits brought forward exceed profits generated to date. As a result of the divestment of the Upshot business, there has been a substantial reduction in the deferred tax asset as it can no longer be attributed against profits generated by the Upshot business.

10. Net income dealt with in the Charity's financial statements

The income attributable to the Charity was £42.7m (2020: £73.3m). The expenditure for the year attributable to charitable activities was £73.6m (2020: £60.6m).

The Football Foundation

Notes to the financial statements

11. Intangible assets

Group and Charity	Total £'000
Cost	
At 1 June 2020	2,561
Additions	88
Disposals	(556)
At 31 May 2021	2,093
Accumulated amortisation	
At 1 June 2020	1,344
Charge in year	189
Disposals	(112)
At 31 May 2021	1,421
Net book value	
At 31 May 2021	672
At 31 May 2020	1,217

Intangible assets comprise software development, Pitchfinder, PitchPower, Facilities Central and the Foundation website.

12. Tangible assets

Group and Charity	Fixtures and fittings £'000	Computer software and equipment £'000	Total £'000
Cost			
At 1 June 2020	830	3,176	4,006
Additions	-	13	13
Disposals	-	(7)	(7)
At 31 May 2021	830	3,182	4,012
Accumulated depreciation			
At 1 June 2020	387	3,096	3,483
Charge in year	55	43	98
Disposals	-	(5)	(5)
At 31 May 2021	442	3,134	3,576
Net book value			
At 31 May 2021	388	48	436
At 31 May 2020	443	80	523

The Football Foundation

Notes to the financial statements

13. Debtors

	Group		Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Amounts owed by FSIF	1,060	598	1,060	598
Amount owed by FFTL	-	-	66	62
Trade debtors	127	-	127	-
Other debtors	26	83	11	12
Prepayments and accrued income	24,326	27,570	24,326	27,550
	25,539	28,251	25,590	28,222

The FA donated £13.3m (2020: £38.0m) to the Foundation during the year of which £2.1m remained outstanding as at 31 May 2021 (2020: £19.3m). This was included as part of accrued income, and is expected to be received in full, in instalments throughout the next financial year.

DCMS (via Sport England) donated £18.2m (2020: £18.0m) to the Foundation during the year of which £9.0m remained outstanding as at 31 May 2021 (2020: £8.0m). This was included as part of accrued income and is expected to be received in full by 31 May 2022.

The Premier League donated £8.1m (2020: £15.4m) to the Foundation during the year, £5.0m (2020: £nil) of which remained outstanding as at 31 May 2021. This was received in full by 31 July 2021.

	Group		Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Amounts falling due after one year:				
Arnold Town FC	27	54	27	54
Upshot Systems CIC	212	-	212	-
	239	54	239	54

14. Investments

Group and Charity	£'000	£'000
At 1 June 2021 / 2020	50,532	65,376
Purchases	-	50,000
Disposal proceeds	-	(65,873)
Interest received on investments	292	954
Interest accrued on investments	61	74
At 31 May 2021 / 2020	50,885	50,532

The Foundation invests available funds into notice accounts and fixed-term cash deposits. The maximum duration was twelve months.

The Football Foundation

Notes to the financial statements

15. Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Trade creditors	293	221	293	220
Taxation and social security costs	113	90	113	90
Grants payable	78,043	69,852	78,043	69,852
Other creditors	-	25	-	1
Accruals	1,120	724	1,113	718
Deferred income	-	89	-	-
	79,569	71,001	79,562	70,881

The amount of deferred income released from the prior year in 2021 was £88,656 (2020: £76,928). No income was deferred in 2021 (2020: £85,466).

16. Funds

Group	2020 Balance £'000	Income £'000	Expenditure £'000	Investment income £'000	2021 Balance £'000
Unrestricted funds					
Funds retained within the Charity	58,791	40,736	(73,171)	354	26,710
Funds retained within FFTL	347	302	(265)	-	384
Restricted funds					
Funds retained within the Charity	-	1,564	(423)	-	1,141
Total funds	59,138	42,601	(73,859)	354	28,235

Charity	2020 Balance £'000	Income £'000	Expenditure £'000	Investment income £'000	2021 Balance £'000
Unrestricted funds					
Funds retained within the Charity	58,791	40,803	(73,171)	354	26,777
Restricted funds					
Funds Retained within the Charity	-	1,564	(423)	-	1,141
Total funds	58,791	42,367	(73,594)	354	27,918

The restricted funds detailed above have been provided by two funders. Firstly, Sport England are funding the "Active Through Football" programme in full, which is being undertaken at the Foundation, this includes all operating and grant costs. Secondly, the Greater London Authority (GLA) provided funds towards the London Hubs Programme.

The Football Foundation

Notes to the financial statements

17. Analysis of the net assets between funds

Group	Unrestricted funds	Restricted funds	Balance 2021
	£'000	£'000	£'000
Intangible assets	672	-	672
Tangible assets	436	-	436
Net current assets	25,747	1,141	26,888
Debtors: amounts falling due after one year	239	-	239
Net assets	27,094	1,141	28,235

Charity	Unrestricted funds	Restricted funds	Balance 2021
	£'000	£'000	£'000
Intangible assets	672	-	672
Tangible assets	436	-	436
Net current assets	25,430	1,141	26,571
Debtors: amounts falling due after one year	239	-	239
Net assets	26,777	1,141	27,918

18. Reconciliation of net cash flow to movement in net funds

	2021	2020
Group	£'000	£'000
Change in net funds:		
Increase / (Decrease) in cash	(19,505)	29,473
Net funds at 1 June	49,366	19,893
Net funds at 31 May	29,861	49,366

Charity		
Change in net funds:		
Increase / (Decrease) in cash	(19,379)	29,367
Net funds at 1 June	48,864	19,497
Net Funds at 31 May	29,485	48,864

The Football Foundation

Notes to the financial statements

19. Operating leases

Annual commitments in respect of land and buildings under operating leases:

	2021	2020
Group and Charity	£'000	£'000
Operating leases which expire:		
Within one year	17	-
Two to five years	451	468
	468	468

20. Commitments

All grant commitments have been recognised once a grant offer letter has been issued.

21. Capital

The Charity is a company limited by guarantee. Each member has undertaken to contribute £1 to the assets of the company to meet its liabilities if called on to do so. The total amount guaranteed by members at 31 May 2021 is £2 (2020: £2).

The Football Foundation

Notes to the financial statements

22. Related party transactions

The only transactions between the Foundation and The Football Foundation Trading Limited, is the Royalty Fee which has been covered in further detail in note 3.

Employees of the Foundation have joint employment contracts with The Football Stadia Improvement Fund Limited to deliver grants from both entities. The Football Stadia Improvement Fund Limited does not incur any direct salary costs, the salary costs incurred by The Football Foundation on the company's behalf form part of the annual administrative expenses recharged to the company, £1.1m in 2021 (2020: £0.6m).

Mr W M Bush is the Executive Director of the Premier League and Director of The Football Stadia Improvement Fund Limited. The Premier League donated £8.1m (2020: £15.4m) to the Foundation during the year, £5.0m (2020: £nil) of which remained outstanding as at 31 May 2021. This was included as part of accrued income within note 13.

Mr P D G McCormick OBE is an employee of the Premier League (Chairman of the Football Board and nominated Director of The FA (including currently serving as interim Chairman), Senior Partner at McCormick Solicitors (including Executive Chairman of the Legal Advisory Group to the Premier League) and Chairman of The Football Stadia Improvement Fund Limited.

Mr M W Bullingham is the Chief Executive Officer of The FA and Director of The Football Stadia Improvement Fund Limited. The FA donated £13.3m (2020: £38.0m) to the Foundation during the year, of which receipt of £2.1m (2020: £19.3m) remained outstanding as at 31 May 2021. This was included as part of accrued income within note 13.

Mr J Pearce is member of The FA's Board (National Game representative), Remuneration Committee, Judicial Panel, National Game Finance Committee and Alliance Committee. He is also a member of The Football Stadia Improvement Fund Limited Investment Panel, the General Manager and Vice-Chairman of Bognor Regis Town F.C. and a council member of Sussex County FA.

Mr T Hollingsworth is the Chief Executive Officer of Sport England. The Government (via Sport England) donated £18.0m (2020: £18.0m) to the Foundation during the year, of which receipt of £9.0m (2020: £8.0m) remained outstanding as at 31 May 2021. The Government (via Sport England) donated £564k (2020: £41k) to the Foundation for "Active Through Football" programme during the year, of which receipt of £Nil (2020: £Nil) remained outstanding as at 31 May 2021. This was included as part of accrued income within note 13.

The Foundation's and FFTL's staff are employed under joint contracts with FSIF. A proportion of staff costs are recharged to FSIF together with an element of the running costs of the Foundation totalling £1.1m (2020: £0.6m).

The Football Foundation

Notes to the financial statements

23. Grants awarded during the financial year

Grants awarded during the financial year amounted to £69.9m (2020: £55.8m). A list of the 50 largest facility grants awarded during the year is provided below. Each of these organisations received at least one grant in the financial year. The grants payable disclosed exclude grant delivery costs amounting to £7.6m (2020: £6.7m). No grant has been made to any individual (2020: same).

<i>Single Fund</i>	£	<i>Single Fund (cont.)</i>	£
Newcastle United Foundation	£2,000,000	Keyworth Sports Association	£583,539
Pompey in the Community	£1,843,191	Worthing Borough Council	£569,043
Grounds Management Association	£1,661,357	Longwell Green Community Centre	£559,215
Liverpool CFA Sefton CIC	£1,273,711	Tudor Grange Academies Trust	£557,086
The Futures Trust	£1,235,132	The Education Alliance	£555,646
Derbyshire County Council	£1,106,821	Life Multi-Academy Trust	£533,948
Cheshire West And Chester Council	£1,068,589	Barwell Cricket and Sports Club Com. Ltd	£532,277
Lincoln City Fc	£986,411	The Latymer School	£531,287
Bexley Park Sports & Social Club And Par	£871,254	Magna Learning Partnership	£524,845
Gorleston Fc	£870,860	Horndean Technology College	£505,698
Saffron Educational Trust	£817,275	Waingels College	£500,934
South Ribble Borough Council	£816,027	Trowbridge Town Council	£488,908
Sefton Borough Council	£778,047	Shrewsbury Town FC Limited	£479,720
London Borough Of Lewisham	£742,906	Stamford Bridge Playing Fields Associati	£474,561
Warwick District Council	£691,457	Lutterworth Athletic Fc	£470,876
St Helens Council	£677,126	Aspire Schools Trust	£469,033
Hutton Football Club	£655,407	Education Training Collective	£467,065
Derbyshire County Council	£621,520	Rushcliffe Borough Council	£458,275
Cambridge Meridian Academies Trust	£619,699	South Staffordshire District Council	£455,647
East Riding Of Yorkshire Council	£617,462	The Cherwell School	£454,874
Wokingham Borough Council	£616,619	Wychavon District Council	£454,177
Haven High Academy	£610,462	Yateley United FC	£451,000
Cam Academy Trust	£604,011	Cannock Chase District Council	£445,007
BEAP Community Partnership	£602,993	Cheltenham Borough Council	£428,200
John Colet School	£599,587	Leek Town FC Ltd	£418,941

Grants	Total value (£m)
50 largest facility grants	35.4
Other	34.5
Total	69.9

24. Ultimate controlling party

There is no ultimate controlling party of The Football Foundation.

FF accounts FY21 (130921)

Final Audit Report

2021-09-16

Created:	2021-09-16
By:	Catherine Shiplee (catherine.shiplee@footballfoundation.org.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAgDyePk9pbOHHq4lnLrXTX9NWQp7sdd9i

"FF accounts FY21 (130921)" History

-  Document created by Catherine Shiplee (catherine.shiplee@footballfoundation.org.uk)
2021-09-16 - 8:43:03 AM GMT- IP address: 81.128.168.26
-  Document emailed to Martin Glenn (mrg@footballfoundation.org.uk) for signature
2021-09-16 - 8:45:41 AM GMT
-  Email viewed by Martin Glenn (mrg@footballfoundation.org.uk)
2021-09-16 - 9:45:42 AM GMT- IP address: 86.164.177.126
-  Document e-signed by Martin Glenn (mrg@footballfoundation.org.uk)
Signature Date: 2021-09-16 - 9:47:32 AM GMT - Time Source: server- IP address: 86.164.177.126
-  Document emailed to RSullivan (rjs@footballfoundation.org.uk) for signature
2021-09-16 - 9:47:34 AM GMT
-  Email viewed by RSullivan (rjs@footballfoundation.org.uk)
2021-09-16 - 10:46:41 AM GMT- IP address: 86.26.220.145
-  Document e-signed by RSullivan (rjs@footballfoundation.org.uk)
Signature Date: 2021-09-16 - 10:46:56 AM GMT - Time Source: server- IP address: 86.26.220.145
-  Document emailed to Jennie Goodman (jennie.goodman@footballfoundation.org.uk) for signature
2021-09-16 - 10:46:58 AM GMT
-  Email viewed by Jennie Goodman (jennie.goodman@footballfoundation.org.uk)
2021-09-16 - 11:33:38 AM GMT- IP address: 86.171.201.75
-  Document e-signed by Jennie Goodman (jennie.goodman@footballfoundation.org.uk)
Signature Date: 2021-09-16 - 11:33:47 AM GMT - Time Source: server- IP address: 86.171.201.75
-  Document emailed to Nicholas Sladden (nick.sladden@rsmuk.com) for signature
2021-09-16 - 11:33:49 AM GMT

 Email viewed by Nicholas Sladden (nick.sladden@rsmuk.com)

2021-09-16 - 11:34:48 AM GMT- IP address: 121.91.81.58

 Document e-signed by Nicholas Sladden (nick.sladden@rsmuk.com)

Signature Date: 2021-09-16 - 11:50:39 AM GMT - Time Source: server- IP address: 212.20.157.97

 Agreement completed.

2021-09-16 - 11:50:39 AM GMT