FULHAM FOOTBALL CLUB FOUNDATION

England & Wales · Charity number 1111639

Details

Other names	FULHAM FC COMMUNITY SPORTS TRUST, FULHAM FC FOOTBALL AND COMMUNITY SCHEME LIMITED
Status	Registered
Legal form	Charitable company
Company number	04573248
Registered	2005-10-11
Register	View on the Charity Commission register

Contact

Address	Fulham Football Club Training Ground Motspur Park New Malden KT3 6PT
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Website	fulhamfc.com/foundation

Activities

Objects: FOR THE BENEFIT OF THE PUBLIC GENERALLY AND, IN PARTICULAR, THE INHABITANTS OF LONDON AND SURREY AND THEIR SURROUNDING AREAS:3.1 TO PROMOTE COMMUNITY PARTICIPATION IN HEALTHY RECREATION BY PROVIDING FACILITIES FOR THE PLAYING OF ASSOCIATION FOOTBALL AND OTHER SPORTS CAPABLE OF IMPROVING PHYSICAL HEALTH ("FACILITIES" IN THIS CLAUSE 3 MEANS LAND, BUILDINGS, EQUIPMENT AND ORGANISING SPORTING ACTIVITIES);3.2 TO PROVIDE AND ASSIST IN PROVIDING FACILITIES FOR SPORT, RECREATION OR OTHER LEISURE TIME OCCUPATION OF SUCH PERSONS WHO HAVE NEED FOR SUCH FACILITIES BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES OR FOR THE PUBLIC AT LARGE IN THE INTERESTS OF SOCIAL WELFARE AND WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE; AND3.3 TO ADVANCE THE EDUCATION OF CHILDREN AND YOUNG PEOPLE THROUGH SUCH MEANS AS THE TRUSTEES THINK FIT IN ACCORDANCE WITH THE LAW OF CHARITY.

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Activities: Provide high quality sports coaching and participation activities to young people in and out of formal education. Use sport to reach groups such as those who have social or physical disadvantages and provide a variety of opportunities for young people to gain key life skills and qualifications. Partner with local, regional and national organisations to promote a healthy and active lifestyle

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** 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

Geography

- **Area of benefit:** LONDON AND SURREY AND THEIR SURROUNDING AREAS
- Bromley
- Croydon
- Hammersmith And Fulham
- Kingston Upon Thames
- Lambeth
- Lewisham
- Merton
- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£2,563,147	£2,344,607	£1,342,908	114
2023-08-31	£2,612,207	£2,405,282	£1,124,368	92
2022-06-30	£1,899,901	£1,776,631	£917,443	89
2021-06-30	£1,649,842	£1,585,998	£794,173	82
2020-06-30	£2,156,472	£2,017,623	£730,329	104

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Trustees

Name	Role	Appointed
THOMAS NOEL BARRY	Chair	2006-03-13
Benjamin James Walker		2025-10-14
Craig Morris		2013-01-18
DARREN PRESTON		2011-09-06
Jon Don-Carolis		2023-03-28
Julie Evans		2019-12-10
Philip Harcourt Woodgate		2025-10-14
STELLA FRY		2014-07-15

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FULHAM FOOTBALL CLUB FOUNDATION

England & Wales - Charity number 1111639

Accounts



FULHAM FC
Foundation

Annual Report and Financial Statements

for year ended 31st August 2024

Registered Company number: 04573248
Registered Charity Number: 1111639

FULHAM FC
Foundation

BUILDING BETTER LIVES THROUGH SPORT

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Chairman's Introduction
Our 2023/24 Season

As a Foundation we are delighted to be able to provide another year of achievement in our communities, all linked to our mission of **'Building Better Lives Through Sport'.** Our entire focus is aligned to working in and improving areas of our communities that we can reach.

Managing change has indeed become the norm for the Foundation. The team has shown their capability, resilience and leadership to continue achieving great things for our participants.

Our programmes cover a wide range of communities across Southwest London, Including our DisAbility (emphasising Ability), Football and Sports Participation, Health and Wellbeing, Player Pathways, Primary Education, Secondary Education and Careers, Women & Girls, and Youth & Community.

We engaged over 11,000 participants, on average for 19.49 hours each. Over 3,000 female participants. Almost 1,700 disabled young people and adults. 45% of our participants identified as being from an ethnically diverse community. Our Secondary Education, Training and Careers team engaged young people for an average of 63.32 each.

Youth and Community programmes engaged nearly 3,000 young people. We engaged with over 500 young refugees and asylum seekers **Our youngest participant was 3. Our oldest, 96 years (young).**

We continue to provide many additional opportunities. 76 fully funded bursaries to attend one of our community activities. Over 4,100 (36%) of our sessions **provided free of charge** to all, attended by **over 4,000 participants** experiencing **over 80,000 hours** of free football, sport and education activities enjoyed by the local community.

- **Over 100 participants supported** to progress to a secondary activity.
- **Over 220 completed** a formal education or training qualification.
- **20 participants entered employment.**
- **More than 120 Fulham FC player engagements** at community activities.
- **Almost 1,800 hours of community activities** held at Fulham FC's Training Ground and Stadium.
- **18 video case studies** evidencing positive progressions.

As a result of attending our activities... Almost 86% of our participants **felt their physical wellbeing had improved**. 82% felt their **mental wellbeing had improved.** 90% stated they **felt inspired and engaged**. 82% **made new friends** and social connections. 84% felt **their confidence and self-esteem improved.** Almost 90% stated **their skills and knowledge improved.**

Our success is a credit to our Leadership Team and the continued support and commitment of Fulham Football Club. The Owner, CEO, Club Manager and the entire team at Fulham FC remain unwaveringly supportive, for which I would like to state my thanks and gratitude.

Our continued progress enables Fulham FC Foundation to continue investing in activities to support our communities whilst delivering our mission of **'Building Better Lives Through Sport'.**

Finally, I would like to thank everyone who has participated in helping us to achieve our goals and supporting our communities. Our partners and participants, my fellow Trustees, all Foundation colleagues, our Leadership Team and CEO who have led the Foundation.



Tom Barry
Fulham Football Club Foundation
Chair of Trustees


FULHAM FC
Foundation


FULHAM
Foundation


WE ARE ONE

FULHAM FC Foundation

BUILDING BETTER LIVES THROUGH SPORT

STRATEGY 2023-2024

OUR MISSION

Building Better Lives Through Sport

OUR VISION

A Healthy, Inclusive And Thriving Community











STRATEGIC PILLAR 1

ENGAGE, INCLUDE, INSPIRE AND GROW PARTICIPATION.

STRATEGIC PILLAR 2

DEVELOP AND PROMOTE OPPORTUNITIES FOR UNDERREPRESENTED GROUPS.

STRATEGIC PILLAR 3

IMPROVE THE LIVES OF PEOPLE ACROSS OUR LOCAL COMMUNITY.

STRATEGIC PILLAR 4

SUPPORT PATHWAYS AND PROGRESSIONS FOR PARTICIPANTS.

STRATEGIC PILLAR 5

COLLABORATE WITH FULHAM FC, CREATING A SENSE OF BELONGING, INSPIRING A LIFELONG LOVE OF SPORT.

FULHAM FC Foundation

BUILDING BETTER LIVES THROUGH SPORT

KEY PERFORMANCE INDICATORS 2023-2024



STRATEGIC PILLAR 1

ENGAGE, INCLUDE, INSPIRE AND GROW PARTICIPATION.

Young people and adults engaged in our activities

2023-24 TARGET **11,000**

Average number of hours participants engage with us

2023-24 TARGET **21**



STRATEGIC PILLAR 2

DEVELOP AND PROMOTE OPPORTUNITIES FOR UNDERREPRESENTED GROUPS.

Participants identifying as female

2023-24 TARGET **30%**

Participants identifying as having a disability

2023-24 TARGET **15%**

Participants from ethnically diverse communities

2023-24 TARGET **35%**



STRATEGIC PILLAR 3

IMPROVE THE LIVES OF PEOPLE ACROSS OUR LOCAL COMMUNITY.

Participants have improved physical wellbeing

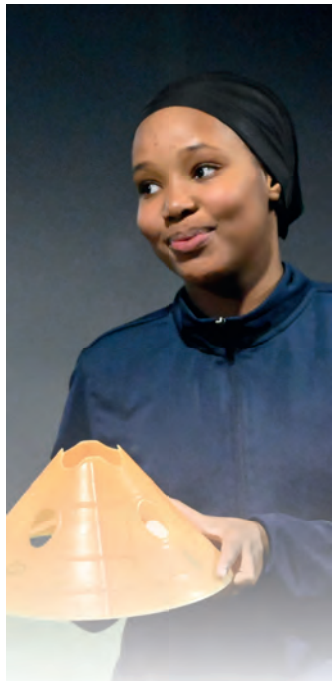
2023-24 TARGET **80%**

Participants have improved mental wellbeing

2023-24 TARGET **80%**

Participants feel inspired and engaged

2023-24 TARGET **80%**



STRATEGIC PILLAR 4

SUPPORT PATHWAYS AND PROGRESSIONS FOR PARTICIPANTS.

Participants receiving and using a bursary

2023-24 TARGET **60**

Participants completing a formal education or training qualification

2023-24 TARGET **100**

Participants supported to progress to a secondary activity

2023-24 TARGET **100**

Case studies evidencing positive progressions

2023-24 TARGET **18**



STRATEGIC PILLAR 5

COLLABORATE WITH FULHAM FC, CREATING A SENSE OF BELONGING, INSPIRING A LIFELONG LOVE OF SPORT.

Number of Fulham FC player engagements in community activities

2023-24 TARGET **50**

Number of community hours at Fulham FC's Training Ground & Stadium

2023-24 TARGET **1,200**

At A Glance - The 2023-24 Season



We Engaged

11,260

Participants

We engaged with each participant (on average) for **19.49 hours** across the season.

We engaged

3,131

female participants,
886 more than in 2022-23

We engaged

1,662

disabled young people and adults,
113 more than in 2022-23

45%

of our participants identified as being from an ethnically diverse community

Our youngest participant was

3

(years old)

Our oldest participant was

96

(years young)

Our Secondary Education, Training and Careers team engaged young people **13 to 25** for an average of

63.3

hours per participant

Our Youth and Community programmes engaged

2,965

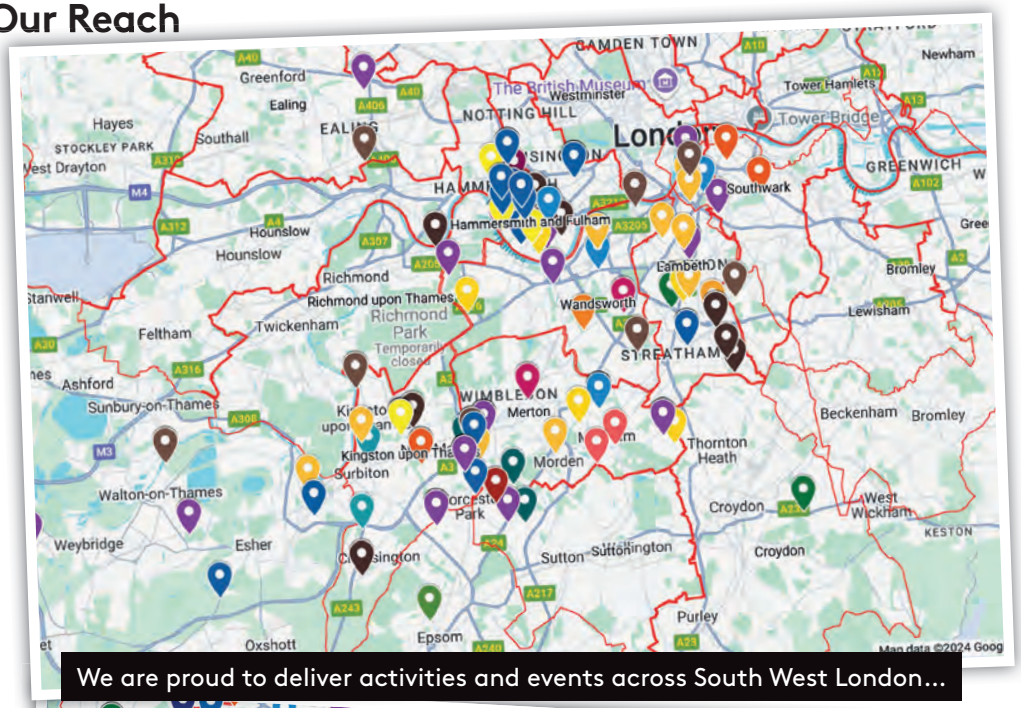
Young people, **61%** of these were aged 14 to 18

We engaged With

505

young refugees and asylum seekers in 2023-24

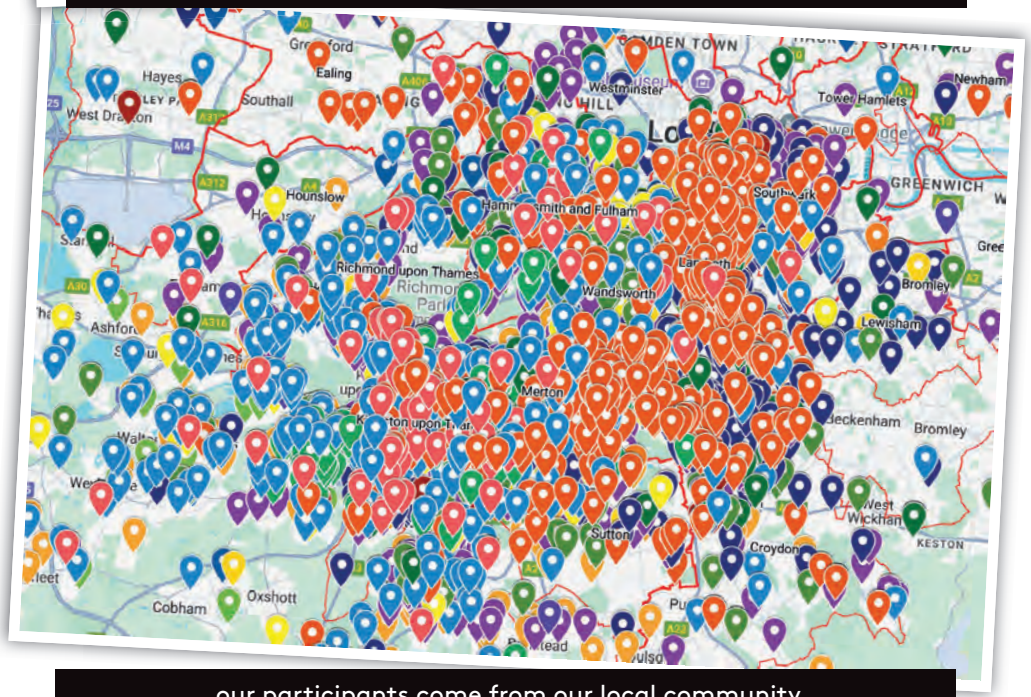
Our Reach



We are proud to deliver activities and events across South West London...



...sometimes from across the country...



...our participants come from our local community...



...and occasionally from across the globe.

Our Opportunities

76 young people and adults received and used a fully funded bursary to attend one of our community activities. The total value of our bursaries provided was **£12,159**, equating to **2,210** hours of free football activities.

4,166 **(36%)** of our sessions were provided completely free of charge to all. These sessions were attended by **4,034** participants. Equating to a huge total of 80,194 hours of free football, sport and education activities enjoyed by the local community.

101 of our participants were supported to progress to a secondary activity.

221 of our participants completed a formal education or training qualification.

20 of our participants were supported to enter employment.

122 Fulham FC player engagements at our community activities.

1,781 hours of community activities held at Fulham FC's Training Ground and Stadium.



20 video case studies evidencing positive progressions. All can be seen here: **fulhamfcfoundation-impact.com/case-studies**

The Difference We Make

As a result of attending our activities....

85.7% of our participants felt their physical wellbeing had improved.

82.4% felt their mental wellbeing had improved.

89.8% stated they felt inspired and engaged.

82.0% made new friends and social connections.

84.4% felt their confidence and self-esteem improved.

88.4% stated their skills and knowledge improved.

Participants rated their overall experience of attending a Fulham FC Foundation activity as

8.7 OUT OF 10





UN Sustainable Development Goals

We have mapped our outcomes against the UN Sustainable Development Goals.

Our activities and services have a positive impact on the following 9 UN Sustainable Development Goals.

FULHAM FC Foundation

Programmes
Year In Review

At Fulham FC Foundation, our Mission to 'build better lives through sport' drives everything we do.

Our work spans a wide range of communities across South West London, and is broad in terms of its delivery. Including:

- Dis**Ability**
- Football and Sports Participation
- Health and Wellbeing
- Player Pathways
- Primary Education
- Secondary Education and Careers
- Women & Girls
- Youth & Community

This programme-by-programme year-in-review highlights the impact our programmes have had on participants throughout 2023-24.





Disability
Our DisAbility Programmes

During the 2023-24 season, our DisAbility programmes engaged with 1,360 participants, an 11.5% increase from the 2022-23 season. 21% identified as female and 30% were from ethnically diverse communities.

Among this season's highlights, was the Foundation's first ever Frame Football Festival, which welcomed 20 players with physical disabilities to take part in the unique event. Another highlight saw 60 adults with disabilities enjoy the unforgettable experience of playing in the inaugural Adult DisAbility Football Festival on the pitch at Craven Cottage. In addition, over 20 participants attended our first Adult DisAbility social outing, marking a key step toward enhancing the social aspect of our programme.

April 2024 saw a significant development in our Kingston Junior Pan DisAbility Football Club, which was split into two age groups. The change allowed us to better cater to the individual needs of participants, offering more tailored support and opportunities for personal development. We aim to adopt this model at our other Pan DisAbility Football Clubs in the future.

In our most recent survey, our participants said, as a result of attending our activities:

- **93% improved** physical wellbeing.
- **88% improved** mental wellbeing.
- **93% feel** inspired and engaged.
- **90% made new friends** and social connections.
- **93%** felt skills improved**.**
- **96% improved** confidence and self-esteem.
- **99%** felt **welcomed.**

"I want to express my appreciation for your support, George had his first football session yesterday at Emmanuel school and I can't describe how excited he was, I didn't see him this happy for a long time. He really enjoyed it, and he met some of his friends as well. My son always struggles at home and is bedridden due to the fact that he is unemployed, but we are extremely happy for him that he found his most passionate thing to do which is football. George can't stop talking about Fulham Football Club, I booked him the Friday sessions too and he is really looking forward to it."

Parent of DisAbility participant

Football and Sports Participation

Soccer Schools

Our Soccer Schools have continued to grow across our venues in Fulham, Kingston and Wandsworth, with a new venue established in Merton.

We engaged with **2,183 participants**, of which over 18% were female. Girls and DisAbility Soccer Schools are an integral part of our Soccer Schools delivery.

86% of our participants felt their football skills improved as a result of attending a Fulham FC Foundation Soccer School and, **96% of participants** felt a sense of belonging.

"My son has been attending the Fulham FC Foundation Soccer School since he was 4 years old, and he has always loved it! The coaches are friendly, professional, and consistently display good manners and kindness toward the players. My son's skills and confidence have improved significantly, and this holiday school remains his top choice."

Parent of Soccer Schools participant





Football and Sports Participation

Skills Club

Our Skills Clubs engaged with over **850 participants**. This included **182 female participants** and **315 participants** from an ethnically diverse community. When gathering feedback, **88% of parents** stated their child's football skills had improved due to attending, increasing by 6% from last season. **85% stated that their child's confidence** had improved, 14% more than the season before.

Skills Club has expanded this season, with the introduction of midweek sessions, including a Tuesday evening session in Hammersmith & Fulham, and a girls session on a Thursday evening in New Malden, providing a great opportunity to further grow participation in these areas next season.

This season also saw our first Skills Club Festival, which was a major success. Over **70 participants**, 25% of which were female, were inspired by their day at Fulham FC's Training Ground.

"It was a fantastic festival for both my son and I. The coaches were great and really encouraged the kids to get involved, do their best and have fun. Their enthusiasm and knowledge of the game was clear to see. The parents were also well looked after with the festival staff offering bottles of water to the parents which further enhanced the experience. From start to finish it was a great experience and one I will be recommending to other parents. Well done Fulham FC!"

Parent of Skills Club participant

Football and Sports Participation
Player Pathway

The Fulham FC Foundation Player Pathway Programme provides ambitious, accomplished and/or experienced grassroots players with high-quality coaching in a footballing environment that encourages creativity and ownership of learning.

The comprehensive training syllabus covers both the technical and tactical aspects of the game with a focus on developing well-rounded young people.

The programme engaged with **533 participants** this year, an increase of 168 compared to the previous year. **35% of our participants** identify as from an ethnically diverse community. An uplift from 30% in 2022-23.

76% of participants felt that their physical health improved, **81% of participants** stated they felt inspired and engaged and **62% of participants** stated their mental wellbeing benefitted.

"It has given me an opportunity to develop my skills as a footballer. The coaches really help and encourage me. It is nice when I get good feedback about how I'm improving in my football journey."

Player Pathway participant





Football and Sports Participation

Girls Development Centre

This season our Girls Development Centre saw 436 participants aged 7 to 16 years engaged in weekly sessions, holiday provision and open sessions across three venues at Fulham FC's Training Ground in Motspur Park, Blagdons Sports Ground and Fulham Cross Girls School - this was an increase of 25% on the 2022-23 season.

22% of engaged participants were from an ethnically diverse community, whilst 4% disclosed they had a disability. Both of these were an increase on the 2022-23 season.

Parents/guardians told us, as a result of attending, their child:

- **85%** had increased confidence and self esteem.
- **87%** had increased physical wellbeing.
- **85%** had increased mental wellbeing.
- **98%** was inspired and engaged.

One of the highlights of the season was the introduction of the new venue at Fulham Cross Girls School, Fulham. This is the first season where our Girls Development Centre programme has been delivered in Hammersmith & Fulham. The Girls Development Centre also saw the successful transition of 6 participants into the Foundation's Football & Education programme.

"Summer has really enjoyed her year with the GDC (Girls Development Centre) and has gained so much from the sessions. It is such an achievement for Summer to maintain her participation for the full year. She has increased resilience and confidence socially and in working as a team, and has stretched herself by trying new things with the consistent support of coaches, Andrew and Chris. She's also appreciated your consistent presence, help and encouragement throughout."

Parent of Girls Development Centre Participant

Health and Wellbeing

Fulham Teammates

In 2023-24 the Health and Wellbeing Team were incredibly proud to engage with 366 unique participants across Fulham Memories Clubs and Walking Football.

This season we:

- Increased our engagement with female walking footballers by **7% to 43%**.
- Engaged **96 adults** at risk of loneliness or living with dementia in Fulham Memories Clubs.
- Supported **77% of participants** to improve their mental health.
- Provided activities that **85% of participants** felt improved their physical health.
- Helped **79% of participants** to feel inspired and engaged.
- Supported **92% of participants** to improve their social connections.

The season has also provided us an opportunity to grow further in our communities by securing a new grant from the Premier League and Professional Footballers' Association Community Fund supported via the Premier League Charitable Fund, Merton Council and Kingston Council.

The fund has allowed us to align our Fulham Memories Clubs and Walking Football activities, forming them into the overarching banner of 'Fulham Teammates'. Over the next two seasons we will see these activities develop across more areas of South West London and engage more adults at risk of loneliness, as well as those living with dementia.





"People are faced with all manner of difficulties and to be able to bring together people who have shared experiences and shared problems and put them in a place where they feel safe and welcome is brilliant. Fulham Football Club Foundation and The Hurlingham Club Foundation are bringing real joy to people and a change in their lives. To be seeing this resource (The Hurlingham Club) enjoyed by members of our local community is just a great thing and I think the project of working together with you (Fulham FC Foundation) is inspired."

Daska Lyell, The Hurlingham Club Foundation Volunteer

Health and Wellbeing

More Than a Game

In 2023-24 we engaged with 2,237 participants aged 7 to 88 through More Than A Game, Fulham FC Foundation's flagship Mental Health programme.

53 Foundation staff attended mental health training to improve their confidence in talking about and supporting their participants' mental health. **136 participants** have also been supported by attending our "More Than A Game Football" sessions and More Than A Game Open Days, which is 74% more than last season. We also increased the number of "More Than A Game Football" sessions by collaborating with key organisations.

We have collaborated with St Mungo's to support the mental health of those experiencing or at risk of homelessness. With the support of Hammersmith and Fulham Council we also launched a session to support refugees and asylum seekers within the borough.

Through our continued partnership with Movember we had the opportunity to deliver their renowned mental health literacy programme, Ahead of the Game, to **560 young people** (11-18), **94 parents** and **83 coaches** supporting young people. **As a result of this:**

- **94%** participants stated having improved physical wellbeing.
- **89%** participants stated having improved mental wellbeing.
- **95%** participants stated having improved confidence.

We also delivered our Kick Off A Conversation campaign, and held two mental health matchdays with the support of Movember, the Mental Health Foundation and Fulham FC.







"I've benefitted from More Than A Game Football in terms of my mental health. It makes me feel very good mixing with people who probably I wouldn't mix with. Being with them and playing football, it's like the cherry on top! When I come here, it makes me feel very good. It's like a family, all different ages people who you wouldn't think you would mix with."

More Than a Game Football participant

"We at St Mungo's are excited to collaborate with Fulham FC Foundation. We believe in the transformative power of sport, and the positive impact of regular playing through More Than A Game Football has already been seen. We are grateful that working together with Fulham FC will enable people experiencing homelessness to do much more than just play sports but to build and foster connections and achieve benefits to their physical and mental health."

Stewart Proudley, Key Partner, St Mungo's













Primary Education

Inspiring Primary School Children

In the 2023-24 academic year, our work in primary schools has grown and we've delivered more opportunities and memorable experiences than ever before. We have engaged with 5 nurseries and 93 primary schools across our broad range of activities and interventions.

This inspired over 2,800 children in their classrooms and playgrounds. Up from 1,800 last year. We have gifted over 1,000 match tickets to children and school staff in our partner schools, delivered 14 school visits from Fulham FC Men's and Women's First Team players past and present and conducted numerous school visits from Fulham FC mascot Billy the Badger.

On average, we engaged with each of our participants for 22.5 contact hours across the academic year. From reading in the classroom to rainbow flicks on the playground, 77% of our participants reported improvements to their skills and knowledge and 85% reported improvements to their mental wellbeing.

"One of the children, Elliot, has made significant progress and is now working at the expected standard in reading, writing and maths for his age"

Head Teacher, Partner Primary School

Secondary Education, Training & Careers

Premier League Inspires

This year we delivered the Premier League Inspires programme in 6 key partner schools. We supported over 100 students at risk of not reaching their potential, to develop their personal skills and positive attitudes needed to succeed in life. Over the year we worked with each student for an average of 70 hours during which we:

- Delivered two separate qualifications, with a **100% pass rate**.
- Helped the students plan, present on and run new social action projects.
- Delivered a range of workshops and 1-1 wellbeing checks for every student.
- Provided opportunities to engage the students in a range of inspiring trips and events.

The Premier League Inspires programme continues to grow, with an increase in qualifications being achieved by the students, more events and trip opportunities, and an increase in the number of female participants. 40% of our Premier League Inspires participants are female, with a new female cohort starting in 2024-25.

The highlight of the year was the nationwide Social Action Challenge, the theme this year was 'mental health'. Our Fulham FC representatives went on to be voted the most impactful social action project across all football clubs. 'Fulham Support' went into a care home to deliver activities such as painting, walking and games. The young people also created a pen pal scheme whereby letters were exchanged, before attending the care home and continuing the social connections after the project.



Across Premier League Inspires, participants told us:

- **95% improved** physical wellbeing.
- **94% improved** mental wellbeing.
- **92% inspired** and engaged.
- **97% improved** skills and knowledge.
- **97% improved** confidence and self-esteem.

"The students of this year's cohort have felt a real sense of achievement and they have really enjoyed the programme. I have seen an increase in confidence and attitude from all of the group. There has been a positive impact on the cohort this year, particularly in confidence and communication. There were instances of improved behaviour in those that found challenges previously. However, the biggest change was in school engagement and attitudes. The staff are fantastic! Our students really value the work the staff put in and so do we as a PE Department. The relationships the staff have built with our students is invaluable and allows them to have a positive impact."

Department Lead, Premier League Inspires Partner School

Secondary Education, Training & Careers

Football and Education

The 2023-24 season saw another highly successful year for the Football & Education programme, with the growth of all three of our male teams as well as launching our first female team. Across these four teams we supported 84 student athletes, providing each of them up to 390 hours of football training and matches.

The programme aims to provide student athletes with an exceptional footballing experience to support their football development, combined with a high-quality academic pathway. The impact this programme had on its participants last year is demonstrated through our feedback:

- **100% of participants** improved their physical wellbeing.
- **81% improved** their mental wellbeing.
- **98% improved** their footballing skills and knowledge.
- **88% were provided** experiences to challenge and develop themselves.
- **81% were inspired** to continue their education.

One key focus area this year has been the development of our exit routes for our student athletes post-programme. This year we established a partnership with an American Scholarship programme which has seen four boys offered a scholarship at universities in America and Canada. Alongside this, 15 participants also progressed on to our 'Made in Fulham' programme, which supports young people to take their first steps into a football coaching career.







"The programme has been the best part of my sixth form experience, and I have enjoyed everything from training with the girls to playing in matches. I also now know far more about the game than I used to, learned tactics, patterns and match discipline that I never knew before I came here."

Football and Education College Programme participant









"The experience (Made in Fulham Celebration) was nothing short of humbling. Hearing first-hand that the VSS sessions were one of the many highlights of their journey - and that connecting with a professional coach provided them with invaluable tools to navigate mental health - was deeply moving. This is exactly why we do what we do."

Tom Lamb, Key Partner, Virtual Soccer Schools

Secondary Education, Training & Careers

Made in Fulham

Made in Fulham offers a pathway for aspiring football coaches through mentoring, work experience, education and qualifications. Season 2023-24 was the first full year of delivery for the programme. We supported 44 participants, across 3 cohorts, to take their first steps into a football coaching career and we are immensely proud that 11 of our Made in Fulham participants have already progressed into employment since completing the 13-week programme.

Of the 44 participants:

- **48%** were from ethnically diverse communities.
- **25%** were female.
- **18%** stated they had a disability.

Throughout the season Made in Fulham has evolved and developed, with a significant addition seeing participants benefit from interacting with amazing guest speakers during the programme.

13 guest speakers, ranging from a CEO to an Academy Manager, to current professional first-team coaches and ex-professional players, to coach developers and grassroots coaches, all contributed to the success of Made in Fulham this season, inspiring and engaging all the participants.

- **100% of participants** reported they developed their coaching skills and knowledge.
- **98% of participants** reported that Made in Fulham helped them to contribute to a stronger, safer community.
- **100% of participants** reported improved confidence and self-esteem.
- **83% of participants** reported that Made in Fulham helped them to progress in/into education, employment or training.
- **100% of participants** reported improved physical and mental wellbeing.

Women and Girls

EmpowHer

The 2023-24 season saw the introduction of the EmpowHer programme. This programme aims to inspire and provide female players aged 14 to 18 with enhanced confidence and self-esteem, whilst providing opportunities to increase knowledge and skills across physical and mental wellbeing, leadership and career pathways.

The programme also provides increased knowledge and understanding of the female pathway at Fulham FC and Fulham FC Foundation, FFC Women's Under 18 programme, external opportunities and exit routes into careers in football.

Across the season the programme engaged 23 young people, with an average contact time of 21 hours. 21% of engaged young people were from an ethnically diverse community, with 13% identifying as having a disability.

Across the season, the programme ran workshops including sessions on mental health, nutrition, emotional control, exam stress support and an entire Women in Football series.

- **82% of young people** reported being able to support their own and other's mental wellbeing better.
- **82% of young people** reported the programme supported their physical wellbeing.
- **80% of young people** had increased knowledge and understanding of the female pathway.

The programme also successfully supported 7 young people into other programmes such as our Girls Development Centre, Football & Education and Made in Fulham.





"I just wanted to say thank you for allowing us to be part of the group this evening. We got to meet Poppy and Josie who have been to every panel session, which for me shows real commitment to make the effort in their own time outside of their training/ participation to attend these sessions and get to meet all the different staff from the business!

It was lovely to hear about them as well and they let us ask them some questions about their goals and aspirations they are a credit to the programs you run and i hope they continue their journey with the Foundation!

Also a shout out to Mia, her story of participant to coach was brilliant and she told it so well! You can clearly tell how much she loves the Foundation family!"

Hayley Baker, Operations Manager and PA to the Chief Operating Officer, Fulham FC





Female Football

Across The Foundation

During the 2023-24 season, 3,131 Women and Girls engaged in our activities and events – this was 882 more participants than in the 2022-23 season, an increase of 39%.

1,284 women and girls participated in specific female activities, this is 259 more participants than in 2022-23 – an increase of 25%.

In total, across the Foundation, **27.95% of our participants** identified as female.

Overall, this is the highest number of women and girls that have engaged in Foundation activities in the past 5 years. It's vitally important that intersectionality is also highlighted within our statistics. The 2023-24 season saw **403 women and girls** from an ethnically diverse community take part in female specific activities – this was an increase of **31%**.

248 women and girls also disclosed that they had a disability, which was 166 more participants than the previous season.

Our female participants rated us 8.5/10 in terms of how inclusive our activities are for women and girls. **96.85% of participants** stated they felt welcome and included when attending Foundation activities.

The highlight of the year was **120 women and girls** taking part in an end of season play on the pitch festival at Craven Cottage which was the first of its kind.

"I feel like my daughter has experienced some great opportunities by attending Fulham Kicks and GDC as well as grown in confidence and football abilities. Thank you for the valuable work put into providing accessible and inclusive football activities for my daughter and other girls in the local area."

Parent of Kicks / Girls Development Centre participant

Youth and Community

Kicks

During the 2023–24 season, Fulham Kicks has continued to make a significant impact, delivering free weekly football sessions at 22 venues across South West London. These activities have engaged 2,945 young people from the boroughs of Hammersmith and Fulham, Kingston, Lambeth, Merton, Wandsworth and Croydon.

In addition to the regular football sessions, the programme has provided numerous opportunities for young people to grow, develop, and contribute to their communities:

- **545 girls** and young women participated in Girls Kicks sessions and events.
- **18 young people** took part in Kicks Mentoring, receiving group or 1:1 support.
- **224 participants** joined Holiday Kicks, aligned with the Holiday Activity Fund.
- **234 young people** engaged in Kicks Development Club (KDC) across U12, U14 and U16 age groups.
- **736 young people** competed in tournaments across Kicks League, Holiday Kicks tournaments, the Paul Smithers Cup, and KDC Fixtures.
- **31 young people** were involved in Kicks Youth Forum and Social Action projects.
- **32 young people** benefited from education and employability opportunities, including the Premier League Changemakers programme, coaching courses, careers fairs and employment opportunities.
- **30 young people** engaged with volunteering opportunities through work experience, refereeing, and supporting weekly Fulham Kicks sessions.





The programme has positively impacted participants. 96% reported improved physical wellbeing, 94% experiencing better mental wellbeing, 94% increasing their confidence and self-esteem and **94% of participants** felt their contribution to creating a stronger, safer, and more inclusive community had improved.

"I have grown in confidence; I feel fitter, and I am glad that we do not have to pay for these sessions as this helps my family - It's been amazing and has really helped my mental health and social anxiety."

Kicks participant

"Since attending Fulham Kicks, my son is so much more confident and has a positive attitude towards school and home life. Keeping active has made him happier and his passion for football has grown. He loves being social and has made some great friends – it has been a positive effect on his overall view of life and what he plans to do in the future, its helped shape him into a really pleasant young man and I am proud of him"

Parent of Kicks participant

Youth and Community

Refugee Kicks

The Refugee Kicks programme has continued its growth over the 2023-24 season. With over 500 participants engaging in weekly football sessions and additional opportunities. A key highlight of the programme this season has been its commitment to developing and fostering new partnerships with Fulham Football Club and grassroots football clubs.

This has seen:

- **14 Refugee Kicks** participants enter employment with Fulham Football Club's match day hospitality provider, Sodexo.
- **12 Refugee Kicks participants** signing up with grassroots football clubs and now have access to more regular football activity.
- **6 Refugee Kicks participants** transition into other Fulham FC Foundation activity, including the Made in Fulham programme, Player Pathway and Kicks Development Centre.

We have delivered several wellbeing workshops and initiatives across our Refugee Kicks sessions this season. Delivered by our Mental Wellbeing Practitioners and supported by our Kicks staff.

This has been evidenced in the data from surveys completed by Refugee Kicks participants:

- **96%** felt their mental wellbeing has improved.
- **98%** made new friends at sessions.
- **94%** felt inspired and engaged at their sessions.





"We started working with Fulham FC Foundation in early 2019 at our refugee football session in Croydon. Fulham has been a great addition to our sessions, taking it to the next level by providing professional, fun and friendly coaching. It has opened up other opportunities for our young people too, being able to participate in tournaments and attend games at Craven Cottage, giving young refugees new to the UK a great introduction to English football!"

Key Partner, Hillsong

Fulham FC Foundation In Action

Events

Delivering high quality, inclusive, welcoming events that engage and inspire our community is a key part of what we do.

Our events take on many forms, from huge festivals, celebratory events, tournaments and more intimate open sessions. We believe they all form a part of igniting a lifelong love of football, sport and just possibly, Fulham FC!

We ran far too many events to name them all, below are just a few key highlights.

Our Social Action Challenge finals took place in February. The finalists from our community groups, primary schools and secondary schools coming together to present their social action project and be in with a chance of winning the coveted Fulham FC Foundation Social Action Challenge. Winning teams from Hollyfield Secondary School, Sacred Heart Primary School and the Kicks Youth Forum were all presented with a signed Fulham FC shirt and the funds to go out and deliver their social action project.

Across the month of March, Fulham FC and Fulham FC Foundation came together to celebrate International Women's Day and provide women and girls with opportunities to take part in events and activities to mark the occasion. Over 300 women and girls aged 5 years to adults attended open evenings, festivals, tournaments, workshops and matchdays.

In the spring term, Fulham FC Foundation worked in partnership with Transport for London and local organisations to help young Londoners prepare for life in





secondary school. The Junior Citizenship Scheme (JCS) is a partnership initiative aimed at giving young children the skills to deal with a wide range of emergency situations, and to enable them to make a valued contribution to their local community through good citizenship. The scheme provides a hands on approach to situations children may encounter in their transition to secondary school and beyond.

Across two weeks, over 1,200 pupils from 37 local primary schools based in Hammersmith & Fulham were hosted at Craven Cottage. 95% of children stated they learned how to develop good relationships and respect.

Our 3rd Annual Foundation Community Day took place in early June. Giving over 500 young people the opportunity to play on the hallowed turf at Craven Cottage and also giving us the opportunity to remember our dear colleague, Paul Smithers, through hosting the Paul Smithers Kicks Cup. A beautiful summers day was a fitting way to celebrate the end of the football season and pay tribute to Paul.

Our Fundraising Events included our 5th annual DisAbility Matchday March, our Away Day Cycle to Nottingham and our first ever Stadium Sleepout, hosted at Craven Cottage. The events raising over £50,000 in total for our community programmes.

"Taking part in the (Social Action) Challenge was an amazing experience. Being able to actually design a project, present on it and then deliver it was amazing and something I never thought I'd be able to do. It was scary to do but it's helped me learn so much by taking part and improved my confidence massively."

Social Action Challenge participant

Fulham FC Foundation In Action

Equity, Diversity and Belonging

The Fulham For All Equality, Diversity and Inclusion strategy is the Club and Foundation's comprehensive commitment to promoting equality, diversity, inclusion and belonging, both within Fulham FC and throughout the broader community. By creating an environment where all individuals, regardless of background or identity, feel empowered and valued, the strategy aims to break down barriers, challenge inequality, and promote inclusivity.

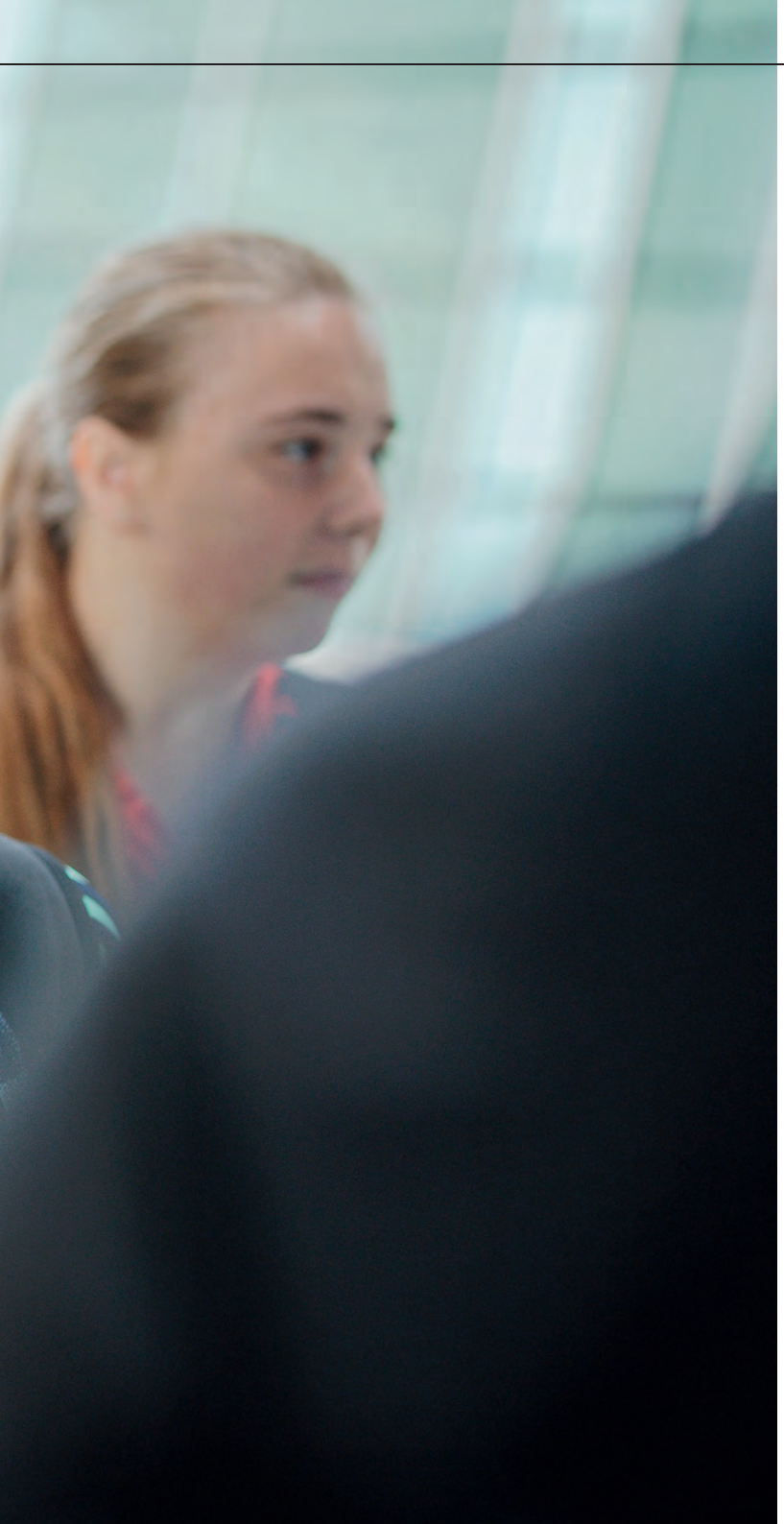
Creating opportunities for underrepresented groups is one of the Foundation's key strategic pillars.

We are delighted that in the 2023-24 season, we engaged more female participants and more participants that identified as having a disability than ever before. 45% of our participants identified as from an ethnically diverse community, 10% more than the local population that we primarily work in.

We believe in the values of education, in creating a sense of belonging, in raising awareness and in celebrating diversity. We have engaged with various partners throughout the year to bring this to life. Below are just a few examples of the Foundation in action.

We hosted an Iftar event at Fulham FC's Training Ground, bringing together members from two local Islamic centres. Before breaking fast together after sunset, participants engaged in a friendly game of football, creating memories and bonds to last a lifetime. Over 40 members from the New Malden Muslim Association and West London Islamic Centre





joined in the festivities, celebrating the traditions of Ramadan and promoting unity through sports.

To celebrate International Women's Day we ran a wide range of activities and events across an entire month. From working with partners such as The Baytree Centre to run inspiring panels on 'Breaking through the glass ceiling', running 'Inspiring the next generation' question and answer sessions with local secondary schools to hosting huge EmpowHer Female Football Festivals at Fulham FC's Training Ground.

We worked with local LGBTQ+ Community Football Club, London Falcons, to provide insightful training to our staff, developing our understanding and promoting good practice on inclusivity. As part of the Rainbow Laces 2024 campaign, we were delighted to offer our partner schools Rainbow Laces workshops, supporting pupils to learn more, understand how to be an ally, and demonstrate active allyship to the LGBTQ+ community.

Our DisAbility programmes continued to grow. We delivered Female Football DisAbility Festivals, launched Fulham Frame Football, delivered Blind Football Workshops to our Kicks participants and hosted Deaf Football Celebration Days at Fulham FC's Training Ground. This just a small part of our total engagement with over 1,600 disabled young people and adults.

"My son has Autism and ADHD and three years back had been struggling at school with bullying amongst other things. His mum was recommended the Fulham Foundation football schools for being really good for children with Autism. My son at this point had never really kicked a ball. She took him along and he struggled at first but the Foundation coaches took him to one side and patiently worked one on one with him. His confidence and abilities grew and he was so proud to play with the Fulham DisAbility team in goal and fell in love with the beautiful game.

The coaches helped and inspired him so much. He became football obsessed and with his hyper focus, became very good at it! He went from his school D team all the way to the A team! Even getting to try out for his district. He now plays weekly for Met Police Youth and is a key member of his team.

Fulham and the Foundation inspired him so much and it is thanks to them that he lost so much weight and through the love of football gained so many friends. Plus it brought us as a family much closer together. I was a West Ham fan, former East Londoner and my next door neighbour growing up was the groundsman, but I had fallen out of love with Football but seeing how much Fulham and the Fulham Foundation had changed my son's life made me fall head over heels back in love with the game and in turn in love with Fulham Football Club.

Our family is Fulham mad and so grateful for the club and Foundation for everything it has done for our son and family."

Parent of DisAbility participant

Fulham FC Foundation In Action
Keeping Everyone Safe

We believe keeping young people and vulnerable adults safe is at the heart of everything we do. We also know this works best when we work together with a range of partners – safer when we work together.

We deliver a range of workshops and education for our staff across the year. Staff Training in the 2023-24 season has been widespread and continual, including training provided by external partner agencies. For example, the Met Police and London Ambulance Service provided Critical Incident Training to all of our staff.

We host participant and parent/guardian forums across our programmes. This ensures we have regular dialogue with our young people and their families. Through this we are able to gain vital feedback and look at how we can continue to improve our activities and services.
We are proud to provide additional education and raise awareness in line with national campaigns.

For example, in the past season we promoted the following: Safer Internet Day, Anti-Bullying Week, FA Safeguarding Campaign, Play Safe Weekend and the Keeping your Child Safe in Sport Week (NSPCC). As part of this commitment, we provided additional resources, training and highlighted through our communication channels the importance of providing safe environments for young people.

We also regularly complete safeguarding quality assurance visits across our activities. This year, we completed over **40 visits in total**.





"First time at the session, as we live abroad, and I felt very happy to leave my child here. The sign in process was fantastic and Coach Sean was professional and friendly. Definitely will be coming back and feel very happy to leave my child here."

Parent of Soccer Schools participant

"The sessions are always great quality, the coaches are a credit to the foundation and are really good people."

School Head, Primary School Partner School

"Great coaches, I appreciate the coaches very much. The coaches work hard to improve players and make them feel happy. Coaches really care about us."

Kicks participant

Fulham FC x Fulham FC Foundation

Fulham FC Community Tickets

During the 2023-24 season Fulham FC provided 3,358 tickets, to both men's and women's team matches, to members of the Fulham FC Foundation community including;

- **Over 250 tickets** given out to disabled young people and adults.
- **Over 300 tickets** given out to refugees and asylum seekers.
- **Over 500 tickets** given out to female only groups.
- **Over 1,000 tickets** given out to local primary schools.

This season, at each Premier League fixture, we welcomed different communities that Fulham FC Foundation engage with across South West London. Each of these community groups was represented by a 'Foundation Champion', someone who embodies the values of Fulham FC, who had the honour of presenting the match ball on the Premier League plinth pre-game. For many of these Fulham fans it was their first ever game at Craven Cottage, and hopefully their first win!

Below is just some of the feedback we received from new members of the Fulham Family celebrating their Craven Cottage experiences last season.

"We had the best day ever! It was the first time the boys had ever been to a football match and they loved every minute - as did I! Edward has been converted and is now an official Fulham supporter like me! Thank you again they had a ball! And are desperate to go back!"

"This is to express our immense gratitude for the complimentary tickets to the Fulham FC women's match yesterday, which our families attended together.





It made for a truly exciting afternoon of football spectating, culminating in Fulham winning a nail-biting penalty shoot-out. It was difficult to say who enjoyed it more - the parents or the students! We also proudly saw our school name feature several times on the stadium ticker tape. Many thanks for extending the experience to school parents 😀"

"Many thanks for the complimentary tickets for Fulham FC Women on Sunday. My daughter Emily had a great day out and she was so excited by the whole experience. She has taken the programme into school today – not sure it warrants a show and tell but she has the best day out with her dad! Many thanks for bringing these sporting events to our school and families."

"I am writing to express my heartfelt gratitude to you and your entire football team for the extraordinary hospitality and unforgettable experience you provided to the children and families during our recent visit to your stadium.

It was a remarkable day that will forever hold a special place in our hearts. Your team's dedication to making our visit memorable did not go unnoticed. From the warm welcome at the gates to the thrilling moments on the field, you truly made our dreams come true. The smiles on the faces of the children were priceless, and your players' kindness and sportsmanship left a lasting impression on them. It's not just about the game; it's about the positive role models you all are for our young ones.

Your organisation's commitment to the community and its unwavering support for young fans exemplify the values of sportsmanship and camaraderie. You've shown that winning isn't just about the score on the board but the impact you make on the lives of those who look up to you.

Once again, thank you for your incredible generosity and for giving our children an experience they will cherish for a lifetime. We are proud to support a team that not only excels on the field but also embodies the true spirit of sports."

Fulham FC x Fulham FC Foundation
Fulham FC Player Engagement

We love bringing Fulham FC and the stars of the football club to our local community. We know first hand how inspiring this can be to both young people and adults.

Across the 2023-24 season we were lucky to host 122 Fulham FC player engagements at our community activities. Players from the men's first team, the women's first team, the academy and former Fulham FC players all joined participants – engaging in activities, answering questions, having photos taken and of course, signing all sorts of footballs, shirts, boots and more!

Bobby De Cordova-Reid was welcomed by St Mary's Catholic Primary School, Willian and Andreas Pereira joined a meet & greet at All Saints C of E Primary School and pupils at Hinchley Wood Primary School were starstruck when Ella Tagliavini, Georgia Heasman and Olivia Dale joined them at their after-school club. Harrison Reed and Harry Wilson joined the Fulham Memories Mad Hatter's tea party, including playing games like 'Crazy Eights,' and enjoying tea, sandwiches and cakes.

"It was a really special afternoon and I honestly never imagined having two superstars in our hall meeting our children. They were so patient and very kind giving so much of their time."

Kieran Gorman, Head Teacher, Partner Primary School





9 players from across the men's and women's first teams headed to local children's hospitals shortly before Christmas, meeting children and handing out Christmas gifts. To celebrate World Book Day, Kenny Tete and Issa Diop read books to children at local primary school, Melcombe Primary. Handing out books to children that Fulham FC fans had donated on match days.

Luis Boa Morte joined our Made in Fulham programme cohort, providing insight and expertise to the aspiring coaches, while Alain Goma signed up for our first ever Stadium Sleepout.

The Under 18's joined a variety of our activities, including playing our Down's Syndrome Badgers in their annual fixture, participating at our Walking Football training and joining our summer holiday soccer schools, not only playing with the participants, but also gaining valuable coaching, communication and leadership skills.

"It was amazing to meet an incredible footballer like Bobby De Cordova-Reid, he was interesting and I enjoyed asking him questions."

Year 5 Pupil, Partner Primary School

Fulham FC x Fulham FC Foundation

Fulham FC Matchday Engagements

Matchdays are such a special experience for fans. They also provide a great opportunity for us to raise awareness, deliver memorable experiences and celebrate our local community.

For the first year ever, we celebrated a Community Champion at every single home Fulham FC fixture. These Community Champions ranged from participants, to coaches, to volunteers and to inspirational members from our local community. Each Community Champion had the honour of placing the Premier League match ball on the match day plinth and being introduced to Craven Cottage prior to the game.

We raised awareness of mental health, hosting a mental health matchday with the aim of urging fans to 'Kick Off a Conversation' with their friends, family and fellow Fulham FC fans.

We also celebrated everything that the Premier League Charitable Fund and football club charities do up and down the country, highlighting the difference and the positive outcomes young people and adults benefit from through engaging with their local football club.



Fulham FC x Fulham FC Foundation
Fan Engagement

The 2023-24 season saw the introduction of the Premier League Fans Fund. This fund provides grants to support football clubs at all levels of the game to strengthen connections between them, their fans, and local communities.

The fund supports a range of fan-focused and fan-led projects, helping to foster a sense of belonging through meaningful engagement. This includes schemes for under-represented groups, to further develop an inclusive and welcoming matchday experience for everyone.

Fulham FC Foundation have worked in collaboration with Fulham FC Women to focus on three key areas:

1. Provide Playing opportunities for local women and girls.
2. Allow us to better understand the motivations for playing and barriers to participation.
3. Improve the match day experience at Fulham FC Women's Fixtures.

To date, the project has engaged with 238 participants. Of which:

- **98%** identify as female.
- **37% of participants** are from an ethnically diverse community.
- **7% of participants** identified as having a disability.

The project has seen over 1000 match day tickets provided to the local community and organisations to attend Fulham FC Women's home fixtures at Motspur Park and Craven Cottage.





"Bringing Jorgie to FFC and FFCW started out as my dad used to bring me to the FFC when I was young. The fact the Jorgie then wanted to come and join us was brilliant, she really enjoys watching football. The 3 of us go to the games together – both at Craven Cottage and Motspur Park. We especially like it at Motspur Park as we may see a player on our way in. Jorgie loves playing football wherever she's playing and watching as long as she's enjoying it that's the main thing for me, that's what makes us happy- see her happy!"

Parent of participant

Fulham FC Foundation

Meet Our Community



Meet Ben

"I enjoy Active Autism, because you learn a load of skills, you enjoy with your friends, you make friends. It makes me part of the Fulham Family"

Scan QR Code for video



Meet Levi

"They've always brought out the best in him, he's really been able to develop and grow as a young man"

Scan QR Code for video



Meet Alexis

"I've developed my resilience" "I've gained a sense of leadership" "I feel like I've got a sense of inclusion"

Scan QR Code for video



Meet J'Naye

"The programme has supported my confidence and self-esteem, just by letting me know I have time to focus on what I need to improve and the support I've been getting"

Scan QR Code for video



Meet Essam

"His ability to communicate, his ability to lead and be a really key volunteer"

Scan QR Code for video



Meet Becky & Simon

"It helps to make me feel that you're not alone. I like chatting with people anyway, but even better if we can sort of know I'm not the only one that's going through something"

Scan QR Code for video

Our Year in Highlights

Moments to Remember



September:
Dedicated to creating equal opportunities for women and girls to take part in football, we launch a new Girls Development Centre at Blagdons Sports Ground.



October:
Our Fulham Memories group at Manresa Clubroom hosted a tea party with two very special guests – Fulham FC stars Harry Wilson and Harrison Reed.



November:
Our Premier League Kicks venue in West Norwood embraces a new 4G playing surface for our participants, benefitting hundreds of young people every week.



December:
We host our first ever Made in Fulham graduation celebration. The event marked the culmination of a 13-week programme for the Made in Fulham participants, with their friends, family and Fulham FC Foundation coaches all in attendance.



January:
We deliver our inaugural Frame Football Festival at Fulham FC Training Ground, Motspur Park.



February:
We launch a new partnership with St Mungo's to support the mental wellbeing of people who are experiencing, or are at risk of, homelessness within the London Borough of Hammersmith and Fulham.



March:
To celebrate World Downs Syndrome Day, Fulham FC Foundation's Badgers take to the pitch for their annual game against Fulham FC's under 18 squad.



April:
Billy the Badger joins members of the Fulham Family - Foundation participants and staff, as well as Fulham fans and their families - in taking on the challenge of walking up to 12 miles for the Fulham Family Walk.



May:
Craven Cottage plays host to our very first Fulham FC Foundation EmpowHer Women and Girls Football Festival.



June:
Our first ever two week 'Fulympics' tournament takes place, bringing some of the Olympic spirit along, with a variety of sporting exercises to our regular Fulham Memories weekly clubs.



July:
Our Premier League Inspires participants host a **#MoveYourWay** festival at Ark Globe Academy. Focused on supporting the physical and mental health of the female students at their school, while developing their confidence and leadership skills.



August:
Fulham FC Foundation's partnership with The Children's Book Project culminates with Fulham FC stars Issa Diop and Kenny Tete reading books to pupils at Melcombe Primary School and us distributing over 800 books that were donated by Fulham FC fans.

Thank you

Thank you to all of our participants, our supporters, our volunteers, our fans, the players and everyone else who has helped us build better lives through sport.

Strategic Network



Community Network



Partner Schools




FULHAM FC Foundation
R02
31

Fulham FC Foundation
Statutory Information page

Legal Status

Charity Name: Fulham Football Club Foundation
Charity Number: 1111639
Company Number: 04573248

Registered Office: Fulham FC, Training Ground, Motspur Park, New Malden, Surrey KT3 6PT

Operating Address: Wandgas Sports and Social Club, Grafton Road, Worcester Park, Surrey KT4 7JW

Trustees

Thomas Barry	Chair of Trustees
Darren Preston	Company Secretary
Lee Manning	Treasurer
Craig Morris	
Stella Fry	
Julie Evans	
Katie Legg	(Resigned 09/04/2024)
Jon Don-Carolis	

Management Team

Michael McSweeney	Chief Executive Officer
Janet Taylor	Director of Finance
Paul Foley	Director of Operations
Thomas Lyons	Director of Community Development
Eleanor Rowland	Director of Safeguarding and Inclusion

Company Secretary
Darren Preston

Bankers
Santander UK PLC, Registered Office: 2 Triton Square, Regent's Place, London, NW1 3AN
Metro Bank, 1 Southampton Row, London, WC1B 5HA

Auditors
Azets Audit Services Limited: 2nd Floor, Regis House, 45 King William Street, London, EC4R 9AN

Report of the Trustees

Structure, Governance and Management

Legal Status

Fulham Football Club Foundation is a charitable company limited by guarantee, company number 04573248, and charity number 1111639, incorporated in the UK. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Organisational Structure

The Foundation is overseen by a Board of Trustees who have been selected for their individual areas of expertise that they can bring to the Foundation and in a support and advisory role to the Chief Executive Officer. The Foundation is managed on a day to day basis by the Chief Executive Officer.

The Trustees meet at least quarterly to review the overall performance of the Foundation, including financial results, consider projects in progress and the involvement in future projects.

As the Foundation receives income from the Premier League Charitable Fund it must comply with the Premier League Code of Capability which in many areas is similar to the Charity Governance Code.

Charitable Objects

- To promote community participation in healthy recreation by providing facilities for the playing of association football and other sports.
- To provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have the need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.
- To advance education of children and young people through such means as the Trustees think fit in accordance with the law of the charity.
- Facilities in these objects means land, buildings, equipment and organising sporting activities.

Relationship with the Club

The Foundation is structurally and legally independent from Fulham FC but enjoys a mutually supportive relationship reflected in shared values and our Board of Trustees, which includes the Fulham Chief Operating Officer and Commercial Director. There are many examples of us working in unison including the engagement of children and families. The Foundation benefits primarily through gifts in kind, including use of venues, whilst adding value to the Club by providing access points for direct engagement with the community, through the Foundation's various community programmes.

Public Benefit

In setting our objectives and planning the activities of the Foundation, the Trustees have considered the Charity Commission's general guidance on public benefit and believe that this report demonstrates how the charity provides public benefit.

Forty percent of the Foundation's income from charitable activities is derived from grant funding provided by various grantors. This funding supports the Foundation in delivering a wide range of sporting activities aligned with its vision and strategy (outlined on page 8). While the target groups are often specifically defined, the activities are accessible to all who meet the established criteria. By offering coaching to all young people, the Trustees are confident that the vast majority of the Foundation's work provides significant public benefit, reinforcing its identity as a public benefit entity.

Staff

Employees

The Trustees recognise the huge contribution made by salaried colleagues and extend their thanks to these colleagues for their continued effort in striving to be a self-sustaining charity. Thanks to the strong financial performance reflected in this year's report, we are pleased to announce that we are able to reward our staff with a bonus.

Casual Coaches

The Trustees are grateful to these team members who continue to provide the services of the Foundation to the highest level.

Equality Statement

The Club and Foundation is committed to and endorses the principle of equality and strives to ensure that everyone who wishes to be involved in its activities whether as a supporter, participant, staff, and a member of the local community:

- have a genuine and equal opportunity to participate to the full extent of their own ambitions and abilities, without regard to their age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion and faith, sex, or sexual orientation.
- can be assured of an environment in which their rights, dignity and individual worth are respected, and in particular that they are able to relish their engagement at the Club or Foundation without the threat of intimidation, victimisation, harassment, bullying or abuse.

The Club and Foundation aim to embed equality, diversity, and inclusion across all levels of the business throughout this policy and aims to ensure that the message of EDI is followed and consistently practiced.

Equal Opportunities

Fulham FC and the Foundation are committed to providing equal opportunities and have a zero-tolerance approach to discrimination of any form. This directive is led by Fulham FC's Chief Executive Officer, Alistair Mackintosh, and the Foundation's Chief Executive Officer, Mike McSweeney who have both been vocal in their commitment to our values, which are embedded and lived throughout. Employees are expected to refer to the values throughout their work:

- Pioneering
- Open and Inclusive
- Action Orientated
- Confident Custodians
- Service Excellence

At the heart of Fulham FC's value framework is a commitment under being 'open and inclusive' to equal opportunities and anti-discrimination, which runs through the recruitment and induction process. Fulham FC and the Foundation have developed the 2024-2027 Fulham For All, Equality, Diversity and Inclusion Strategy, which sets out objectives that are specific, measurable, achievable, relevant and timely. As part of this undertaking Fulham FC and the Foundation has committed to completing annual Equality and Diversity Monitoring Survey which provide updated information on the composition of our workforce. The data from these surveys is summarised, analysed and where appropriate suitable recommendations are made and presented to the Board.

The Internal Equality Working Group has established clear objectives on the basis of this data and will continue to monitor this closely from an operational perspective. Strategically, the Equality Strategic Steering Group will oversee each department's (including the Foundations) Equality Action Plan.

Fulham FC and the Foundation are monitored on their commitment to Equality and Diversity by the Premier League and have been awarded 'Pre-Liminary' Status having gone through a thorough audit process of all our policies, procedures and practice. The Club is working towards intermediate status and has received early feedback from the Premier League that we are on schedule to be awarded this in June 2025.

Disabled Persons

It is the Foundation's policy to provide full and fair consideration of applications, continuing employment and training of all staff while employed in the business. We endeavour to make our facilities available for disabled users as far as is possible within the constraints of a concern for the health and safety of all our colleagues and participants.

Employee Involvement

It is the Foundation's policy to keep all colleagues informed as to the development of the charity and then encourage them to contribute their ideas, feedback and comments through the management process which recognises and rewards genuine involvement in the success of the Foundation.

Environment

The Foundation has continued to adopt policies and procedures which take account of the need to preserve and protect the environment. The Trustees are committed to compliance with best practice in all aspects of the business.

Pay policy for senior staff

The pay for key management personnel is reviewed annually and normally increased (if possible) in accordance with average earnings, in the view of the nature and success of the charity, the Trustees benchmark against pay levels in other sport foundations of a similar size.



Report of the Trustees

Financial Review

Income Generation

During the twelve months ending 31 August 2024, the total value of grants raised was £802,171, compared to £871,924 in 2023. This decrease is primarily due to the current financial period being two months shorter than the previous one. Notably, we also launched a new programme, Fulham Teammates, which aims to increase social inclusion by encouraging more adult participants to engage with our Fulham Memories activities.

Income from fundraising events this year was £417,208 (2023: £438,365). During the year we have continued to explore different fundraising activities, introducing a Stadium Sleepout and Mascot prize draw. We also continue to have regular giving initiatives and are grateful of the regular donations received from our supporters.

The Foundation does also receive donations from other various individuals and institutions. Within the twelve months £30,000 has been received from Fulham Football Club to cover the cost of kit.

Within this period the Foundation has received donations from former players of Fulham FC of £70,000.

The remainder of the Foundation's work is largely funded by fees charged for the delivery of specific services. The policy of the Foundation is to calculate fee rates such that they recover the full cost of delivery of services.

Financial Results

Following the change to our accounting period last year, readers should note that the current financial year covers twelve months, whereas the comparative figures reflect a fourteen-month period.

For the period, the Foundation recorded an income of £2,563,147, achieving a total surplus of £218,540. After adjusting for differences in the use of restricted reserves, the final surplus stood at £215,687.

This represents a strong financial outcome, reflecting growth at the Foundation even when accounting for the additional two months included in last year's results. Key areas of growth include Fundraising, the launch of Fulham Teammates as highlighted above, as well as the success of Soccer Schools and the Football & Education programme.

Additionally, the favourable cash reserves and higher interest rates during 2023–24 generated more interest income than anticipated. Of this, £10,000 has been allocated to a designated fund to expand bursary opportunities, while the remainder has supported the Foundation's charitable activities.

Some of the increase in income has been reinvested into our delivery costs, with a particular focus on staffing. We have made strategic hires in Business Development & Communications, and Disability development and delivery. However, some periods of unfilled vacancies throughout the year have offset these costs, resulting in a reduction in overall expenditure in this area.

The financial results and explanatory notes for the year are detailed on pages 60 to 71.

Reserves Policy

The Trustees have agreed that the Foundation should establish and maintain a free reserve (General Reserve) sufficient to cover the Foundation's planned expenditure for a period of 3 months (currently around £600k). This level of reserves would enable the Foundation, if ever it became necessary, to conduct an orderly reduction or wind-down of its operations, if the major sources of revenue were reduced to a level below which it was no longer practicable for the Foundation to continue its operations.

The level of free reserves (represented by the General Reserve) at 31 August 2024 was £1,198,949 (2023: £991,850).

The Foundation's unrestricted reserves are represented, in the majority, by cash at bank and in hand.

The Foundation has a Designated Fund equal to the net book value of fixed assets held in the Balance Sheet. This is because such a fund could not easily be realised in cash, and therefore should not form part of the General Reserve described above. We have also established a designated fund by ring-fencing a portion of the higher interest income, allowing us to further enhance the number of bursaries we can provide.

Budget Review Policy

In line with yearly budget planning, the use of reserves and any impact in relation to the above Reserves Policy will be reviewed and approved by the Board. Once the yearly budget has been approved, any subsequent use of the reserves will need a business case presented by the Foundation's Chief Executive Officer for Board approval.

Report of the Trustees
Financial Review

Shortfall Policy
Any shortfall of reserves will be reviewed by the Board (monthly) in relation to the Foundations existing Risk Register, current budget situation and any forecasted budget expectations. Given the security of the 'full' 3 months Reserves Policy the Board will further review and agree an action plan for any shortfall in its Reserves Policy if the amount is above £150,000.

Excess and Spend Policy
The Board will consider reserves expenditure if the Reserves Policy target months has been achieved, subject to a business case which has been approved by all members of the Board. The Board will also consider expenditure, if the Reserves Policy has not been achieved, subject to a business case and full Board approval.

Our current level of free reserves is at 7 months cover and is therefore above the minimum expectation. With strong reserves in place, we are now exploring investment opportunities, including plans to invest in the development of a hub facility and office spaces. We are also developing a Careers and Employment plan to engage with more young people, guiding them towards our funded programs designed to support and enhance their career pathways.

Investment Policy
The level of cash held by the Foundation does not require a complex investment policy. To the extent that any surplus cash balances that do arise from time to time are invested into higher interest earning accounts.

Risk Management
The Trustees identify and review the strategic, business and operational risks to which the Foundation is exposed and ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees, Chief Executive Officer and the Management Team have undertaken an assessment of the risks to which the organisation is exposed, producing a risk assessment which identifies the impact of any risk and advises of steps to mitigate that risk. An annual review of the principal risks and uncertainties takes place. Alongside this is an action plan which identifies areas of improvement to mitigate risks further. This action plan is discussed at each Board meeting.

The Key Risks identified are:

1. Child Welfare: As the Foundation exists to provide sports experience for children it is at the heart of our activities to ensure full compliance with law and best practice relating to children, their safety and their welfare.

2. Loss of a major revenue stream: Certain sources of funding are very significant. However, most of these relate to the delivery of specific activities, which means that a loss of the revenue automatically leads to a cessation of the related activity, and the saving of the costs associated with it, albeit with some possible delay. More critical is the need to protect those revenues which contribute towards fixed costs.

Payment of Creditors
It is the Foundation's policy to agree payment terms as part of any formal contract with a supplier and to make every endeavour to abide by the agreed terms. Where a purchase is not covered by a formal contract, and no agreement is reached in advance of raising an order, the policy is that any valid invoice will be paid in full. The Foundation is sympathetic to, and pays particular attention to, the cash flow needs of its smaller suppliers. The Foundation took an average of 10 days (2023: 7) to pay its creditors.

Report of the Trustees

Safeguarding

Fulham FC started the 24/25 season in our third consecutive year in the Premier League. As always 'Pre-season' consisted of a full review of the Safeguarding policies and procedures in order to meet statutory and league standards.
The aims of all Safeguarding Policies are to:

- Safeguard all children and vulnerable adults who interact with the Fulham FC and the Foundation;
- Demonstrate best practice in the area of safeguarding children and adults;
- Positively reflect and promote Fulham FC and Foundation Values (Pioneers, Confident Custodians, Action Orientated, Open & Inclusive and Service Excellence);
- Ensure that children and vulnerable adults feel safe in our activities;
- Commit to working in partnership across Fulham FC and the Foundation with external organisations including statutory bodies and local schools;
- Develop a positive and pro-active welfare programme to enable all children and vulnerable adults to participate in an enjoyable and safe environment;
- Ensure that coaches, parents and other adults who come in contact with children and vulnerable adults are good role models of behaviour; and
- Promote high ethical standards.

Barnardos audited the Club and Foundation in October 2023 where we demonstrated high levels of compliance. Once again we were found to have complied with all 7 safeguarding standards and were noted as having areas of excellence across the standards, including in leadership and governance and child protection.

We are also proud to confirm that we have increased resources further in the Foundation Safeguarding's team and in August this year we recruited a Safeguarding Children's Champion.

The Foundation were also graded as 'Exemplary' in the 23/24 season under the Premier League Charity Commission's 'Capability' process. A remote audit conducted by experts in each respective area.

In an ever-changing 'safeguarding' world we need to be agile and prepared for a change in risks and opportunities that our children and young people may come across. The 24-27 Safeguarding Strategy has been implemented this year and was signed off by the Safeguarding Strategic Steering Group. Our focus will be on creating a safe culture and safe environment and working towards 10 key objectives that are focused on, risk management, living in a digital world, protection, evolution, psychological safety, learning and development, compliance, leadership, listening and safer recruitment.

We have retained exceptionally high standards and quality of work, and this has been embedded with clear policies, procedures, and risk assessments (reinforced by good quality training) in order to ensure that the safety of our participants and staff has remained paramount.

The Foundation are living Fulham FC's values and we seek to grow and develop every day to become pioneers and the best at what we do in all areas of delivery and especially safeguarding.

Across all programme delivery, Safeguarding is a priority for Fulham FC and the Foundation. Our ambition for safeguarding practice far exceeds regulatory and statutory minimum standards. We are amongst some of the best Football Clubs in the world and we are clear that we want to be a leader in the field and strive for a proactive safeguarding culture. Congruent with our values we wish to be Open and Inclusive, Pioneering, Action Orientated, Confident Custodians, and provide Service Excellence in order to promote the safety and welfare of our children and young people.

Report of the Trustees

Training & Recruitment of Trustees

The Trustees, who were in office from 1 September 2023 until the date of this report, unless otherwise stated, are set out on page 49. The Trustees are recruited according to their expertise and experience in the business, voluntary and charitable sector.

The Foundation is required to have at least 3 Trustees serving at any one time under its Articles of Association. No maximum limit is placed upon the number of Trustees. However, the Trustees believe that the optimum number of Trustees for the Foundation in its current circumstances is between 6 and 10.

The Trustees may appoint any person willing to act as a Trustee by passing an ordinary resolution at the next general meeting as long as not less than seven nor more than twenty-eight clears days' notice is given before the date appointed for that meeting.

At the first meeting of each year, the appointment of any person who has acted as a Trustee for over eight years shall be reviewed and the Trustees shall consider whether it is appropriate and in the best interests of the Charity for such person to continue as a Trustee.

The Trustees have established their own analysis of the needs of the Foundation for specialist knowledge and experience on the Board of Trustees. Suitable candidates are recruited to fill vacancies which arise and which cause the body of knowledge and experience to be deficient in any particular area. The Trustees recognise that the main purpose of the Foundation is concerned with provision of sports facilities for young people and that the skills needed are principally to support that purpose.

All Trustees are encouraged to be mindful of recruitment needs and to search out and recommend candidates. Any candidates proposed have to complete a process of interview by the Board (or by an ad-hoc committee of the Board formed for that purpose) and of preliminary familiarisation with the work of the Foundation. Part of this process is that the Chief Executive Officer of the Foundation advises the Trustees concerning the candidates' mix of knowledge and experience, which must benefit the Charity. Each candidate is then given an induction file of detailed briefing notes and background material which explains the history and operations of the Foundation, the duties of the Trustees, and the legal framework in which the Foundation operates. If this process is successful the candidates are formally proposed as Trustees. It is the custom of the Board that new Trustees are only appointed by a unanimous vote on an ordinary resolution.

Once new Trustees are appointed to the Board, they undergo an induction where their personal training needs (to enable them to carry out their duties as a Trustee) are assessed and appropriate formal training is provided using specialised training establishments. All new Trustees are assigned specific responsibilities where their experience and knowledge can be put to best use to benefit the Foundation and its operations. Annual Trustee reviews are conducted to ensure that Trustees remain engaged, satisfied, and aligned with the Foundation's goals and responsibilities.

Members of the Foundation's Board are required to disclose and register all relevant interests and withdraw from any decisions where a conflict of interest arises. All related party transactions are disclosed in note 15 to the accounts.



Report of the Trustees

Statement of Trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

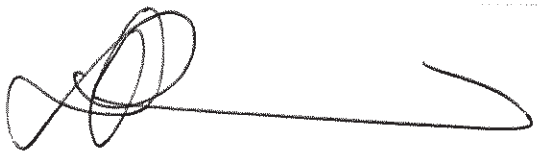
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

[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.]

Approved by the Trustees on 21st January 2025 and signed on their behalf by:



Thomas Barry
Chair of Trustees



Lee Manning
Treasurer

Fulham FC Foundation

Independent Auditors report to the members of Fulham Football Club Foundation

We have audited the financial statements of Fulham Football Club Foundation (the 'charitable company') for the twelve months ending 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Fulham FC Foundation

Independent Auditors report to the members of Fulham Football Club Foundation Continued

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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of directors' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or

the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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 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 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.

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;

- Reviewing minutes of meetings of those charged with governance;

- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;

Fulham FC Foundation

Independent Auditors report to the members of Fulham Football Club Foundation Continued

- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: **https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. 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.

Azets Audit Services

John Howard (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Chartered Accountants
Statutory Auditor
2nd Floor, Regis House
45 King William Street
London
EC4R 9AN

24 February 2025



Statement of financial activities

(INCLUDING INCOME AND EXPENDITURE ACCOUNT) TWELVE MONTHS ENDED 31 AUGUST 2024

	Notes	Unrestricted Funds £	Restricted Funds £	**Total Funds 2024 £**	Total Funds 2023 £
Incoming Resources					
Incoming resources from generated funds					
Donations and Legacies	3	241,768	275,440	**517,208**	555,032
Income from investments	4	38,222	-	**38,222**	17,112
Income from charitable activities					
Education	5	-	76,368	**76,368**	17,540
Football and sport	5	1,061,159	150,947	**1,212,106**	1,219,074
Inclusion	5	8,611	710,632	**719,243**	803,449
TOTAL INCOMING RESOURCES		**1,349,760**	**1,213,387**	**2,563,147**	2,612,207
Resources Expended					
Expenditure on raised funds	6	62,297	794	**63,091**	60,141
Expenditure on charitable activities					
Education	7	8,380	87,381	**95,761**	21,513
Football and sport	7	890,162	385,304	**1,275,466**	1,269,431
Inclusion	7	81,302	828,653	**909,955**	1,054,197
Loss on disposal of Fixed Assets	9	334	-	**334**	-
TOTAL RESOURCES EXPENDED		**1,042,475**	**1,302,132**	**2,344,607**	2,405,282
Net income (expenditure)		**307,285**	**(88,745)**	**218,540**	206,925
Transfer bewteen funds	12	(91,598)	91,598	-	-
Net movement in funds		**215,687**	**2,853**	**218,540**	206,925
Balances brought forward at 01 September 2023		**1,015,970**	**108,398**	**1,124,368**	917,443
Balances carried forward at 31 August 2024		**1,231,657**	**111,251**	**1,342,908**	1,124,368

All amounts relate to continuing operations.
The Foundation has no recognised gains or losses other than the net income/ (expenditure) for the year.

Balance sheet

AS AT 31 AUGUST 2024

	Notes	2024		2023	
		£	£	£	£
Fixed assets					
Tangible assets	9		**21,082**		24,120
Current assets					
Debtors	10	**1,826,758**		1,231,220	
Cash at bank in hand		**1,624,643**		1,451,852	
		3,451,401		2,683,072	
Creditors					
Amounts falling due within one year	11	**(2,129,575)**		(1,582,824)	
Net current assets			**1,321,826**		1,100,248
NET ASSETS			**1,342,908**		1,124,368
Funds					
Unrestricted funds	12		**1,231,657**		1,015,970
Restricted funds	12		**111,251**		108,398
TOTAL FUNDS			**1,342,908**		1,124,368

Approved and authorised for issue by the Board of Trustees on 21st January 2025.

Thomas Barry
Chair of Trustees

Lee Manning
Treasurer

The notes on pages 62 -71 form part of these financial statements.

Statement of cash flows

TWELVE MONTHS ENDED 31 AUGUST 2024

	2024	2023
	£	£
Net cash (used)/generated in operating activities	**144,079**	78,269
Cash flows from investing activities		
Interest income	**38,222**	17,112
Purchase of tangible fixed assets	**(9,844)**	(13,238)
Proceeds from sale of tangible fixed assets	**334**	-
Net cash used in investing activities	**28,712**	3,874
Cash flows from financing activities		
Repayment of borrowing	**-**	-
Net cash used in financing activities	**-**	-
Increase in cash and cash equivalents in a year	**172,791**	82,143
Cash and cash equivalents at the beginning of the year	**1,451,852**	1,369,709
Total cash and cash equivalents at the end of the year	**1,624,643**	1,451,852

Reconciliation of net income/ (expenditure) to net cash flow from operating activities:

	2024	2023
	£	£
Net movement in funds	**218,540**	206,925
Add back depreciation charges	**12,548**	14,767
Add back write off of tangible fixed assets on disposal	**-**	-
Deduct interest shown in investing activities	**(38,222)**	(17,112)
Deduct/ (increase) in stock	**-**	-
Decrease / (increase) in debtors	**(595,538)**	(156,727)
(Decrease) / increase in creditors	**546,751**	30,416
Net cash used in operating activities	**144,079**	78,269

Notes to the Financial Statements

1 Accounting Policies

a) General information and basis of Preparation

Fulham Football Club Foundation is a company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office and the operating office is given on the statutory information on page 49 of these financial statements. The nature of the charity's operations and principal activities are set out on page 16.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through the Update Bulletin published on 2 February 2017), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity. The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going concern

The Trustees continue to take all available steps to maintain sufficient resources in order that the Foundation can continue and, based on projections and available information, have a reasonable expectation that the Charity will have sufficient funds to continue to meet its liabilities as they fall due for 12 months from authorising these financial statements. Therefore, the financial statements have been prepared on a going concern basis. The Trustees can also take comfort from the Letter of Support given to the Foundation by Fulham FC which confirms that funds held by them on the Foundation's behalf will be released to support the Foundation on an annual basis as when required.

c) Fund accounting

- Restricted funds are those where the donor has provided for the donation to be spent in furtherance of a specified purpose.
- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Foundation. Designated Funds represent assets which are not readily convertible to cash.
- The transfer from unrestricted to restricted funds represents the Foundation's contribution towards project overhead costs.

d) Incoming resources

All incoming resources are included in the statement of financial activities when the Foundation is entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources comprise the following:

- Income from sports related activities including holiday courses and schools coaching is accounted for when earned.
- Voluntary income includes donations and funding for specific projects which is accounted for when the Foundation becomes unconditionally entitled to the income.

The Foundation is usually entitled to income from grants in stages over the course of each related project, which approximates to when related expenditure was expected to be incurred. Accordingly, all grant income is credited to the Statement of Financial Activities (SOFA) when it falls due to be received to the extent that it is matched by relevant expenditure. Any income received in advance of expenditure is treated as deferred income.

Grants received as Restricted Funds, defined as those which carry an obligation to repay any sums not actually spent, are brought into the SOFA in the period of receipt and carried forward within Restricted Funds until either spent or refunded. This type of grant is much rarer as very few institutions pay grants before the relevant expenditure is incurred.

Any gifts in kind are included in the statement of financial activities in the year that they are received at an estimated value of the goods or services received.

e) Resources expended and Irrecoverable VAT

Expenditure is accounted for on an accruals basis. All costs are allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly or apportioned on an appropriate basis. Expenditure is recognised when the following criteria are met:

- there is a present legal or constructive obligation resulting from a past event
- it is more likely than not that a transfer of benefits (usually a cash payment) will be required in settlement
- the amount of the obligation can be measured or estimated reliably.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) Allocation of Support Costs

Support costs are those costs which do not relate directly to a single activity. These include property costs, costs of administration, external audit costs and IT support. Support costs have been apportioned between categories of charitable activities on a direct basis, any remaining support costs are apportioned between the charitable activities undertaken based on the % of income of that activity. The analysis of support costs are shown in note 7.

g) Fundraising Costs

The costs of generating funds are those costs attributable to generating income for the charity, other than those costs incurred in undertaking charitable activities or the costs incurred in undertaking trading activities in furtherance of the charity's objects. The costs of generating funds represent fundraising costs as shown in note 6.

h) Charitable Activities

Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure in addition to the direct costs. The total costs of each category of charitable expenditure include an apportionment of support costs as shown in note 7.

i) Tangible fixed assets

Tangible fixed assets costing more than £500 are capitalized. Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation. Cost includes cost directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost over its expected useful life as follows:

Fixture & fittings	Over 4 years
Computers	Over 4 years
Software	Over 2 years (the length of the contract)

j) Inventories

Inventories have been valued at the lower of cost and estimated selling price less costs to sell.

k) Debtors

Debtors are amounts owed to the charity. Short term debtors are measured at transaction price, less any impairment.

l) Cash and cash equivalents

Cash at bank and cash in hand includes cash and higher interest account deposits. Cash at bank and in hand is held to meet the day to day running costs of the charity as they fall due.

m) Creditors

Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt. Amounts which are owed in more than a year are shown as long term creditors.

Notes to the Financial Statements

n) Operating Lease Rentals
Rentals relating to operating leases are charged to expenditure as incurred.

o) Pensions
The Foundation operates or pays into defined contribution pension schemes for certain employees. The pension charge represents the amount payable by the Foundation to the fund in respect of the year.

p) Taxation
Fulham Football Club Foundation is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

q) Judgement and key sources of estimation policy
In the application of the charity's accounting policies described above, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. These estimates, judgements and assumptions are made based on a combination of past experience, professional expert advice and other evidence that is relevant to the particular circumstance.

The following judgements, key assumptions and estimations have been made in the process of applying the above accounting policies:

I. Useful economic lives of tangible assets:
The annual depreciation charge of tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 9 for the carrying amount of the fixed assets and note 1(i) for the useful economic lives for each class of assets.

II. Bad Debt provisions:
The recoverability of debtors is assessed regularly, and at the balance sheet date provisions for doubtful debts are provided based on prior year experiences. At 31 August 2023 there is no bad debt provision.

III. Cost allocation
The cost allocation methodology requires a judgement as to what are the most appropriate bases to use to apportion support costs: these are reviewed annually for reasonableness, the bases used is outlined in note 1(f).

2 Net Income / (Expenditure)

The net income / (expenditure) are stated after charging:

	TOTAL 2024	TOTAL 2023
	£	£
Depreciation of tangible fixed assets	**12,548**	14,767
Auditors renumeration - audit and tax fees	**10,440**	9,900
TOTAL	**22,988**	24,667

3 Donations and Legacies

	Unrestricted income	Restricted income	TOTAL 2024	TOTAL 2023
	£	£	£	£
Fulham Football Club Limited	-	30,000	**30,000**	35,000
FFC former players	70,000	-	**70,000**	81,667
Other donations	171,768	245,440	**417,208**	438,365
TOTAL	**241,768**	**275,440**	**517,208**	555,032

In 2023, £243,568 of donations and legacies income was attributable to the unrestricted fund and the remaining £311,464 was attributable to the restricted fund. The decrease in donations compared to last year can be attributed to the fact that the previous year's accounts covered a fourteen-month period, resulting in a higher total for that timeframe.

4 Income from Investments

	TOTAL 2024	TOTAL 2023
	£	£
Deposit interest - unrestricted	**38,222**	17,112
TOTAL	**38,222**	17,112

The increase in interest income is primarily attributed to the rise in prevailing interest rates, which have created more favourable conditions for generating returns on deposits. Additionally, the Foundation has strategically utilised higher-interest deposit accounts to maximise earnings on available funds, further contributing to the significant growth in interest income during the period.

Notes to the Financial Statements

5 Income from Charitable Activites

	Eductation	Sport	Inclusion	TOTAL 2024	TOTAL 2023
	£	£	£	£	£
Weekend football	-	142,613	-	**142,613**	151,038
Holiday courses	-	312,120	-	**312,120**	386,305
Schools coaching	-	140,483	36,036	**176,519**	164,269
Special projects	-	398,401	-	**398,401**	340,766
Football Experiences	-	35,108	-	**35,108**	2,480
Grant funding	76,363	160,969	564,839	**802,171**	871,924
Other income	5	22,412	118,368	**140,785**	123,281
TOTAL	**76,368**	**1,212,106**	**719,243**	**2,007,717**	2,040,063

Grant funding in the year ended 31 August 2024 includes incoming resources from government grants to be £47,676 (2023: £54,185). In the year this comprises of performance related grants made by local authorities to fund social youth and community programmes that are offered through the Foundation, as per previous years.

5a Government Grants

	Project	TOTAL 2024	TOTAL 2023
		£	£
Lambeth YLC	Kicks	**13,600**	17,300
London Borough of Lambeth	Kicks	**8,908**	14,440
London Borough of Merton	Kicks	**10,488**	-
Kingston Safer Neighbourhood	Kicks	**4,800**	4,800
Youth Justice Sport Fund	Kicks	**-**	18,275
Kings Coronation Fund	Kicks	**9,880**	-
TOTAL		**47,676**	54,815

Notes to the Financial Statements

6 Expenditure on raised funds

	TOTAL 2024	TOTAL 2023
	£	£
Direct costs - donations	**63,091**	60,141
Provisions for doubtful debts	**-**	-
TOTAL	**63,091**	60,141

7 Expenditure on charitable activities

	Direct costs	Wages and salaries	Suppport costs	TOTAL 2024	TOTAL 2023
	£	£	£	£	£
Education	8,759	83,376	3,626	**95,761**	21,513
Football and Sport	144,124	1,064,849	66,493	**1,275,466**	1,269,431
Inclusion	105,441	765,995	38,519	**909,955**	1,054,197
TOTAL	**258,324**	**1,914,220**	**108,638**	**2,281,182**	2,345,141

Support costs are made up of expenditure on rent and property costs of £46,278 (2023: £64,945), depreciation of £12,548 (2023: £14,767), governance costs £10,475 (2023: £9,935) and other office costs of £39,337 (2023: £39,313).

7a Governance costs

	TOTAL 2024	TOTAL 2023
	£	£
Audit and tax fees	**10,440**	9,900
Other legal and professional costs	**35**	35
TOTAL	**10,475**	9,935

Notes to the Financial Statements

8 Staff costs

	TOTAL 2024	TOTAL 2023
	£	£
Salaries	**1,692,201**	1,710,299
Social security costs	**130,919**	133,703
Other pension costs	**35,912**	36,153
Other staff costs	**56,008**	47,917
TOTAL	**1,914,220**	1,928,072

Staff numbers employed in the year	2024 Average	2024 FTE	2023 Average	2023 FTE
Central/Administration	**6**	**3.8**	6	3.5
Operational staff	**42**	**36.4**	38	31.0
Sessional coaches	**66**	**12.9**	48	12.9
TOTAL	**114**	**53.1**	92	47.4

The Foundation pays into a defined contribution pension scheme for certain employees. The cost for the year was £35,912 (2023: £36,153). At 31 August 2024 there was an outstanding amount to be paid of £7,005 (2023: £6,066) which was paid after the year end.

The number of employees who earned £60,000 during the reporting period (including taxable benefits but excluding employer pension contributions) were as follows:

	TOTAL 2024	TOTAL 2023
	£	£
£60,001 - £70,000	**-**	1
£70,001 - £80,000	**-**	-
£80,001 - £90,000	**-**	-
£90,001 - £100,000	**-**	-
£100,001 - £110,000	**1**	-
£110,001 - £120,000	**-**	1

The Pension cost of these employees totalled £4,644 (2023: £8,214). The decrease in contributions is due to the fact that the previous accounts, covering an extended fourteen-month period, included contributions from more than one member of staff, leading to a higher total.

The Foundation considers its key management personnel to be the members of its Senior Management Team (as noted on Page 49 and 51 of the Trustees report) and Trustees. The total employment benefits including employer pension contributions of the key management personnel were £300,997 (2023: £347,541). The decrease relates to the fact that the 2023 figures were for fourteen months whilst 2024 is for twelve months. There have been no other changes in staff.

The Trustees received no emoluments during the year (2023: £nil). Expenses charged by the Trustees amounted to £nil (2023: £nil). The Foundation maintains an Executive Liability Insurance policy. The premium for this was £1,667 (2023: £1,717).

Notes to the Financial Statements

9 Tangible fixed assets

	Fixtures & Fittings	Computers & Software	TOTAL
Cost	**£**	**£**	**£**
As of 1 September 2023	42,810	99,679	142,489
Additions	941	8,903	9,844
Disposals	-	(3,783)	(3,783)
As Of 31 August 2024	**43,751**	**104,799**	**148,550**
Depreciation			
As of 1 September 2023	40,511	77,858	118,369
Charge for the year	1,005	11,543	12,548
Disposals	-	(3,449)	(3,449)
As of 31 August 2024	**41,516**	**85,952**	**127,468**
Net book value			
As of 31 August 2024	**2,235**	**18,847**	**21,082**
As at 31 August 2023	2,299	21,821	24,120

10 Debtors

	Notes	2024	2023
		£	£
Trade debtors		**18,973**	27,915
Other debtors	15	**1,789,224**	1,195,528
Prepayments		**11,082**	2,429
Accrued income		**7,479**	5,348
TOTAL		**1,826,758**	1,231,220

11 Creditors

	2024	2023
	£	£
Trade creditors	**23,852**	20,137
Social security costs & other taxes	**30,756**	27,469
Other creditors	**47,247**	52,404
Accruals	**127,293**	116,685
Deferred income	**1,900,427**	1,366,129
TOTAL	**2,129,575**	1,582,824

11a Movement in deferred income

	At 1 September 2023	Incoming resources	Amounts released	At 31 August 2024
DEFERRED INCOME	1,366,129	1,780,349	(1,246,051)	1,900,427

Deferred income shown above mainly represents grants for specific projects and the closing balance of donations made to the Foundation from Fulham FC's former players. The movement between 2023 and 2024 reflects the difference between monies received in cash and income released to cover expenditure in the year. Balances carried forward will be released over the remainder of the project life to match expenditure accordingly.

Notes to the Financial Statements

11b Provisions for liabilities

An amount is included within the Accruals balance as per Note 11 for all untaken contracted staff holiday that is due at 31 August 2024. The Foundation's holiday year runs from 1 January to 31 December.

	Leave Pay £
At 1st September 2023	**20,488**
Additions	21,777
Reversals	(20,488)
At 31st August 2024	**21,777**

12 Funds

	At 1 September 2023	Incoming Resources	Resources Expended	Transfers	At 31 August 2024
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	30,000	(30,000)	-	**-**
PL Core funding	-	230,512	(230,080)	(432)	**-**
PL Kicks	-	330,957	(353,640)	22,683	**-**
PL Primary Stars	-	150,947	(171,881)	20,934	**-**
PL Inspires	-	95,716	(109,782)	14,066	**-**
PL More Than a Game	-	101,700	(109,682)	7,982	**-**
PL Made In Fulham	-	76,368	(82,428)	6,060	**-**
DisAbility funding	89,518	127,383	(133,556)	4,445	**87,790**
Health & Wellbeing funding (including Fulham Teammates)	-	54,876	(74,252)	19,376	**-**
General Bursary Fund	9,603	8,201	-	-	**17,804**
Girls Bursary fund	9,277	-	(3,620)	-	**5,657**
Others	-	6,727	(3,211)	(3,516)	**-**
Total Restricted Funds	**108,398**	**1,213,387**	**1,302,132**	**91,599**	**111,251**
Unrestricted Funds					
General reserve	991,850	1,349,760	(1,029,594)	(113,067)	**1,198,949**
Designated fund	24,120	-	(12,881)	21,469	**32,708**
Total Unrestricted Funds	**1,015,970**	**1,349,760**	**(1,042,475)**	**(91,598)**	**1,231,657**
TOTAL FUNDS	**1,124,368**	**2,563,147**	**(2,344,607)**	**-**	**1,342,908**

The specific purposes for which the funds are to be applied are as follows:

The kit restricted fund represents a donation made by Fulham FC as a contribution towards sports kit purchased for the furtherance of sports activities. This donation is given as gift in kind, 2024: £30,000 (2023: £35,000).

The Foundation partners with the Premier League Charitable Fund in order to run a number of programmes; PL Kicks, PL Primary Stars, PL Inspires, PL More than a Game, PL Made in Fulham and PL Fulham Teammates. The aim is to reach a diverse variety of participants, some hard to reach, to encourage and develop the potential of young people within sport, education and their communities. More than a Game also supports participants to improve their mental wellbeing alongside the more traditional physical wellbeing.

DisAbility and Health & Wellbeing programmes provide opportunities to improve the education, health and wellbeing of people of all ages, abilities and backgrounds. With the support of a number of funders and participant fees we run a number of initiatives across the boroughs we work within.

We continue to hold restricted reserves to support future costs of DisAbility programmes and girls/mixed bursary. We were able to offer bursary places on our Skills Club, Soccer Schools, DisAbility and Girls Development Centre programmes during the year.

Restricted funds are held due a timing difference of donations received and recognised and programmes that donations were given for have begun.

The General Reserve is the amount which is being built up and retained from net unrestricted surplus funds to be able to meet the Foundation's planned expenditure for a period of three months, such period being, in the opinion of the Trustees, the time needed to conduct an orderly wind-down of the Foundation's activities if major sources of revenue reduced to a level at which it was no longer practicable for the Foundation to continue its operations. The transfer represents the Foundation's contribution to projects funded from unrestricted income.

The designated fund represents the net book value of Fixed Assets held for charitable uses. Such assets cannot be easily realised for cash and therefore cannot form part of the General Reserve. We have also established a designated fund by ring-fencing a portion of the higher interest income achieved, allowing us to further enhance the number of bursaries we can provide.

Notes to the Financial Statements

12a Funds - Prior Year

	At 1 July 2022	Incoming resources	Resources expended	Transfers	At 31 August 2023
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	35,000	(35,000)	-	-
PL Core funding	-	253,881	(253,881)	-	-
Smart Energy	-	875	(875)	-	-
PL Kicks	-	390,220	(420,420)	30,200	-
PL Kicks Targeted	-	2,372	(3,291)	919	-
PL Primary Stars	-	178,016	(185,619)	7,603	-
PL Inspires	-	118,706	(125,997)	7,291	-
PL More Than a Game	-	140,122	(146,971)	6,849	-
PL Player Liason	-	11,794	(11,794)	-	-
PL Made In Fulham	-	17,540	(18,035)	495	-
Kickstart Programme	-	-	(404)	404	-
DisAbility funding	99,722	112,411	(124,594)	1,979	**89,518**
Health & Wellbeing funding	-	39,618	(73,577)	33,959	-
General Bursary Fund	2,096	7,558	(51)	-	**9,603**
Girls Bursary fund	10,184	2,356	(3,263)	-	**9,277**
Total Restricted Funds	**112,002**	**1,310,469**	**(1,403,772)**	**89,699**	**108,398**
Unrestricted Funds					
General reserve	779,792	1,301,738	(986,743)	(102,937)	**991,850**
Designated fund	25,649	-	(14,767)	13,238	**24,120**
Total Unrestricted Funds	**805,441**	**1,301,738**	**(1,001,510)**	**(89,699)**	**1,015,970**
TOTAL FUNDS	**917,443**	**2,612,207**	**(2,405,282)**	**-**	**1,124,368**

13 Analysis of Net Assets between funds

The net assets are held for the various funds as follows:

	Restricted	General	Designated	TOTAL 2024
	£	£	£	£
Tangible fixed assets	-	-	21,082	**21,082**
Cash at bank	283,671	1,329,346	11,626	**1,624,643**
Other current assets	6,389	1,820,369	-	**1,826,758**
Current liabilities	(178,809)	(1,950,766)	-	**(2,129,575)**
TOTAL	**111,251**	**1,198,949**	**32,708**	**1,342,908**

Notes to the Financial Statements

13a Analysis of Net Assets between funds - Prior year

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2023
	£	£	£	£
Tangible fixed assets	–	–	24,120	**24,120**
Cash at bank	328,356	1,123,496	-	**1,451,852**
Other current assets	5,245	1,225,975	-	**1,231,220**
Current liabilities	(225,203)	(1,357,621)	-	**(1,582,824)**
TOTAL	**108,398**	**991,850**	**24,120**	**1,124,368**

14 Other commitments

At 31st August 2024, annual commitments under operating leases were set out as below:

	2024	2023
	Land & Buildings	Land & Buildings
Operating leases which expire:		
Within one year	**21,576**	-
Within two to five years	**-**	-
TOTAL	**21,576**	-

We are currently operating under a license for office space at Wandgas Sports & Social Club which completes at the end of February 2025. Previously we were renting office space here on a rolling month by month basis.

15 Related party tranactions

By virtue of a letter of ongoing support given by Fulham FC, under which they confirm that they are holding funds donated by its former professional players on behalf of the Foundation, Fulham FC is treated as a related party. These donations will be released to support the Foundation to enable it to meet its ongoing liabilities as they fall due and support new agreed initiatives.

At the balance sheet date there was also an agreement between the Foundation and Fulham FC to provide administrative, payroll, security and maintenance services. Fulham FC has provided restricted gift in kind of £30,000 (2023: £35,000). Balances with related parties as at 31 August 2024 are as follows:

	2024		2023	
	Due To	**Due From**	Due to	Due From
	£	**£**	£	£
Fulham Football Club Ltd	**-**	**1,789,224**	-	1,195,527
TOTAL	**-**	**1,789,224**	-	1,195,527

Two of the Trustees and directors of the Foundation are also directors of Fulham Football Club, Mr D Preston and Mr J Don-Carolis. The relationship bears no financial benefit.



FULHAM FC
Foundation

Registered Charity Number 1111639

FULHAM FOOTBALL CLUB FOUNDATION

England & Wales - Charity number 1111639

Accounts



FULHAM FC
Foundation

ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR 14 MONTHS ENDED 31 AUGUST 2023
2022-23 SEASON

Registered Company number: 04572568 | Registered Charity Number: 1111839

ANNUAL REPORT
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STATUTORY INFORMATION

LEGAL STATUS

Charity Name: Fulham Football Club Foundation
Charity Number: 1111639
Company Number: 04573248

Registered Office: Fulham FC, Training Ground, Motspur Park, New Malden, Surrey KT3 6PT

Operating Address: Wandgas Sports and Social Club, Grafton Road, Worcester Park, Surrey KT4 7JW

TRUSTEES

Thomas Barry	Chair of Trustees
Darren Preston	Company Secretary
Lee Manning	Treasurer
Craig Morris	
Stella Fry	
Cheryl Horstead	(Resigned 23/01/2024)
Julie Evans	
Katie Legg	
Jon Don-Carolis	(Appointed 28/03/2023)

MANAGEMENT TEAM

Michael McSweeney	Chief Executive Officer
Janet Taylor	Director of Finance
Paul Foley	Head of Operations
Thomas Lyons	Head of Programme Development
Eleanor Rowland	Director of Safeguarding and Inclusion

COMPANY SECRETARY

Darren Preston

BANKERS

Santander UK PLC, Registered Office 2 Triton Square, Regent's Place, London, NW1 3AN
Metro Bank, 1 Southampton Row, London, WC1B 5HA

AUDITORS

Azets Audit Services Limited: 2nd Floor, Regis House, 45 King William Street, London, EC4R 9AN

CHAIRMAN'S INTRODUCTION

We have completed another successful year, and the Foundation has moved forward on many fronts.

As I mentioned last year, change and unpredictability seem to be the 'new norm' for most organisations. **Our ambition, values, and mission of 'Building Better Lives Through Sport' remain our driving force and our guide in these times.**

Our activities are detailed within this report. I would like to highlight a few achievements:

- **The breadth of our work** reaching a vast range of the community in Southwest London.
- **Driven by our five strategic pillars our core programmes support our communities** - DisAbility, Football and Sports Participation, Health and Wellbeing, Player Pathways, Primary and Secondary Education and Careers, Women & Girls, and Youth & Community.
- **Embracing and nurturing the differences** of each programme for the benefit of all participants including a growing number of children from a refugee or asylum seeker background, with additional focus on girls only activities.
- **Over 10,000 participants,** with significant improvement in our female and disAbility programmes, with 49% of participants from ethnically diverse communities and overall experience of participants improving to 8.8/10.
- **Continued growth in our schools,** youth, and community programmes.
- **More young people and adults** received and used a Foundation bursary.
- **Mental health and wellbeing** continue to improve for our participants.
- **Ongoing events supported by the Fulham FC Board and the entire playing staff.** It is difficult to overstate the benefit this brings to the Foundation and our participants who always love their time with players, including this year's annual Paul Smithers Cup.
- **Partnership development** which continues to add so much value to our activities and help to underpin the sustainability of many projects each year.
- **Local Authorities, Public Health bodies,** Safer Neighbourhood Teams, and Police forces across Southwest London. Providing vital facilities, resources, and expertise.
- **A number of primary and secondary schools,** SEN schools and local colleges, residents organisations providing in-kind facilities, allowing us to stretch our resources and reach.
- **The FA, Premier League Charitable Fund, London FA, Surrey FA, and the LTA.**
- **Fulham FC** – For providing over 4,000 matchday tickets during the season. For their continued unwavering support from the Women's and Men's first team squads for player engagement, providing almost 1,000 player opportunities that help create a sense of belonging within the brooder Fulham Family.

Our success continues to support the future of the Fulham FC Foundation and is a credit to the leadership of the organisation. This underpins our ability to move forward with confidence and continue to invest in activities to support our communities whilst delivering our mission of 'Building Better Lives Through Sport'.

I would like to thank everyone who has participated in helping us to achieve our goals and supporting our communities. My fellow Trustees. Our Foundation colleagues, our leadership team and CEO who have led the Foundation. Fulham FC for their unwavering commitment and participation.



Tom Barry
Fulham Football Club Foundation
Chair of Trustees



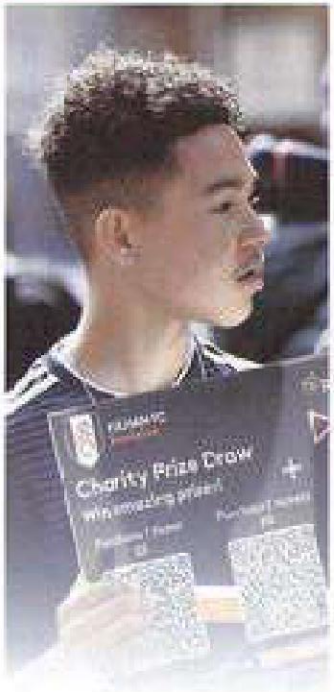
FULHAM FC
Foundation
BUILDING BETTER LIVES THROUGH SPORT

STRATEGY
2022-2025

OUR MISSION
Building Better Lives Through Sport

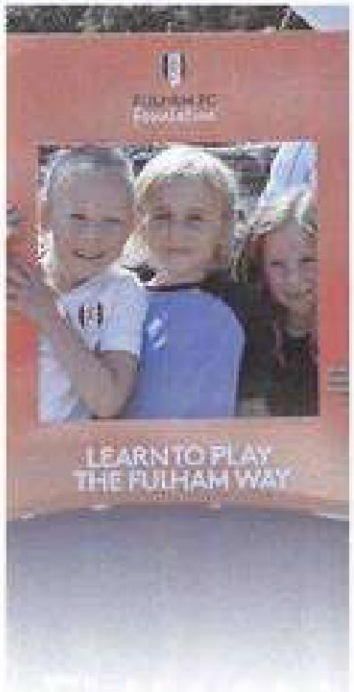
OUR VISION
A Healthy, Inclusive And Thriving Community











STRATEGIC PILLAR 1
ENGAGE, INCLUDE, INSPIRE AND GROW PARTICIPATION.

STRATEGIC PILLAR 2
DEVELOP AND PROMOTE OPPORTUNITIES FOR UNDERREPRESENTED GROUPS.

STRATEGIC PILLAR 3
IMPROVE THE LIVES OF PEOPLE ACROSS OUR LOCAL COMMUNITY.

STRATEGIC PILLAR 4
SUPPORT PATHWAYS AND PROGRESSIONS FOR PARTICIPANTS.

STRATEGIC PILLAR 5
COLLABORATE WITH FULHAM FC, CREATING A SENSE OF BELONGING AND INSPIRING A LIFELONG LOVE OF SPORT.

FULHAM FC
Foundation
BUILDING BETTER LIVES THROUGH SPORT

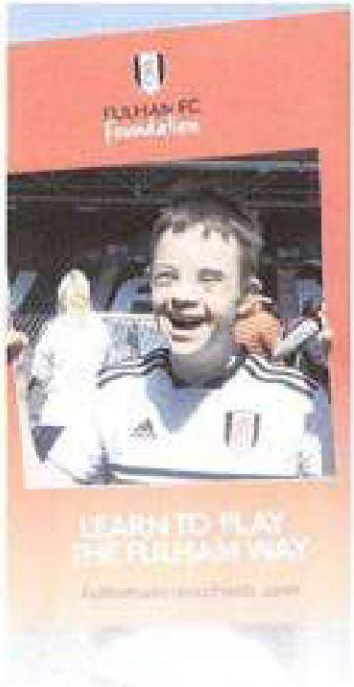
KEY PERFORMANCE INDICATORS 2022-2023











STRATEGIC PILLAR 1

ENGAGE, INCLUDE, INSPIRE AND GROW PARTICIPATION.

Young people and adults engaged in our activities
2022-23 TARGET 10,000

Average number of hours participants engage with us
2022-23 TARGET 20

STRATEGIC PILLAR 2

DEVELOP AND PROMOTE OPPORTUNITIES FOR UNDERREPRESENTED GROUPS.

Participants identifying as female
2022-23 TARGET 30%

Participants identifying as having a disability
2022-23 TARGET 12.5%

Participants from ethnically diverse communities
2022-23 TARGET 35%

STRATEGIC PILLAR 3

IMPROVE THE LIVES OF PEOPLE ACROSS OUR LOCAL COMMUNITY.

Participants have improved physical wellbeing
2022-23 TARGET 80%

Participants have improved mental wellbeing
2022-23 TARGET 80%

Participants feel inspired and engaged
2022-23 TARGET 80%

STRATEGIC PILLAR 4

SUPPORT PATHWAYS AND PROGRESSIONS FOR PARTICIPANTS.

Participants receiving and using a bursary
2022-23 TARGET 50

Participants completing a formal education or training qualification
2022-23 TARGET 75

Case studies evidencing positive progressions
2022-23 TARGET 18

STRATEGIC PILLAR 5

COLLABORATE WITH FULHAM FC, CREATING A SENSE OF BELONGING AND INSPIRING A LIFELONG LOVE OF SPORT.

Nurrber of Fulham FC player engagements in community activities
2022-23 TARGET 40

Nurrber of community hours at Fulham FC's Training Ground & Stadium
2022-23 TARGET 1,200

AT A GLANCE - THE 2022-23 SEASON



WE ENGAGED

10,301

PARTICIPANTS

AVERAGE CONTACT TIME WAS **20.25 HOURS** PER PARTICIPANT

WE ENGAGED

2,245

FEMALE PARTICIPANTS,
542 MORE THAN IN 2021-22

WE ENGAGED

1,549

DISABLED YOUNG PEOPLE AND ADULTS,
490 MORE THAN IN 2021-22

WE ENGAGED

49%

OF OUR PARTICIPANTS IDENTIFIED AS BEING FROM AN ETHNICALLY DIVERSE COMMUNITY

OUR COACHES ENGAGED

YOUNG PEOPLE IN PRIMARY SCHOOLS FOR AN AVERAGE OF

21.4

HOURS PER PARTICIPANT

OUR YOUTH AND COMMUNITY PROGRAMMES ENGAGED

3,312

YOUNG PEOPLE. 54% OF THESE WERE AGED 14 TO 18.

WE ENGAGED WITH

705

YOUNG REFUGEES AND ASYLUM SEEKERS IN 2022-23, 182 MORE THAN IN 2021-22

OUR YOUNGEST PARTICIPANT WAS

3

(YEARS OLD)

OUR OLDEST PARTICIPANT WAS

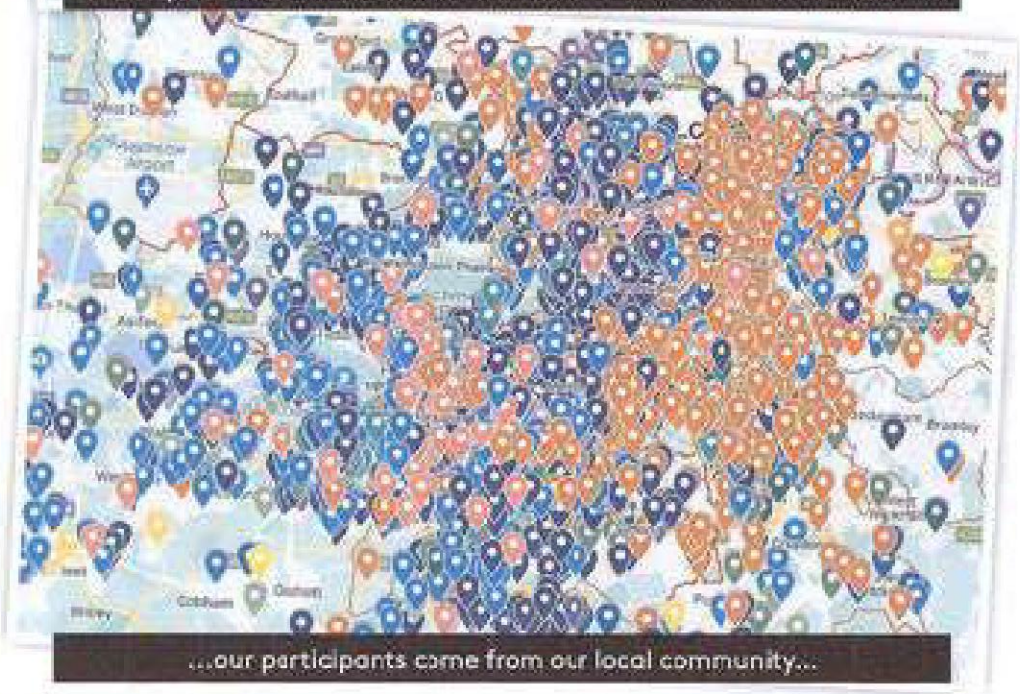
92

(YEARS YOUNG)

OUR REACH



We are proud to deliver activities and events across South West London...



...our participants come from our local community...



...sometimes from across the country...



...and occasionally from across the globe.

OUR OPPORTUNITIES

48 YOUNG PEOPLE AND ADULTS RECEIVED AND USED A BURSARY. THE TOTAL VALUE OF OUR BURSARIES PROVIDED WAS £8,724, EQUATING TO APPROXIMATELY 1,744 HOURS OF FREE FOOTBALL ACTIVITIES.

117 OF OUR PARTICIPANTS COMPLETED A FORMAL EDUCATION OR TRAINING QUALIFICATION.

98 OF OUR PARTICIPANTS WERE SUPPORTED TO TRANSITION TO A SECONDARY ACTIVITY.

109 FULHAM FC PLAYER ENGAGEMENTS AT OUR COMMUNITY ACTIVITIES

1,712 HOURS OF COMMUNITY ACTIVITIES HELD AT FULHAM FC'S TRAINING GROUND AND STADIUM

20 VIDEO CASE STUDIES EVIDENCING POSITIVE PROGRESSIONS. ALL CAN BE SEEN HERE:

fulhamfcfoundation-impact.com/ccse-studies



AS A RESULT OF ATTENDING OUR ACTIVITIES....

88% OF OUR PARTICIPANTS FELT THEIR PHYSICAL WELLBEING HAD IMPROVED

85% OF OUR PARTICIPANTS FELT THEIR MENTAL WELLBEING HAD IMPROVED

93% OF OUR PARTICIPANTS STATED THEY FELT INSPIRED AND ENGAGED

85% OF OUR PARTICIPANTS MADE NEW FRIENDS AND SOCIAL CONNECTIONS

89% OF OUR PARTICIPANTS FELT THEIR CONFIDENCE AND SELF-ESTEEM IMPROVED

91% OF OUR PARTICIPANTS FELT STATED THEIR SKILLS AND KNOWLEDGE IMPROVED





PARTICIPANTS RATED THEIR OVERALL EXPERIENCE OF ATTENDING A FULHAM FC FOUNDATION ACTIVITY AS

8.8

OUT OF

10

AN IMPROVEMENT ON THE OVERALL EXPERIENCE SCORE OF 8.6 OUT OF 10 FROM THE 2021-22 SEASON.

PROGRAMMES
YEAR IN REVIEW

Our mission to build better lives through sport underpins everything Fulham FC Foundation does.

Our work is broad and reaches a vast range of the community in South West London. Our core programmes are delivered across 8 core themes, as follows:

- **DisAbility.**
- **Football and Sports Participation**
- **Health and Wellbeing**
- **Player Pathways**
- **Primary Education**
- **Secondary Education and Careers**
- **Women & Girls**
- **Youth & Community.**

Our year in review brings to life the difference each of our programmes have made to their participants in 2022-23.





FULHAM FC Foundation

DISABILITY

In the 2022-23 season we engaged 1,225 participants within our DisAbility Programmes, 413 more than in the 2021-22 season. We delivered activities in 10 partner schools and 18 regular community sessions each week.

86 participants represented Fulham FC in 13 different disability fixtures and tournaments, with our Adult Championship Team being crowned Champions of the Surrey Football For All League. We also launched and hosted 2 Primary Football Festivals for over 180 children with disabilities at Fulham FC's Training Ground.
We delivered Mental Wellbeing Workshops and developed a FulAbility Journal to support participants to learn how to look after their mental, physical and social wellbeing.

Our end of season survey showed:

- **91% of participants** have improved physical wellbeing
- **83% of participants** have improved mental wellbeing
- **83% of participants** feel inspired and engaged
- **86% of participants** have improved social connections
- **80% of parents/carers** have increased awareness and confidence in support available

" I FEEL GREAT WHEN I ATTEND THE SESSION WITH THE OTHER FRIENDS, I FEEL LIKE I IMPROVED MY MOVEMENTS AND MY MOOD, I LOVE PLAYING FOOTBALL WITH THE OTHERS "

JUNIOR PAN DISABILITY PARTICIPANT

" TOM WILL NOW KICK A BALL TO HIS COUSINS/BROTHER FOR 5 MINUTES, THIS IS A HUGE STEP FORWARDS AND WE ARE THRILLED - IT WOULD NOT HAVE HAPPENED WITHOUT HIS GROUP - THIS IS REALLY A MOST PRECIOUS IMPACT ON OUR FAMILY LIFE "

PARENT OF JUNIOR PARTICIPANT

3 participants from our DisAbility programmes were selected to be mascots at Craven Cottage. This included the first blind mascot for the England U21 team and Tim Ream, Men's First Team Captain, wearing ear defenders in solidarity with a young girl with Autism.

SOCCER SCHOOLS

Our Soccer Schools have continued to grow across our venues in Fulham, Kingston and Wandsworth. We engaged with 2,223 participants, of which over 14% were female. Girls Only and DisAbility Soccer Schools have successfully embedded within our Soccer Schools held in Kingston, providing a strong foundation to build upon for next season at additional venues.

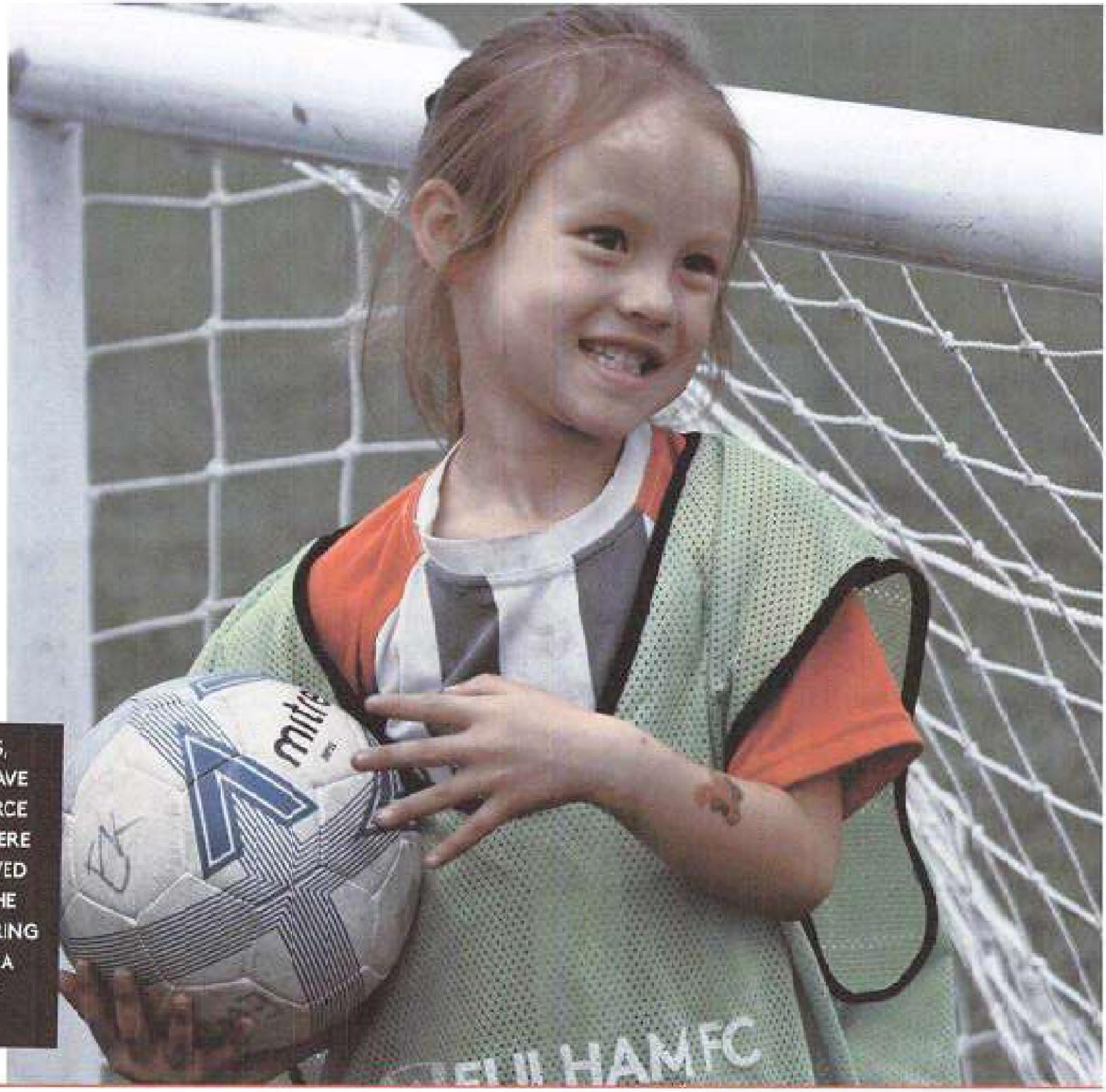
Participants enjoyed **13 player visits**, with participants able to meet a total of 38 different Fulham FC Men's, Women's and Academy team players.

83% of our participants felt their footballing ability improved as a result of attending a Fulham FC Foundation Soccer School and,

93% of participants felt a sense of belonging.

" THE HOLIDAY CAMP IS GREAT FOR KIDS, IT'S SO WELL ORGANISED AND THE KIDS HAVE THE BEST TIME. IT'S SUCH A GREAT RESOURCE AND OUR DAUGHTER LOVES GOING. WE WERE OVERWHELMED WITH THE GIFT SHE RECEIVED WHEN WINNING PLAYER OF THE WEEK. THE BOOK WAS ON HER WISH LIST! IT'S REASSURING AS A PARENT TO BOOK YOUR CHILD INTO A CAMP FOR FUN NOT FOR CHILDCARE "

PARENT OF PARTICIPANT





"I CAN'T PRAISE THE FULHAM SKILLS CLUB TEAM ENOUGH. SO WELL ORGANISED, WELCOMING AND POSITIVE AS WELL AS GREAT TEACHING, OF COURSE. SHE LOOKS FORWARD TO THE WEEKLY SESSIONS AND FEELS SUPPORTED AND INSPIRED BY THE COACHES, WHICH SPEAKS VOLUMES. THE EFFECT THAT YOU HAVE ON YOUNG PEOPLE'S LIVES GOES WAY BEYOND THE ACTUAL FOOTBALL"

PARENT OF PARTICIPANT

FULHAM FC Foundation

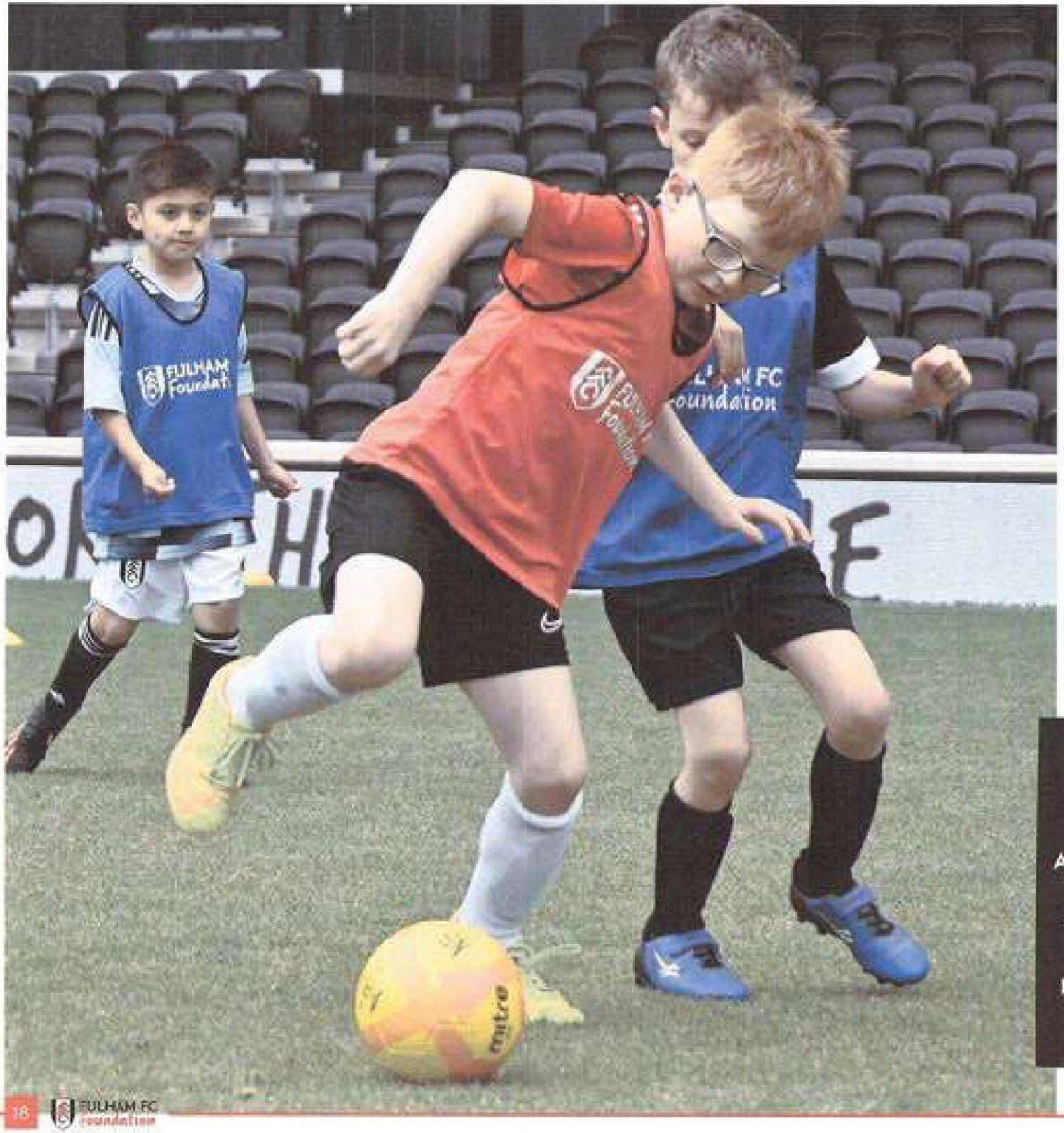
SKILLS CLUB

Our Skills Club programme engaged a total of 881 participants across 4 venues in Hammersmith & Fulham, Wimbledon, Kingston and Epsom. This included 192 female participants taking part in both our mixed and girls only skills clubs, an increase of 71 female participants from the previous year.

The programme also saw the introduction of girls only taster sessions ahead of launching our new Wimbledon Girls Only Skills Club for the start of the 2023-24 season.

The programme aims to provide participants with the opportunity to learn new football skills, make new friends, improve confidence and self-esteem, and improve their mental and physical wellbeing. Across the 2022-23 season:

- **80% of participants** have improved physical health
- **64% of participants** have improved mental wellbeing
- **80% of participants** feel inspired & engaged
- **82% of participants** have improved football skills
- **62% of participants** have made new friends
- **75% of participants** have improved confidence & self-esteem



PLAYER PATHWAY

Our Player Pathway programme provides players who have previous knowledge and experience of the game with high-quality coaching. The programme develops players, encouraging creativity and supporting the holistic development of a player, whilst allowing participants to take ownership of their own learning.

The programme engaged with **365 participants** this year, an increase of 43 compared to the previous year.

30% of our participants identify as from an ethnically diverse community. An uplift from 24% in 2021-22.

76% of participants felt that their physical health improved, **78% of participants** stated they felt inspired and engaged and, **74% of participants** stated they had made new friends.

" I HAVE NOT HAD THE OPPORTUNITY TO THANK YOU AND THE COACHING TEAM FOR THE DEVELOPMENT OF MY SON AND THE MOST WELCOMING ENVIRONMENT, SO THANK YOU. IN ADDITION, I HAVE NOTICED HOW YOU CONSTANTLY, ACTIVELY WALK AROUND, GETTING TO KNOW THE PLAYERS FROM EACH YEAR GROUP AND THIS HAS BEEN A POSITIVE ASPECT THAT MY SON HAS MENTIONED AS HE FEELS HE GETS NOTICED BY THE COACHING STAFF, SO WELL DONE "

PARENT OF PARTICIPANT



GIRLS DEVELOPMENT CENTRE

The 2022-23 season saw 349 girls engage on the programme through weekly sessions, development holiday camps, festivals, tournaments and open sessions, a 66% participation increase from 2021-22.

This year the programme added many additional opportunities in an effort to enrich the Girls Development Centre experience, including: end of term player feedback cards, the opportunity to attend both Fulham FC Men's and Women's matches as well as meeting the players at our development camps. We've hosted female football tournaments, community festivals, delivered social action projects and mental wellbeing workshops. Across the season, our participants told us:

- **91%** felt inspired and engaged
- **85%** have improved mental wellbeing
- **80%** stated they had improved confidence and self-esteem
- **71%** felt they had improved social connections
- **92%** felt they had improved technical and tactical knowledge

" I HAVE BEEN ATTENDING FULHAM GIRLS' DEVELOPMENT CENTRE FOR OVER A YEAR NOW AND I LOVE IT! THE COACHES ARE SO WELCOMING AND FRIENDLY AND THEY HAVE BEEN SO SUPPORTIVE THROUGHOUT MY FULHAM JOURNEY. THEY WORK US HARD BUT WE ALWAYS HAVE LOTS OF FUN AND LEARN SO MANY NEW SKILLS! I ALSO ATTEND THE HOLIDAY CAMPS TOO BECAUSE I KNOW I WILL HAVE SUCH A GREAT DAY! I HAVE MADE SO MANY FRIENDS AT FULHAM AND I LEAVE EACH SESSION SMILING! IF YOU ARE AN EXPERIENCED FOOTBALLER OR WANT TO GIVE IT YOUR FIRST TRY, FULHAM IS THE PLACE FOR YOU! "

PARTICIPANT OF GIRLS DEVELOPMENT CENTRE

YOUTH AND COMMUNITY

During the 2022-23 season, Fulham FC Foundation has engaged with 3,312 young people from some of the most high need areas in South West London. Utilising the Premier League Kicks programme, we deliver free football sessions, plus additional opportunities across Merton, Lambeth, Kingston, Hammersmith & Fulham, Croydon and Wandsworth.

Football continues to be the primary 'hook' we use to engage with the young people we work with. This allows us to create relationships to offer additional opportunities such as:

- Gaining a qualification in football coaching, refereeing, futsal and talent identification.
- Engaging in Holiday Kicks, where young people get to play football, enjoy a meal, attend local trips and play in holiday tournaments.
- Playing in a number of competitions, including our monthly Kicks League at Fulham FC's Training Ground and the Paul Smithers Cup at Craven Cottage.
- Engaging in a variety of workshops such as 'stop and search' led by the Met Police, Mental Health and Anti-bullying workshops led by our very own Mental Wellbeing Practitioners.
- Fulham Kicks Youth Forum, delivering Social Action projects in order to raise money and awareness for young refugees.

At the end of the 2022-23 season:

- **96%** of participants felt their contribution to a stronger, safer and more inclusive community had improved
- **96%** of participants report increased social connections with friends from different communities
- **97%** of participants felt their skills and knowledge had improved
- **95%** of participants felt their confidence and self-esteem had improved
- **92%** of participants felt their mental wellbeing had improved

" MY CONFIDENCE HAS IMPROVED AS WELL AS MY FOOTBALL ABILITY, I SUFFER WITH ANXIETY NORMALLY BUT WHEN I'M WITH FULHAM KICKS AND THE GIRLS I CAN RELAX AND BE MYSELF. ALSO A LOT OF PEOPLE HAVE COMMENTED HOW MUCH I'VE COME OUT OF MY SHELL AND THIS IS I THINK DOWN TO ATTENDING MY KICKS SESSION "

FULHAM KICKS PARTICIPANT



REFUGEES

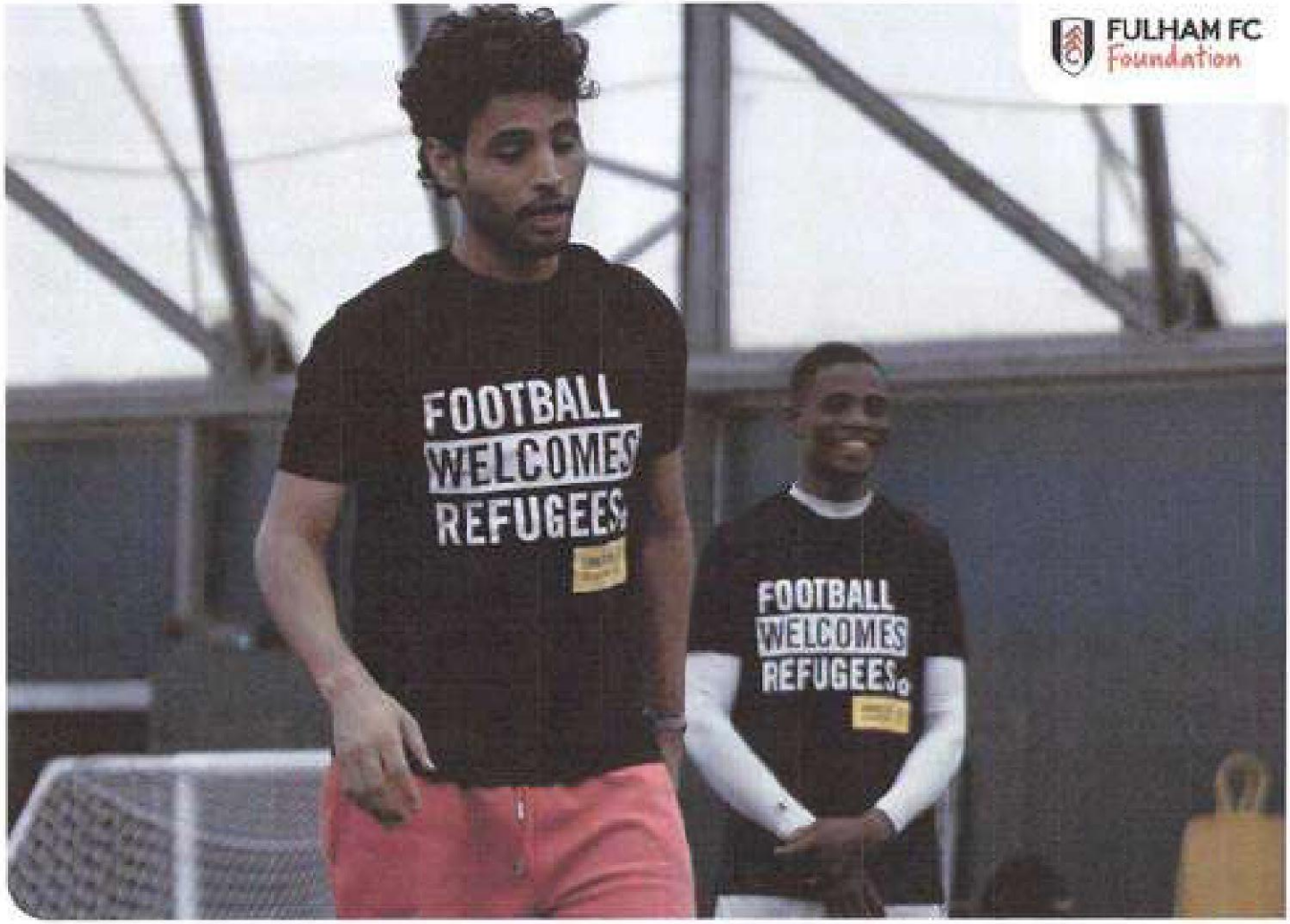
Across the 2022-23 season, 705 young people from a refugee or asylum seeker background have taken part in our Refugee Kicks programme. This is more than ever before and 179 more than in the 2021-22 season. These participants have taken part in weekly football sessions, with opportunities to participate in workshops focusing on their mental health and wellbeing.

We introduced a Girls Only Refugee Kicks session, which has engaged 45 young people. These girls have also attended Fulham FC Men's and Women's matches and were mascots at a women's game during Amnesty International's Football Welcomes month.

We also welcomed former Fulham FC player, Alain Goma, as the official programme ambassador.

Alain played a key role in helping raise awareness of the programme to a wider audience of Fulham FC supporters.

The programme also hosted an Iftar event at Craven Cottage, the first time this celebration has been celebrated inside the stadium. Refugee participants were invited to pray in the stands and break their fast together. The programme has also seen more participants gain football-based qualifications than ever before through our "Refugee Education Day" projects.



- **95%** of participants felt the programme improved their physical well-being
- **95%** of participants felt the programme improved their mental well-being
- **100%** of participants felt inspired and engaged
- **100%** of participants felt they established social connections and made new friends

> "FULHAM HAVE GIVEN ME THE CHANCE TO DEVELOP MY FOOTBALL SKILLS, MAKE NEW FRIENDS AND GIVEN ME QUALIFICATIONS TO HELP ME ON MY PATH TO BE A COACH. I AM ALWAYS THANKFUL FOR WHAT FULHAM DO FOR ME"
>
> REFUGEE KICKS PARTICIPANT

FEMALE FOOTBALL

Fulham FC Foundation are dedicated to creating equal opportunities for women and girls to take part in football. The 2022-23 season saw 2,245 women and girls engaged across all programmes, a 31% participation increase from 2021-22.

Our sessions provide inclusive and engaging environments for women and girls to reach their full potential through the holistic development of each individual. This allows women and girls of all ages and abilities a safe environment to improve their football skills as well as:

- 84% feel inspired and engaged
- 87% feel a sense of belonging
- 72% improved physical wellbeing and 70% improved mental wellbeing
- 71% improved confidence
- 60% made new social connections
- 80% feel included in physical activity

HIGHLIGHTS FROM OUR SEASON INCLUDE:



LAUNCHING THE NEW EMPOWHER PROGRAMME AND FOOTBALL AND EDUCATION GIRLS TEAM FOR 2023-24. THESE PROGRAMMES AIM TO EXTEND THE FEMALE FOOTBALL PATHWAY AT THE FOUNDATION, PROVIDING OPPORTUNITIES FOR GIRLS AGED 16-18 YEARS.

" MY DAUGHTER LOVES THE GIRLS DEVELOPMENT CENTRE SESSIONS, WHICH HAVE IMPROVED HER IN MANY WAYS, NOT JUST FOOTBALL. SHE HAS MADE LOTS OF NEW FRIENDS WHOM SHE SEES OUTSIDE OF TRAINING AND HAS JUST ENROLLED IN THE NEW EMPOWHER SESSIONS. "

PARENT OF PARTICIPANT



INTERNATIONAL WOMEN'S DAY AND WOMEN'S WORLD CUP FOOTBALL FESTIVALS OPEN TO ALL FOUNDATION PARTICIPANTS.

" THE WHOLE DAY WAS AWESOME! THE MATCHES, MEETING THE LADIES TEAM AND WATCHING THE GAME AFTER. THANK YOU. ROSE HAD A GREAT DAY! "

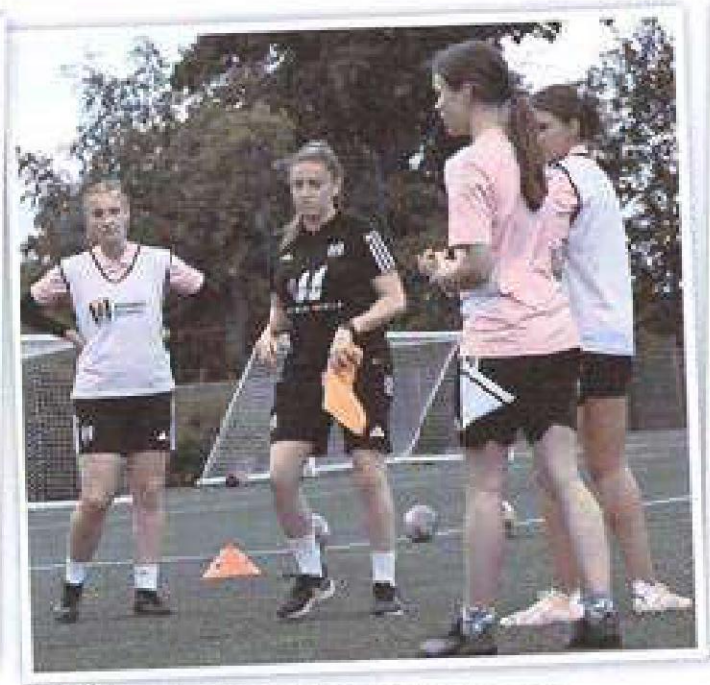
PARENT OF PARTICIPANT



INTRODUCTION OF WIMBLEDON GIRLS ONLY SKILLS CLUB.

" OUR DAUGHTER IS A BIT INTROVERTED AND HAS NEVER PLAYED FOOTBALL BEFORE (OTHER THAN KICKING ABOUT AT HOME), BUT SHE REALLY LOVED THE SESSIONS! AS IT WAS GIRLS-ONLY, IT ALSO MEANT SHE HAD A DECENT CHANCE OF GETTING THE BALL WHICH MEANT HER CONFIDENCE LEVELS ROSE. I'M HOPING SHE WILL GET TO LEARN MORE ABOUT HOW TO PLAY A GAME (IN ADDITION TO THE BALL SKILLS) NEXT TERM, AS SHE HAS NEVER REALLY HAD THIS EXPLAINED TO HER (IE THE IMPORTANCE OF PASSING AND WORKING AS A TEAM!) "

PARENT OF PARTICIPANT



INCREASED PARTICIPATION IN BOTH MAINSTREAM PRIMARY SCHOOLS AND DISABILITY SCHOOLS SESSIONS.

" GREAT SESSIONS. AMAZING STAFF AND THE FIRST ACTIVITY MY DAUGHTER HAS EVER STUCK WITH FOR ANY LENGTH OF TIME. THANK YOU. "

PARENT OF PARTICIPANT



IMPROVED ENGAGEMENT AT GIRLS KICKS SESSIONS. FEMALE PARTICIPANT NUMBERS UP FROM 333 IN 2021-22 TO 487 IN 2022-23.

" I ENJOYED THE SESSION. WHENEVER I AM HERE I AM JOYFUL AND MOTIVATED. ALL THE STAFF MEMBERS AND ALL THE YOUNG PEOPLE ARE VERY WELCOMING AND SIMPLE TO CREATE FRIENDSHIP. I AM SO HAPPY AFTER I JOIN THIS SESSION. THANK YOU SO MUCH!!! "

GIRLS KICKS PARTICIPANT



PRIMARY EDUCATION

In the 2022-23 academic year, our work in primary schools has been reinvigorated. We've delivered more opportunities and memorable experiences than ever before.

We have engaged with 4 nurseries and 81 primary schools across our broad range of activities and interventions. This inspired over 1,800 children in their classrooms and playgrounds. Up from 1,079 last year.

We have gifted over 1,000 match tickets to children and school staff in our partner schools, delivered 3 school visits from Fulham FC Men's First Team players and conducted 8 school visits from Fulham FC mascot Billy the Badger.

On average, we engaged with each of our participants for 21 contact hours across the academic year. From reading in the classroom to rainbow flicks on the playground, **88% of our participants** reported improvements to their skills and knowledge and **78% reported** improvements to their physical wellbeing.

" I WANT TO REITERATE WHAT A MASSIVE IMPACT JORDAN HAS HAD AT ALL SAINTS SINCE HE JOINED. IN SUCH A SHORT SPACE OF TIME, HE HAS BUILT STRONG RELATIONSHIPS WITH THE CHILDREN AND HAS FITTED IN REALLY WELL INTO OUR STAFF TEAM. HE IS PROACTIVE, SENSITIVE AND VERY PROFESSIONAL AND HAS LED BY EXAMPLE IN THE PLAYGROUND. HIS ATTITUDE AND MODELLING OF ACTIVITIES HAS REINVIGORATED OUR STAFF AND I NOW SEE SO MANY MORE ADULTS COPYING HIS LEAD AND JOINING IN TO SORT OUT GAMES FOR THE CHILDREN. "

HEAD TEACHER

SECONDARY EDUCATION, TRAINING AND CAREERS

This year the Premier League Inspires programme delivered in 6 schools, where we supported over 100 'at risk' or 'marginalised' students. Over the year we worked with each student for an average of 72 hours during which we:

- Delivered two separate qualifications, with a 100% pass rate
- Helped the students plan, present on and run social action projects
- Delivered a range of workshops and 1-1 wellbeing checks for every student
- Provided opportunities to engage the students in a range of inspiring trips and events

Premier League Inspires has had its most successful year to date with increased numbers of participants, double the amount of students receiving a qualification and double the amount of female participants.

The highlight of the year was our International Women's Day event at Dunraven School. One of our female cohorts organised and hosted an event, inviting over 50 young girls from the school. The aim was to inspire the young people through talks by women in 'traditionally male dominated' roles. The event included creating and crafting posters to display within their hub area. The event helped to educate and motivate the students to #EmbraceEquality and it was a great way to bring everyone together.



Across PL Inspires:

- **86%** of participants stated the programme improved their mental wellbeing
- **89%** of participants stated they had improved confidence and self-esteem
- **89%** of participants stated their skills and knowledge improved

> "I LIKE HOW THE SESSIONS ARE ALWAYS ENGAGING AND IT IS A WAY OF LEARNING THINGS FOR THE FUTURE. IT GIVES ME A BREAK FROM WORRYING ABOUT WHAT GRADES I AM GOING TO GET. IT HELPS ME BUILD MY CONFIDENCE AND LEARN NEW SKILLS."
>
> PL INSPIRES PARTICIPANT



> "THE FOOTBALL AND EDUCATION PROGRAMME HAS PROVIDED AMAZING EXPERIENCES SUCH AS PLAYING AGAINST THE FULHAM ACADEMY, PLAYING AT FIRST TEAM STADIUMS, AND TRAINING AT ST GEORGES PARK, ALL OF WHICH HAVE DEFINITELY DEVELOPED ME AND PROVIDED ME WITH UNFORGETTABLE EXPERIENCES."
>
> FOOTBALL AND EDUCATION PARTICIPANT

FOOTBALL & EDUCATION

The 2022-23 season was another successful year for the Football and Education programme. We expanded our programme into a new school, with our Ark Globe Academy programme officially launching. We also began recruiting for our first female Football and Education programme, in partnership with Raynes Park High School, which officially started in September 2023.

Playing in the Community and Education Football Alliance League, all three of our teams had a successful season. In particular, our Raynes Park first team, finishing 6th in the highly competitive top league.

The aim of the Football and Education programme is to develop our student athletes footballing ability, as well as supporting their academic and personal development. To do this we set ourselves a target of achieving 80% in each of our 6 core programme outcomes. As you can see from below, we were successful in doing so this season:

- **98%** of participants stated they have improved physical wellbeing
- **91%** of participants stated they have improved mental wellbeing
- **98%** of participants feel inspired and engaged to continue their education
- **98%** of participants developed their football knowledge and skills
- **85%** of participants stated they have improved confidence and self-esteem
- **96%** of participants are provided with experiences and challenges to develop themselves



FULHAM FC Foundation

MADE IN FULHAM

Our newest programme, Made in Fulham, successfully launched in August 2023.

Recruiting 15 young people to its first cohort, the programme has been able to offer a pathway for aspiring young coaches. Made in Fulham is still very much in the early stages of delivery, however has already reached some significant milestones:

- Successfully delivered a 1-week intensive programme introduction at Craven Cottage, where participants completed their first football coaching qualification and practiced fundamental coaching skills.
- By September 2023, Made in Fulham supported all 15 participants in the first cohort to achieve 2 football coaching qualifications: The EE Playmaker and Disability Football Introduction.
- Collaborated with 8 internal programmes to enable every Made in Fulham participants to access 2 Fulham FC Foundation coaching sessions per week to gain work experience.
- Provided individualised support to all 15 Made in Fulham participants through weekly mentoring sessions.

The programme is on track to successfully support and inspire the next generation of football coaches that are Made in Fulham.

HEALTH AND WELLBEING

In 2022-23 the Health and Wellbeing Team engaged 1,245 people across South West London in Walking Football, Fulham Memories and More Than A Game.

This year, our Walking Football programme engaged 219 participants across a range of weekly clubs and events including a Walking Football Festival at Craven Cottage and a women's only tournament at Fulham FC's Training Ground for International Women's Day. Female engagement within the programme has increased by 20% over the last year, seeing us engage 86 women in 2022-23.

Fulham Memories has seen the introduction of new partnerships this season to increase engagement across South West London. We launched a new monthly lunch in partnership with the Hurlingham Foundation, engaging 50 adults who are affected by dementia. We also launched a new session in partnership with the South Mitcham Community Association to support adults in the local community and decrease social isolation and loneliness.

- **96%** of participants have improved physical health
- **92%** of participants have improved mental health
- **89%** of participants have improved confidence





FULHAM FC Foundation

> " IT'S MORE THAN A GAME BECAUSE WE DON'T JUST PLAY FOOTBALL. IT'S ABOUT KEEPING FIT AND THEN KEEPING MENTALLY FIT, SO WE ALWAYS HAVE THE DISCUSSIONS ABOUT MENTAL HEALTH AND STRATEGIES TO IMPROVE YOUR WELLBEING, YOUR MOOD, AND JUST TALK ABOUT ANYTHING THAT IT MIGHT HELP TO TALK ABOUT. IT'S NOT JUST THE FOOTBALL THAT'S ENJOYABLE, IT'S (THAT) WE TALK ABOUT ANYTHING, AND HAVE A GOOD TIME, AND YOU KNOW YOU FEEL BETTER AFTERWARDS "
>
> MORE THAN A GAME PARTICIPANT

MENTAL HEALTH
MORE THAN A GAME

In the 2022-23 season the More Than A Game programme has seen significant growth. We engaged with 1,038 participants aged 7 to 95. We were also shortlisted for Community Project of The Year at the London Football Awards 2023 and received the Bronze award for Community Scheme of The Year – Premier League at the Football Business Awards 2023.

65 Foundation delivery staff attended training to become more confident in talking about mental health and supporting their participants' wellbeing. 78 participants have also been supported by attending our "More Than A Game" football sessions.

- **94%** participants stated having improved physical and mental wellbeing
- **93%** participants stated having increased awareness of mental health and services
- **96%** participants stated having increased knowledge on how to support their and others' wellbeing

This year we delivered Movember's renowned Ahead of the Game programme for young people 11-18. As part of the programme we delivered mental health literacy workshops to 674 young people, 46 parents and 46 coaches and teachers who support young people.

We also collaborated with South West London and St George's Mental Health NHS Trust to host wellbeing events raising awareness about mental health to the community. We also launched our Kick Off A Conversation campaign, and held two Mental Health Match Days in partnership with Fulham FC, supported by the Premier League and Movember.

EVENTS

We held so many events in the 2022-23 season that it's impossible to name them all. Our events take on many forms, all with the aim of inspiring and engaging participants across our community, and hopefully igniting a lifelong love of football, sport and just possibly, Fulham FC!

We regularly held Inclusive Football Festivals at Fulham FC's Training Ground, Female Football Tournaments to celebrate the Women's World Cup and Primary Schools Festivals to mark National Schools Sports Week.

The highlight of our events across the year was our 2nd annual Foundation Community Day. With over 200 participants getting the opportunity to play on the hallowed Craven Cottage turf and score a goal just like their heroes. Followed by our Paul Smithers Cup in the afternoon, with 300 young people aged 11 to 18, from our Kicks programme, showcasing their football.

During the Islamic month of Ramadhan, Fulham Kicks hosted the first ever Iftar event held at Craven Cottage. Those in attendance had the opportunity to enjoy a meal and break their fast amongst fellow Muslims, Fulham staff and partners who work closely with Fulham FC Foundation.

We took multiple teams to national events, including to the Premier League Primary Stars National Girls tournament in Leeds. Our players meeting England star Ellen White and having their photo taken with the PL and European Championship Trophy.

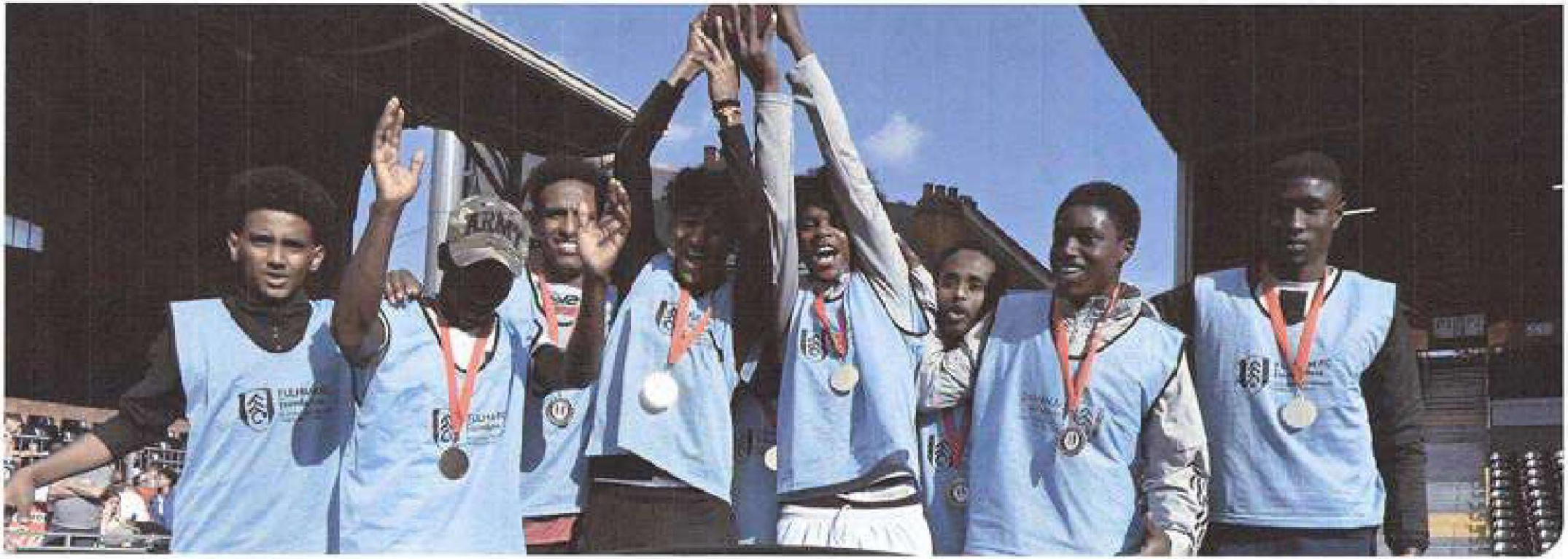




Our Social Action Challenge Finals were hosted at Craven Cottage, five lucky groups representing their schools presenting their social action ideas to a panel of judges in a 'Dragons Den' style competition. For the first time ever, we ran a Ball Design Project, inviting young people to design a 20th anniversary football, with one lucky winner having their ball created and signed by Fulham FC's players.

For the first time ever, Craven Cottage hosted the Junior Citizenship Scheme. Over 1,000 young people from 34 primary schools across Hammersmith & Fulham enjoyed a series of workshops led by a range of community partners. The workshops, designed to support young people with the transition from primary school to secondary school, while also promoting and developing personal safety.

Our Fundraising Events included our 4th annual DisAbility Matchday March, our Away Day Cycle to Southampton FC and our Foundation Matchday vs Newcastle, celebrating our 20th year. The events raising over £50,000 in total for our community programmes.



EQUITY, DIVERSITY AND BELONGING

The Foundation continued to develop our Equity, Diversity and Belonging Action Plan.

In 2022-23 we had a strong focus on celebrating diversity across the season, through a series of events and initiatives.

These included staff training on Black History Month, Holocaust Memorial Day, Refugee Awareness and Neurodiversity. Hosting an Iftar at Craven Cottage, celebrating the Rainbow Laces campaign and supporting refugees and asylum seekers through a specialised Wellbeing and Careers fair.

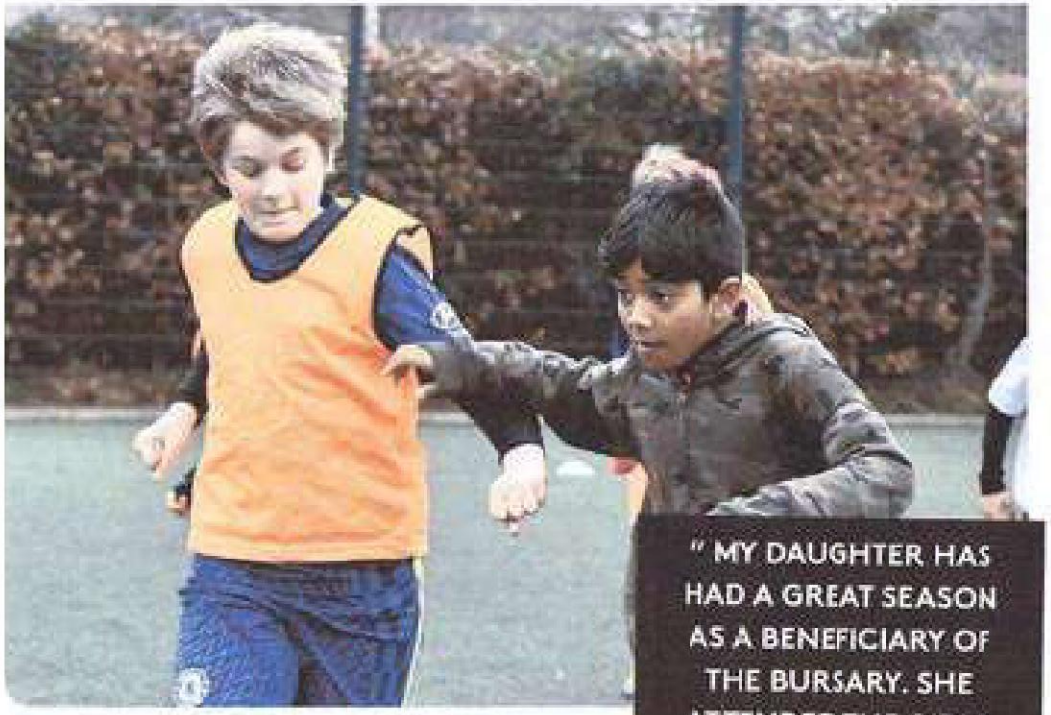
We hosted a whole series of events to celebrate International Women's Day. Including Female Football Festivals for young participants and Female Walking Football Festivals for adults. We hosted a female careers event at Dunraven School, inviting over 50 young girls. The aim was to inspire the young people through talks by women in 'traditionally male dominated' roles with guest speakers. The event helped to educate and motivate the students to **#EmbraceEquality** and it was a great way to bring everyone together.

To celebrate International Day of Persons with Disabilities, Fulham FC filmed a case study with one of our long standing DisAbility participants, Matthew.

Mathew joined Fulham FC's Grounds Team on an initial 12 week work placement, supported by the Foundation.

Matthew did such an amazing job during the placement; he was immediately offered a permanent role as Assistant Groundsperson at the football club.

As detailed above, one of our core strategic pillars is creating opportunities for underrepresented groups. We are pleased to see large growth in the number of female participants we engage with, the number of disabled participants who participate with us and the number of participants who identify from an ethnically diverse community.



BURSARY

This season was the third year of our Bursary Scheme.

In 2022-23, a total of 48 participants applied for and were granted a Foundation Bursary to take part in regular activity in one of our programmes, including our Skills Club, Girls Development Centre, Player Pathway and DisAbility programme. Our Bursary participants also had the opportunity to take part in our holiday activities too.

46% of the bursaries issued in 2022-23 were for female participants and 33% were utilised by participants with a disability. 100% of our bursary recipients stated they felt a sense of belonging.

" MY DAUGHTER HAS HAD A GREAT SEASON AS A BENEFICIARY OF THE BURSARY. SHE ATTENDED THE GIRLS DEVELOPMENT CENTRE ON MONDAYS AND A PLAYER PATHWAY CAMP THAT REALLY HELPED WITH HER CONFIDENCE. SHE ALSO ATTENDED A GAME AT CRAVEN COTTAGE AND DID A BUCKET COLLECTION AS WELL AS STARTING TO ATTEND KINGSTON KICKS. ALL THESE THINGS HAVE HELPED HER CONFIDENCE ON AND OFF THE PITCH. "

PARENT OF BURSARY RECIPIENT



Empowher participants who gratefully received new kit, wearing it proudly alongside former England captain, Rachel Yankey.

SUSTAINABILITY

The Foundation is committed to developing sustainable practices.

A key focus for the 2022-23 season was supporting the re-use of clothing and kit. Across the season we were delighted to distribute a total of 2,150 items of clothing and kit to young people and adults across our community.

This is not only a great way of ensuring kit remains out of landfill, but is also a huge benefit to our participants, bringing a sense of belonging to our players.

The Fulham vs Chelsea home fixture in 2022-23 was postponed from its original fixture date. However, due to the postponement, together with our food distribution partner, City Harvest, we were able to organise 1,312 food packs to be collected from the stadium and distributed to local shelters, food banks and charities. By rescuing this food for consumption we also prevented 2,094kg of CO_2 emissions.

PARTNERSHIPS

We continue to enjoy a vast number of partnerships across the community. These partnerships support us to develop and improve our work.

The Premier League Charitable Fund supports so much of our community work through a wide range of their programmes. Local Authorities, Public Health bodies, Safer Neighbourhood Teams and Police forces across South West London support us in a range of different ways. Provicing vital facilities, resources and expertise to enhance our offerings.

We are delighted to work with a number of primary school partners, secondary schools, SEN schools and local colleges, with far too many to name them all.

Emanuel School, Donhead Prep School, Roupell Park Residents Management Organisations and so many others provide in-kind facilities, allowing us to stretch our resources and reach more young people and adults.

We enjoy partnerships with The FA and the LTA to deliver high quality disability activities at world class facilities. London FA and Surrey FA have supported us to deliver a comprehensive programme of coach development workshops.

Movember have joined us a key partner within our Health and Wellbeing work, supporting us to raise awareness of mental health and to educate and empower people with support and guidance to improve their mental wellbeing.





FULHAM FC COMMUNITY TICKETS

During the 2022-23 season Fulham FC provided over four thousand tickets to members of the Fulham FC Foundation community including:

- **271 tickets** given out to refugees and asylum seekers
- **312 tickets** given out to disabled young people and adults
- **890 tickets** given out to local primary schools
- **376 tickets** given out to female only groups

On this page is just some of the feedback we received from new members of the Fulham Family celebrating their Craven Cottage experiences last season.



"I JUST WANTED TO LET YOU KNOW HOW MUCH THE MEMBERS AND THEIR FAMILIES WHO WENT TO FULHAM LAST SATURDAY ENJOYED THE EXPERIENCE. THEY PARTICULARLY WANTED ME TO THANK YOU FOR THE GENEROSITY OF THE TICKETS."

MORE THAN A GAME FOOTBALL PARTICIPANT

"THANK YOU SO MUCH FOR THE TICKETS OUR FAMILIES REALLY APPRECIATED IT AND HAD AN AMAZING DAY. SO GREAT THAT THERE WERE LOTS OF GOALS AND YOU WON!"

ASSISTANT HEADTEACHER, WOODLARK AUTISM PROVISION

"THANK YOU. STILL HYPER FROM ALL THE ACTION WITNESSED FROM A BRILLIANT VANTAGE POINT. EVERYTHING WAS BRILLIANT. TOM CAIRNEY WAS BRILLIANT AND LENO'S PENALTY SAVE WAS BRILLIANT. WAS A JOB GETTING MY SON OFF THE PHONE AS HE RELAYED ALL THE TALKING POINTS WITNESSED! THANK YOU."

FEMALE ONLY GROUP LEADER

"THE SMILES ON THE FACES OF THE CHILDREN WERE PRICELESS, AND YOUR PLAYERS' KINDNESS AND SPORTSMANSHIP LEFT A LASTING IMPRESSION ON THEM. IT'S NOT JUST ABOUT THE GAME; IT'S ABOUT THE POSITIVE ROLE MODELS YOU ALL ARE FOR OUR YOUNG ONES.

YOUR ORGANISATION'S COMMITMENT TO THE COMMUNITY AND ITS UNWAVERING SUPPORT FOR YOUNG FANS EXEMPLIFY THE VALUES OF SPORTSMANSHIP AND CAMARADERIE. YOU'VE SHOWN THAT WINNING ISN'T JUST ABOUT THE SCORE ON THE BOARD BUT THE IMPACT YOU MAKE ON THE LIVES OF THOSE WHO LOOK UP TO YOU.

ONCE AGAIN, THANK YOU FOR YOUR INCREDIBLE GENEROSITY AND FOR GIVING OUR CHILDREN AN EXPERIENCE THEY WILL CHERISH FOR A LIFETIME. WE ARE PROUD TO SUPPORT A TEAM THAT NOT ONLY EXCELS ON THE FIELD BUT ALSO EMBODIES THE TRUE SPIRIT OF SPORTS."

PARENT

Premier League Charitable Fund · Premier League Kicks · Premier League Primary Stars · Premier League Inspires · Professional Footballers' Association

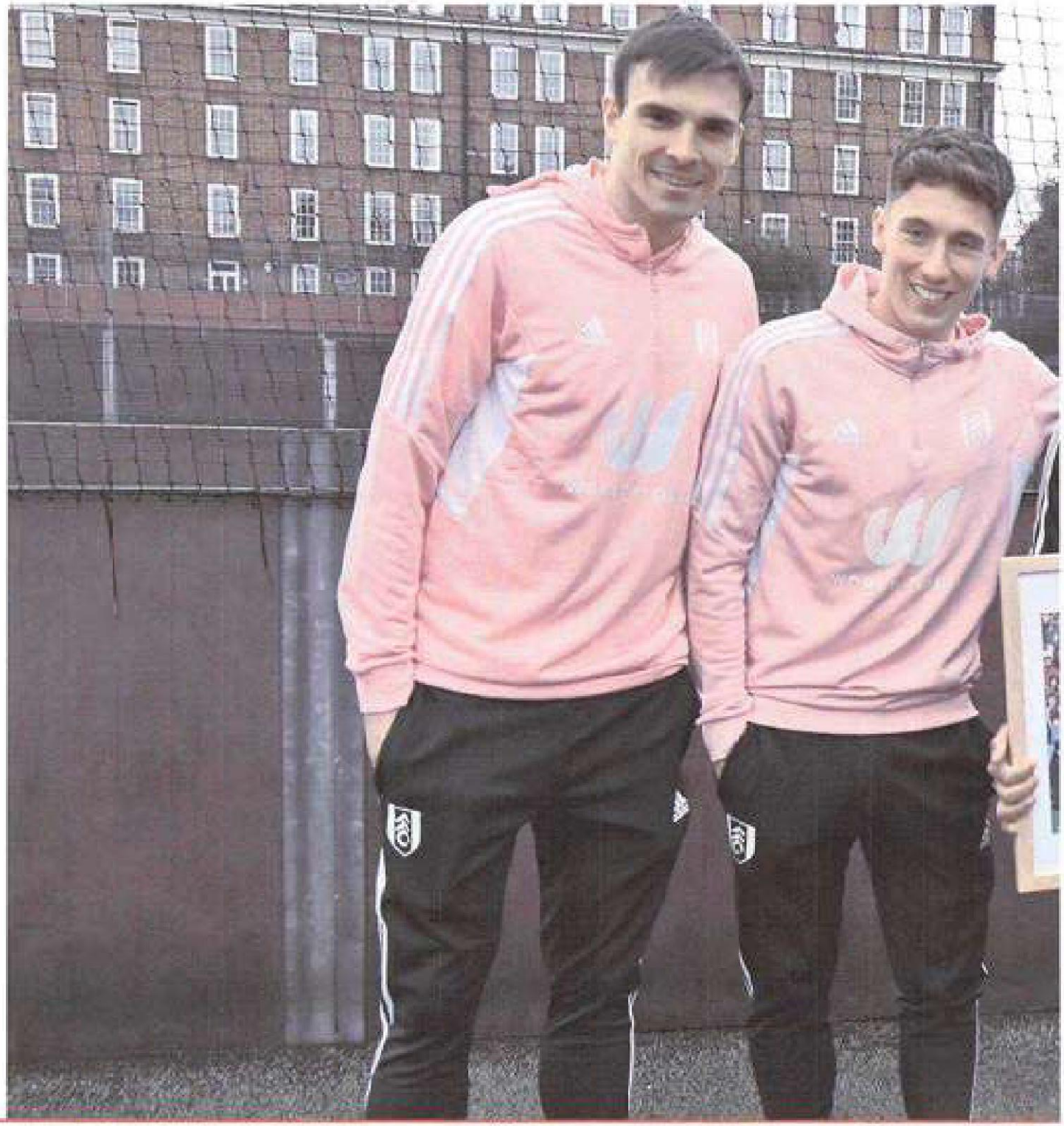
FULHAM FC PLAYER ENGAGEMENT

Fulham FC Foundation's close working relationship with the Football Club continued to positively impact our participants across all programmes in the 2022-23 season. A key part of creating a sense of belonging within the Fulham Family is the opportunity for our young people and adults to engage with Fulham FC's stars.

Over the past year, 987 Fulham FC Foundation participants engaged with Fulham FC's players from the senior men's and women's sides, as well as our U18's teams. These 49 players volunteered their time to visit programmes like Premier League Inspires or Primary Stars, at Premier League Kicks tournaments or by visiting our Soccer Schools activities.

These engagements included Fulham FC's U18 Women's team for the first time, who were busy passing on their skills and knowledge to the next generation of Fulham FC Women's stars during February Half Term. Other highlights included Carlos Vinicius dropping into Melcombe Primary School one afternoon in March to rapturous applause, or Joao Palhinha awarding medals to the winning team of our Brixton Kicks tournament in April.

The impact of these role models upon our participants cannot be understated, offering people of all ages exclusive opportunities to meet the heroes they see each week at Craven Cottage or on Match of the Day.





" OUR SCHOOL WAS BUZZING DURING THE VISIT OF CARLOS VINÍCIUS AND MANOR SOLOMON; BOTH STAFF AND PUPILS ALIKE WERE EAGER TO SPEAK WITH THEM. A PARTICULAR HIGHLIGHT WAS THE QUESTION AND ANSWER SESSION WITH OUR YEAR 6 PUPILS. CAMERON ASKED WHAT IT FEELS LIKE WHEN YOU MISS A GOAL AND MANOR SHARED SOME REAL WISDOM ABOUT MOVING FORWARDS POSITIVELY AND NOT ALLOWING THE MORE CHALLENGING MOMENTS OF THE GAME TO CLOUD YOUR THINKING – A REAL LIFE LESSON INDEED, BOTH ON AND OFF THE PITCH. THIS IS SUCH AN EXCELLENT EXAMPLE OF HOW PREMIER LEAGUE PLAYERS CAN POSITIVELY INFLUENCE THE LIVES OF YOUNG FANS. "

DEPUTY HEAD TEACHER

STRUCTURE, GOVERNANCE AND MANAGEMENT

Legal status
Fulham Football Club Foundation is a charitable company limited by guarantee, company number 04573248, and charity number 1111639, incorporated in the UK. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Organisational Structure
The Foundation is overseen by a Board of Trustees who have been selected for their individual areas of expertise that they can bring to the Foundation and in a support and advisory role to the Chief Executive Officer. The Foundation is managed on a day to day basis by the Chief Executive Officer.

The Trustees meet at least quarterly to review the overall performance of the Foundation, including financial results, consider projects in progress and the involvement in future projects.

As the Foundation receives income from the Premier League Charitable Fund it must comply with the Premier League Code of Copability which in many areas is similar to the Charity Governance Code.

Charitable Objects

- To promote community participation in healthy recreation by providing facilities for the playing of association football and other sports.
- To provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have the need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.
- To advance education of children and young people through such means as the Trustees think fit in accordance with the law of the charity.

Facilities in these objects means land, buildings, equipment and organising sporting activities.

Relationship with the Club
The Foundation is structurally and legally independent from Fulham FC but enjoys a mutually supportive relationship reflected in shared values and our Board of Trustees, which includes the Fulham Chief Operating Officer and Commercial Director. There are many examples of us working in unison including the engagement of children and families. The Foundation benefits primarily through gifts in kind, including use of venues, whilst adding value to the Club by providing access points for direct engagement with the community, through the Foundation's various community programmes.

Public Benefit
In setting our objectives and planning the activities of the Foundation, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and believe that this report demonstrates how the charity provides public benefit.

43% of the Foundation's incoming resources from charitable activities comes from grant funding, which is provided by the various grantors to enable the Foundation to deliver a range of sporting activities which are designed, in line with the Foundation's vision and strategy (as set out on pages 6 & 7). The groups are frequently tightly defined but the activities provided are open to all who meet the criteria. Along with the provision of coaching to all young people, the Trustees therefore believe that the overwhelming majority of the Foundation's activities are of real public benefit, and hence the Foundation sees itself as a public benefit entity.

STAFF

Employees
The Trustees recognise the huge contribution made by salaried colleagues and extend their thanks to these colleagues for their continued effort in striving to be a self-sustaining charity.

Casual Coaches
The Trustees are grateful to these team members who continue to provide the services of the Foundation to the highest level.

Equality Statement
The Club and Foundation is committed to and endorses the principle of equality and strives to ensure that everyone who wishes to be involved in its activities

whether as a supporter, participant, staff, and a member of the local community:

- have a genuine and equal opportunity to participate to the full extent of their own ambitions and abilities, without regard to their age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion and faith, sex, or sexual orientation.

- can be assured of an environment in which their rights, dignity and individual worth are respected, and in particular that they are able to relish their engagement at the Club or Foundation without the threat of intimidation, victimisation, harassment, bullying or abuse.

The Club and Foundation aim to embed equality, diversity, and inclusion across all levels of the business throughout this policy and aims to ensure that the message of EDI is followed and consistently practiced.

Equal Opportunities

Fulham FC and the Foundation are committed to providing equal opportunities and have a zero-tolerance approach to discrimination of any form. This directive is led by Fulham FC's Chief Executive Officer, Alistair Mackintosh, and the Foundation's Chief Executive Officer, Mike McSweeney who have both been vocal in their commitment to our values, which are embedded and lived throughout. Employees are expected to refer to the values throughout their work:

- Pioneering
- Open and Inclusive
- Action Orientated
- Confident Custodians
- Service Excellence

At the heart of Fulham FC's value framework is a commitment under being 'open and inclusive' to equal opportunities and anti-discrimination, which runs through the recruitment and induction process. Fulham FC and the Foundation have developed the 2022-2025 Equality, Diversity and Inclusion Strategy, which will set out objectives that are specific, measurable, achievable, relevant and timely. As part of this undertaking Fulham FC and the Foundation has committed to completing annual Equality and Diversity Monitoring Survey which provide updated information on the composition of our workforce. The data from these surveys is summarised, analysed and where appropriate suitable recommendations are made and presented to the Board.

The Internal Equality Working Group has established clear objectives on the basis of this data and will continue to monitor this closely from an operational perspective. Strategically, the Equality Strategic Steering Group will oversee each department's (including the Foundations) Equality Action Plan. Fulham FC and the Foundation are monitored on their commitment to Equality and Diversity by the Premier League and have been awarded 'Pre-Liminary' Status having gone through a thorough audit process of all our policies, procedures and practice.

Disabled Persons

It is the Foundation's policy to provide full and fair consideration of applications, continuing employment and training of all staff while employed in the business. We endeavour to make our facilities available for disabled users as far as is possible within the constraints of a concern for the health and safety of all our colleagues and customers.

Employee Involvement

It is the Foundation's policy to keep all colleagues informed as to the development of the charity and then encourage them to contribute their ideas, feedback and comments through the management process which recognises and rewards genuine involvement in the success of the Foundation.

Environment

The Foundation has continued to adopt policies and procedures which take account of the need to preserve and protect the environment. The Trustees are committed to compliance with best practice in all aspects of the business.

Pay policy for senior staff

The pay for key management personnel is reviewed annually and if possible increased in accordance with average earnings, in the view of the nature and success of the charity, the Trustees benchmark against pay levels in other sport foundations of a similar size.

FINANCIAL REVIEW

Income Generation

During the fourteen months to 31 August 2023, the total value of grants raised was £871,924 (2022: £646,279). This increase was mainly due to the two additional months of running that is included in these accounts. We were also successful in gaining additional funding for a new project Made in Fulham which hopes to inspire the next generation of football coaches.

Income from fundraising events grew this year. This is shown in other unrestricted donations £438,365 (2022: £308,041). The investment of staff in this area last year has allowed us to increase the number of events that we were able to run including a rearranged Away Day Cycle to Southampton which had to be cancelled during COVID. We also continue to have regular giving initiatives and are grateful of the regular donations received from our supporters.

The Foundation does also receive donations from other various individuals and institutions. Within the fourteen months £35,000 has been received from Fulham Football Club to cover the cost of kit. This is an increase on last year as a result of Fulham FC's promotion to the Premier League.

Within this period the Foundation has received donations from former players of Fulham FC of £81,667.

The remainder of the Foundation's work is largely funded by fees charged for the delivery of specific services. The policy of the Foundation is to calculate fee rates such that they recover the full cost of delivery of services.

Financial Results

During the year it was decided that the Foundation would change its year end from 30 June to 31 August. Most of the Foundation's activities run in line with the school academic year and therefore it seemed logical to run our financial year in the same way. As a result of this the financial results shown in these accounts reflect a fourteen-month period. Readers therefore should note this when comparing figures to last year.

For this period income was £2,612,207 with a total surplus of £206,925. After adjusting for the difference in use of any restricted reserves the final surplus was £210,529. This reflects that the Foundation has had a very successful year. Even adjusting for the additional two months the results remain positive. We have definitely seen levels of activity, for both participants and fundraising return to pre-COVID levels especially from the beginning of the calendar year.

New areas of focus came on board with new funding, Made in Fulham as mentioned above, we also added a further Football and Education programme at Ark Globe Academy and as a result of Fulham Football Club's promotion to the Premier League more central funding became available from the Premier League.

The increase in income has been invested back into our delivery costs, predominantly staff where we have recruited to fill vacancies so that we now are fully staffed and also invested in new hires within the Business Development and Communications, Safeguarding and Finance teams. Ensuring that we have sufficient resource to support all administrative functions of the charity.

The financial results and explanatory notes for the year are detailed on pages 48 to 59.

Reserves Policy

The Trustees have agreed that the Foundation should establish and maintain a free reserve (General Reserve) sufficient to cover the Foundation's planned expenditure for a period of 3 months (currently around £600k). This level of reserves would enable the Foundation, if ever it became necessary, to conduct an orderly reduction or wind-down of its operations, if the major sources of revenue were reduced to a level below which it was no longer practicable for the Foundation to continue its operations.

The level of free reserves (represented by the General Reserve) at 31 August 2023 was £991,850 (2022: £779,792).

The Foundation's unrestricted reserves are represented, in the majority, by cash at bank and in hand.

The Foundation has a Designated Fund equal to the net book value of fixed assets held in the Balance Sheet. This is because such a fund could not easily be realised in cash, and therefore should not form part of the General Reserve described above.

Budget Review Policy
In line with yearly budget planning, the use of reserves and any impact in relation to the above Reserves Policy will be reviewed and approved by the Board. Once the yearly budget has been approved, any subsequent use of the reserves will need a business case presented by the Foundation's Chief Executive Officer for Board approval.

Shortfall Policy
Any shortfall of reserves will be reviewed by the Board (monthly) in relation to the Foundations existing Risk Register, current budget situation and any forecasted budget expectations. Given the security of the 'full' 3 months Reserves Policy the Board will further review and agree an action plan for any shortfall in its Reserves Policy if the amount is above £150,000.

Excess and Spend Policy
The Board will consider reserves expenditure if the Reserves Policy target months has been achieved, subject to a business case which has been approved by all members of the Board. The Board will also consider expenditure, if the Reserves Policy has not been achieved, subject to a business case and full Board approval.

Our current level of free reserves is at 5 months cover and is therefore above the minimum expectation. This and the fact that our budget for 2023/24 is also predicting a small surplus gives the Trustees more comfort to start looking at future investment. One idea continues to be investment in a new hub site for office and community use following the departure of the business from offices at Barwell Business Park at the end of 2021.

Investment Policy
The level of cash held by the Foundation does not require a complex investment policy. To the extent that any surplus cash balances that do arise from time to time are invested into a higher interest earning accounts.

Risk Management
The Trustees identify and review the strategic, business and operational risks to which the Foundation is exposed and ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees, Chief Executive Officer and the Management Team have undertaken an assessment of the risks to which the organisation is exposed, producing a risk assessment which identifies the impact of any risk and advises of steps to mitigate that risk. An annual review of the principal risks and uncertainties takes place. Alongside this is an action plan which identifies areas of improvement to mitigate risks further. This action plan is discussed at each Board meeting.

The Key Risks identified are:

1. Child Welfare: As the Foundation exists to provide sports experience for children it is at the heart of our activities to ensure full compliance with law and best practice relating to children, their safety and their welfare.

2. Loss of a major revenue stream: Certain sources of funding are very significant. However, most of these relate to the delivery of specific activities, which means that a loss of the revenue automatically leads to a cessation of the related activity, and the saving of the costs associated with it, albeit with some possible delay. More critical is the need to protect those revenues which make a contribution towards fixed costs.

Payment of Creditors
It is the Foundation's policy to agree payment terms as part of any formal contract with a supplier and to make every endeavour to abide by the agreed terms. Where a purchase is not covered by a formal contract, and no agreement is reached in advance of raising an order, the policy is that any valid invoice will be paid in full. The Foundation is sympathetic to, and pays particular attention to, the cash flow needs of its smaller suppliers. The Foundation took an average of 7 days (2022: 12) to pay its creditors.

SAFEGUARDING

Fulham FC started the 23/24 season in our second consecutive year in the Premier League. As always 'Pre-season' consisted of a full review of the Safeguarding policies and procedures in order to meet statutory and league standards.

The aims of all Safeguarding Policies are to:

- Safeguard all children and vulnerable adults who interact with the Fulham FC and the Foundation;
- Demonstrate best practice in the area of safeguarding children and adults;
- Positively reflect and promote Fulham FC and Foundation Values (Pioneers, Confident Custodians, Action Orientated, Open & Inclusive and Service Excellence);
- Ensure that children and vulnerable adults feel safe in our activities;
- Commit to working in partnership across Fulham FC and the Foundation with external organisations including statutory bodies and local schools;
- Develop a positive and pro-active welfare programme to enable all children and vulnerable adults to participate in an enjoyable and safe environment;
- Ensure that coaches, parents and other adults who come in contact with children and vulnerable adults are good role models of behaviour; and
- Promote high ethical standards.

Barnardos audited the Club and Foundation in October 2022 in a 'light touch' format, due to our previous year reports showing high levels of compliance. Once again we were found to have complied with all 7 safeguarding standards and were noted as having areas of excellence across the standards, including in leadership and governance and child protection.
Please see quote below:

"Safeguarding is well embedded in organisational leadership, governance, and culture. The importance of a cycle of ongoing and continuous developments to improve safeguarding arrangements is well supported and understood at every level throughout the Club. The decision to create the DSI role and who sits on the Board of Directors is to be commended and demonstrates a significant and noteworthy commitment at the highest level to ensure that safeguarding is firmly embedded in all aspects of the Club and Foundation activities."

We are also proud to confirm that we have increased resources further in the Foundation Safeguarding's team and in August this year we recruited a Safeguarding Children's Champion role which will focus on the The Foundation were also graded as 'Exemplary' in the 22/23 season under the Premier League Charity Commission's 'Capability' process. A remote audit conducted by experts in each respective area.

In an ever-changing 'safeguarding' world we need to be agile and prepared for a change in risks and opportunities that our children and young people may come across. The 23-26 Safeguarding Strategy has been implemented this year and was signed off by the Safeguarding Strategic Steering Group. Our focus will be on creating a safe culture and safe environment and working towards 10 key objectives that are focused on, risk management, living in a digital world, protection, evolution, psychological safety, learning and development, compliance, leadership, listening and safer recruitment.

We have retained exceptionally high standards and quality of work, and this has been embedded with clear policies, procedures, and risk assessments (reinforced by good quality training) in order to ensure that the safety of our participants and staff has remained paramount.

The Foundation are living Fulham FC's values and we seek to grow and develop every day to become pioneers and the best at what we do in all areas of delivery and especially safeguarding.

Across all programme delivery, Safeguarding is a priority for Fulham FC and the Foundation. Our ambition for safeguarding practice far exceeds regulatory and statutory minimum standards. We are amongst some of the best Football Clubs in the world and we are clear that we want to be a leader in the field and strive for a proactive safeguarding culture. Congruent with our values we wish to be Open and Inclusive, Pioneering, Action Orientated, Confident Custodians, and provide Service Excellence in order to promote the safety and welfare of our children and young people.

TRAINING & RECRUITMENT OF TRUSTEES

The Trustees, who were in office from 1 July 2022 until the date of this report, unless otherwise stated, are set out on page 3. The Trustees are recruited according to their expertise and experience in the business, voluntary and charitable sector. The Foundation is required to have at least 3 Trustees serving at any one time under its Articles of Association. No maximum limit is placed upon the number of Trustees. However, the Trustees believe that the optimum number of Trustees for the Foundation in its current circumstances is between 6 and 10.

The Trustees may appoint any person willing to act as a Trustee by passing an ordinary resolution at the next general meeting as long as not less than seven nor more than twenty-eight clears days' notice is given before the date appointed for that meeting. At the first meeting of each year, the appointment of any person who has acted as a Trustee for over eight years shall be reviewed and the Trustees shall consider whether it is appropriate and in the best interests of the Charity for such person to continue as a Trustee.

The Trustees have established their own anaysis of the needs of the Foundation for specialist knowledge and experience on the Board of Trustees. Suitable candidates are recruited to fill vacancies which arise and which cause the body of knowledge and experience to be deficient in any particular area. The Trustees recognise that the main purpose of the Foundation is concerned with provision of sports facilities for young people and that the skills needed are principally to support that purpose.

All Trustees are encouraged to be mindful of recruitment needs and to search out and recommend candidates. Any candidates proposed have to complete a process of interview by the Board (or by an ad-hoc committee of the Board formed for that purpose) and of preliminary familiarisation with the work of the Foundation. Part of this process is that the Chief Executive Officer of the Foundation advises the Trustees concerning the candidates' mix of knowledge and experience, which must benefit the Charity. Each candidate is then given an induction file of detailed briefing notes and background material which explains the history and operations of the Foundation, the duties of the Trustees, and the legal framework in which the Foundation operates. If this process is successful the candidates are formally proposed as Trustees. It is the custom of the Board that new Trustees are only appointed by a unanimous vote on an ordinary resolution.

Once new Trustees are appointed to the Board, they undergo an induction where their personal training needs (to enable them to carry out their duties as a Trustee) are assessed and appropriate formal training is provided using specialised training establishments. All new Trustees are assigned specific responsibilities where their experience and knowledge can be put to best use to benefit the Foundation and its operations.

Members of the Foundation's Board are required to disclose and register all relevant interests and withdraw from any decisions where a conflict of interest arises. All related party transactions are disclosed in note 14 to the accounts.



STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE TRUSTEE'S ANNUAL REPORT AND THE FINANCIAL STATEMENTS

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

[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.]

Approved by the Trustees on 9th April 2024 and signed on their behalf by:



Thomas Barry
Chair of Trustees



Lee Manning
Treasurer

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

We have audited the financial statements of Fulham Football Club Foundation (the 'charitable company') for the fourteen months ending 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023, and of its incoming resources and application of resources, including its income and expenditure, for fourteen months then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FULHAM FOOTBALL CLUB FOUNDATION CONTINUED

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 (incorporating the directors' report) for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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 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 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.

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;

- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;

- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: **https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx.**
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.

Azets Audit Services

John Howard (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Chartered Accountants
Statutory Auditor
2nd Floor, Regis House
45 King William Street
London
EC4R 9AN

26 April 2024



FULHAM FOOTBALL CLUB FOUNDATION
STATEMENT OF FINANCIAL ACTIVITIES

(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOURTEEN MONTHS ENDED 31 AUGUST 2023

	NOTES	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS 2023 £	TOTAL FUNDS 2022 £
Incoming resources from generated funds					
Donations and Legacies	3	243,568	311,464	555,032	397,210
Income from investments	4	17,112	-	17,112	759
Income from charitable activities					
Education	5	-	17,540	17,540	7,158
Football and sport	5	1,014,058	178,016	1,219,074	875,967
Inclusion	5	-	803,449	803,449	618,787
TOTAL INCOMING RESOURCES		**1,301,738**	**1,310,469**	**2,612,207**	**1,899,501**
Expenditure on raised funds	6	58,886	1,255	60,141	10,112
Education	7	1,910	19,603	21,513	2,445
Football and sport	7	853,227	416,204	1,269,431	948,998
Inclusion	7	87,487	966,710	1,054,197	813,808
Loss on disposal of Fixed Assets	9	-	-	-	1,278
TOTAL RESOURCES EXPENDED		**1,001,510**	**1,403,772**	**2,405,282**	**1,776,631**
Net income (expenditure)		**300,228**	**(93,303)**	**206,925**	**123,270**
Transfer between funds	11	(86,699)	89,699	-	-
Net movement in funds		**210,529**	**(3,604)**	**206,925**	**123,270**
Balances brought forward at 01 July 2022		**805,441**	**112,002**	**917,443**	**794,173**
Balances carried forward at 31 August 2023		**1,015,970**	**108,398**	**1,124,368**	**917,443**

All amounts relate to continuing operations.

The Foundation has no recognised gains or losses other than the net income/ (expenditure) for the year.

FULHAM FOOTBALL CLUB FOUNDATION
BALANCE SHEET
AS AT 31 AUGUST 2023

	NOTES	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	9		24,120		25,649
Current assets					
Debtors	10	1,231,220		1,047,493	
Cash at bank in hand		1,451,852		1,369,709	
		2,683,072		2,444,202	
Creditors					
Amounts falling due within one year	11	(1,582,824)		(1,552,408)	
Net current assets			1,100,248		891,794
NET ASSETS			1,124,368		917,443
Funds					
Unrestricted funds	12		1,015,970		805,441
Restricted funds	12		108,398		112,002
TOTAL FUNDS			1,124,368		917,443

Approved and authorised for issue by the Board of Trustees on 9th April 2024.

Thomas Barry
Chair of Trustees

Lee Manning
Treasurer

The notes on pages 58 -59 form part of these financial statements.

FULHAM FOOTBALL CLUB FOUNDATION
STATEMENT OF CASH FLOWS

FOURTEEN MONTHS ENDED 31 AUGUST 2023

	2023	2022
	£	£
Net cash (used)/generated in operating activities	**78,269**	155,980
Cash flows from investing activities		
Interest income	**17,112**	769
Purchase of tangible fixed assets	**(13,238)**	(10,951)
Proceeds from sale of tangible fixed assets	**-**	-
Net cash used in investing activities	**3,874**	(10,182)
Cash flows from financing activities		
Repayment of borrowing	**-**	-
Net cash used in financing activities	**-**	-
Increase in cash and cash equivalents in a year	**82,143**	145,798
Cash and cash equivalents at the beginning of the year	**1,369,709**	1,223,911
Total cash and cash equivalents at the end of the year	**1,451,852**	1,369,709

Reconciliation of net income/ (expenditure) to net cash flow from operating activities:

	2023	2022
	£	£
Net movement in funds	**206,925**	123,270
Add back depreciation charges	**14,767**	14,584
Add back write off of tangible fixed assets on disposal	**-**	1,278
Deduct interest shown in investing activities	**(17,112)**	(769)
Deduct/(increase) in stock	**-**	-
Decrease / (increase) in debtors	**(156,727)**	(363,960)
(Decrease) /increase in creditors	**30,416**	381,577
Net cash used in operating activities	**78,269**	155,980

NOTES TO THE FINANCIAL STATEMENTS

FOURTEEN MONTHS ENDED 31 AUGUST 2023

1 ACCOUNTING POLICIES

a) General information and basis of Preparation

Fulham Football Club Foundation is a company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office and the operating office is given on the statutory information on page 3 of these financial statements. The nature of the charity's operations and principal activities are set out on page 14.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through the Update Bulletin published on 2 February 2017), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

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

b)Going concern

The Trustees continue to take all available steps to maintain sufficient resources in order that the Foundation can continue and, based on projections and available information, have a reasonable expectation that the Charity will have sufficient funds to continue to meet its liabilities as they fall due for 12 months from authorising these financial statements. Therefore, the financial statements have been prepared on a going concern basis. The Trustees can also take comfort from the Letter of Support given to the Foundation by Fulham FC which confirms that funds held by them on the Foundation's behalf will be released to support the Foundation on an annual basis.

c)Fund accounting

- Restricted funds are those where the donor has provided for the donation to be spent in furtherance of a specified purpose.
- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Foundation. Designated Funds represent assets which are not readily convertible to cash.
- The transfer from unrestricted to restricted funds represents the Foundation's contribution towards project overhead costs.

d) Incoming resources

All incoming resources are included in the statement of financial activities when the Foundation is entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources comprise the following:

- Income from sports related activities including holiday courses and schools coaching is accounted for when earned.
- Voluntary income includes donations and funding for specific projects which is accounted for when the Foundation becomes unconditionally entitled to the income.

The Foundation is usually entitled to income from grants in stages over the course of each related project, which approximates to when related expenditure was expected to be incurred. Accordingly, all grant income is credited to the Statement of Financial Activities (SOFA) when it falls due to be received to the extent that it is matched by relevant expenditure. Any income received in advance of expenditure is treated as deferred income.

Grants received as Restricted Funds, defined as those which carry an obligation to repay any sums not actually spent, are brought into the SOFA in the period of receipt and carried forward within Restricted Funds until either spent or refunded. This type of grant is much rarer as very few institutions pay grants before the relevant expenditure is incurred.

Any gifts in kind are included in the statement of financial activities in the year that they are received at an estimated value of the goods or services received.

e)Resources expended and Irrecoverable VAT

Expenditure is accounted for on an accruals basis. All costs are allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly or apportioned on an appropriate basis. Expenditure is recognised when the following criteria are met:

- there is a present legal or constructive obligation resulting from a past event
- it is more likely than not that a transfer of benefits (usually a cash payment) will be required in settlement
- the amount of the obligation can be measured or estimated reliably.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f)Allocation of Support Costs

Support costs are those costs which do not relate directly to a single activity. These include property costs, costs of administration, external audit costs and IT support. Support costs have been apportioned between categories of charitable activities on a direct basis, any remaining support costs are apportioned between the charitable activities undertaken based on the % of income of that activity. The analysis of support costs are shown in note 7.

g)Fundraising Costs

The costs of generating funds are those costs attributable to generating income for the charity, other than those costs incurred in undertaking charitable activities or the costs incurred in undertaking trading activities in furtherance of the charity's objects. The costs of generating funds represent fundraising costs as shown in note 6.

h)Charitable Activities

Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure in addition to the direct costs. The total costs of each category of charitable expenditure include an apportionment of support costs as shown in note 7.

i)Tangible fixed assets

Tangible fixed assets costing more than £500 are capitalized. Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation. Cost includes cost directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost over its expected useful life as follows:

Fixture & fittings Over 4 years
Computers Over 4 years
Software Over 2 years (the length of the contract)

j) Inventories

Inventories have been valued at the lower of cost and estimated selling price less costs to sell.

k)Debtors

Debtors are amounts owed to the charity. Short term debtors are measured at transaction price, less any impairment.

l) Cash and cash equivalents

Cash at bank and cash in hand includes cash and short term deposits with a maturity of three months or less. Cash at bank and in hand is held to meet the day to day running costs of the charity as they fall due.

m) Creditors

Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt.

Amounts which are owed in more than a year are shown as long term creditors.

n)Operating Lease Rentals

Rentals relating to operating leases are charged to expenditure as incurred.

NOTES TO THE FINANCIAL STATEMENTS
FOURTEEN MONTHS ENDED 31 AUGUST 2023

o) Pensions
The Foundation operates or pays into defined contribution pension schemes for certain employees. The pension charge represents the amount payable by the Foundation to the fund in respect of the year.

p) Taxation
Fulham Football Club Foundation is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

q) Judgement and key sources of estimation policy
In the application of the charity's accounting policies described above, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. These estimates, judgements and assumptions are made based on a combination of past experience, professional expert advice and other evidence that is relevant to the particular circumstance.

The following judgements, key assumptions and estimations have been made in the process of applying the above accounting policies:

I. Useful economic lives of tangible assets:
The annual depreciation charge of tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 9 for the carrying amount of the fixed assets and note 1(i) for the useful economic lives for each class of assets.

II. Bad Debt provisions:
The recoverability of debtors is assessed regularly, and at the balance sheet date provisions for doubtful debts are provided based on prior year experiences. At 31 August 2023 there is no bad debt provision.

III. Cost allocation
The cost allocation methodology requires a judgement as to what are the most appropriate bases to use to apportion support costs: these are reviewed annually for reasonableness, the bases used is outlined in note 1(f).

2 NET INCOME / (EXPENDITURE)

The net income / (expenditure) are stated after charging:

	TOTAL 2023	TOTAL 2022
	£	£
Depreciation of tangible fixed assets	**14,767**	14,584
Auditors remuneration - audit and tax fees	**9,900**	9,000
TOTAL	**24,667**	23,584

3 DONATIONS AND LEGACIES

	UNRESTRICTED INCOME	RESTRICTED INCOME	TOTAL 2023	TOTAL 2022
	£	£	£	£
Fulham Football Club Limited	-	35,000	**35,000**	18,000
FFC former players	81,667	-	**81,667**	71,169
Other donations	161,901	276,464	**438,365**	308,841
TOTAL	**243,568**	**311,464**	**555,032**	397,210

In 2022, £193,720 of donations and legacies income was attributable to the unrestricted fund and the remaining £204,090 was attributable to the restricted fund. As can be seen there is an increase in donations from last year; part of this is because these accounts are for fourteen months however it also reflects the increase in fundraising events that were held in 2022/23. As mentioned in the Trustees report these events included a DisAbility March, Away Day Cycle and a Foundation matchday celebrating our 20th anniversary.

4 INCOME FROM INVESTMENTS

	TOTAL 2023	TOTAL 2022
	£	£
Deposit interest - unrestricted	**17,112**	369
TOTAL	**17,112**	369

NOTES TO THE FINANCIAL STATEMENTS

FOURTEEN MONTHS ENDED 31 AUGUST 2023

5 INCOME FROM CHARITABLE ACTIVITIES

	EDUCTATION	SPORT	INCLUSION	TOTAL 2023	TOTAL 2022
	£	£	£	£	£
Weekend football	-	151,038	-	**151,038**	135,070
Holiday courses	-	386,305	-	**386,305**	186,649
Schools coaching	-	141,449	22,820	**164,269**	186,002
Special projects	-	340,766	-	**340,766**	239,792
Commercial packages	-	2,480	-	**2,480**	-
Grant funding	17,540	191,275	663,109	**871,924**	646,279
Other income		5,761	117,520	**123,281**	108,130
TOTAL	**17,540**	**1,219,074**	**805,449**	**2,040,063**	1,501,922

Grant funding in the fourteen months ended 31 August 2023 includes incoming resources from government grants £54,415 (2022: £37,432). In the year this comprises of performance related grants made by local authorities to fund social youth and community programmes that are offered through the Foundation, as per previous years.

5A GOVERNMENT GRANTS

	PROJECT	TOTAL 2023	TOTAL 2022
		£	£
Lambeth YLC	Kicks	**17,360**	14,000
London Borough of Lambeth	Kicks	**14,440**	17,632
Kingston Safer Neighbourhood	Kicks	**4,880**	4,800
Youth Justice Sport Fund	Kicks	**18,275**	-
SW London and St Georges Mental Health Trust	More Than a Game	-	1,000
TOTAL		**54,815**	37,432

NOTES TO THE FINANCIAL STATEMENTS

FOURTEEN MONTHS ENDED 31 AUGUST 2023

6 EXPENDITURE ON RAISED FUNDS

	TOTAL 2023	TOTAL 2022
	£	£
Direct costs - donations	**60,141**	10,111
Provisions for doubtful debts	-	-
TOTAL	**60,141**	10,111

7 EXPENDITURE ON CHARITABLE ACTIVITIES

	DIRECT COSTS	WAGES AND SALARIES	SUPPORT COSTS	TOTAL 2023	TOTAL 2022
	£	£	£	£	£
Education	1,931	18,594	988	**21,513**	2,445
Football and Sport	132,886	1,053,002	78,543	**1,269,431**	948,988
Inclusion	148,292	556,476	49,429	**1,054,197**	813,808
TOTAL	**286,109**	**1,928,072**	**128,960**	**2,345,141**	1,765,241

Support costs are made up of expenditure on rent and property costs of £64,945 (2022 £69,076), depreciation of £14,767 (2022: £14,584), governance costs £9,935 (2022: £9,035) and other office costs of £39,313 (2022: £38494)

7A GOVERNANCE COSTS

	TOTAL 2023	TOTAL 2022
	£	£
Audit and tax fees	**9,900**	9,000
Other legal and professional costs	**35**	35
TOTAL	**9,935**	9,035

These are included in Note 7

NOTES TO THE FINANCIAL STATEMENTS

FOURTEEN MONTHS ENDED 31 AUGUST 2023

8 STAFF COSTS

	TOTAL 2023	TOTAL 2022
	£	£
Salaries	1,710,299	1,255,317
Social security costs	133,703	95,798
Other pension costs	36,153	26,516
Other staff costs	47,917	30,836
TOTAL	1,938,072	1,408,507

STAFF NUMBERS EMPLOYED IN THE YEAR	2023 AVERAGE	2023 FTE	2022 AVERAGE	2022 FTE
Central / Administration	6	3.5	5	3.7
Operational staff	38	31.0	32	26.6
Sessional coaches	48	12.9	52	10.3
TOTAL	92	47.4	89	40.6

The Foundation pays into a defined contribution pension scheme for certain employees. The cost for the year was £36,153 (2022: £26,516). At 31 August 2023 there was an outstanding amount to be paid of £6,066 (2022: £4,906) which was paid after the year end.

The number of employees who earned £60,000 during the reporting period (including taxable benefits but excluding employer pension contributions) were as follows:

	TOTAL 2023	TOTAL 2022
	£	£
£60,001 - £70,000	1	-
£70,001 - £80,000	-	-
£80,001 - £90,000	-	-
£90,001 - £100,000	-	1
£100,001 - £110,000	-	-
£110,001 - £120,000	1	-
The Pension cost of these employees totalled £8,214 (2022: £4,335).		

The Foundation considers its key management personnel to be the members of its Senior Management Team (as noted on Page 3 and 39 of the Trustees report) and Trustees. The total employment benefits including employer pension contributions of the key management personnel were £347,541 (2022: £243,620). The increase relates to the fact that the 2023 figures are for fourteen months whilst 2022 was for twelve months and there is now full year of cost for the Head of Operations.

The Trustees received no emoluments during the fourteen months (2022: £nil). Expenses charged by the Trustees amounted to £nil (2022: £nil). The Foundation maintains an Executive Liability Insurance policy. The premium for this was £1,717 (2022: £1,309).

NOTES TO THE FINANCIAL STATEMENTS

FOURTEEN MONTHS ENDED 31 AUGUST 2023

9 TANGIBLE FIXED ASSETS

	FIXTURES & FITTINGS	COMPUTERS & SOFTWARE	TOTAL
COST	£	£	£
As of 1 July 2022	41,035	88,216	129,251
Additions	1,776	11,462	13,238
Disposals	-	-	-
AS OF 31 AUGUST 2023	**42,810**	**99,678**	**142,489**
DEPRECIATION			
As of 1 July 2022	38,642	64,960	103,602
Charge for the year	1,869	12,898	14,767
Disposals	-	-	-
AS OF 31 AUGUST 2023	**40,511**	**77,858**	**118,369**
NET BOOK VALUE			
AS OF 31 AUGUST 2023	**2,300**	**21,820**	**24,120**
AS AT 30 JUNE 2022	2,393	23,256	25,649

10 DEBTORS

	NOTES	2023 £	2022 £
Trade debtors		**27,915**	31,297
Other debtors	14	**1,195,528**	1,022,002
Prepayments		**2,429**	7,167
Accrued income		**5,348**	14,027
TOTAL		**1,231,220**	1,074,495

11 CREDITORS

	2023 £	2022 £
Trade creditors	**20,137**	37,664
Social security costs & other taxes	**27,469**	25,535
Other creditors	**52,404**	25,230
Accruals	**116,685**	117,219
Deffered Income	**1,366,129**	1,346,760
TOTAL	**1,582,824**	1,552,408

11A MOVEMENT IN DEFERRED INCOME

	AT 1 JULY 2022	INCOMING RESOURCES	AMOUNTS RELEASED	AT 31 AUGUST 2023
DEFERRED INCOME	1,346,760	1,375,499	(1,156,130)	1,366,129

Deferred income shown above mainly represents grants for specific projects and the closing balance of donations made to the Foundation from Fulham FC's former players. The movement between 2022 and 2023 reflects the difference between monies received in cash and income released to cover expenditure in the year. Balances carried forward will be released over the remainder of the project life to match expenditure accordingly.

NOTES TO THE FINANCIAL STATEMENTS

FOURTEEN MONTHS ENDED 31 AUGUST 2023

11B PROVISION FOR LIABILITIES

An amount is included within the Accruals balance as per Note 11 for all untaken contracted staff holiday that is due at 31 August 2023. The Foundation's holiday year runs from 1 January to 31 December.

	LEAVE PAY £
At 1st July 2022	**19,874**
Additions	20,488
Reversals	(19,874)
At 31st August 2023	**20,488**

12 FUNDS

	AT 1 JULY 2022	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 31 AUGUST 2023
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	35,000	(35,000)	-	-
PL Core funding	-	253,881	(253,881)	-	-
Smart Energy	-	875	(875)	-	-
PL Kicks	-	390,220	(420,420)	30,200	-
PL Kicks Targeted	-	2,372	(3,291)	919	-
PL Primary Stars	-	178,016	(185,619)	7,603	-
PL Inspires	-	118,706	(125,997)	7,291	-
PL More Than a Game	-	140,122	(146,971)	6,849	-
PL Player Liaison	-	11,794	(11,794)	-	-
PL Made In Fulham	-	17,540	(18,035)	495	-
Kickstart Programme	-	-	(404)	404	-
DisAbility funding	99,722	112,411	(124,594)	1,979	**89,518**
Health & Wellbeing funding	-	39,618	(73,577)	33,959	-
General Bursary Fund	2,396	7,558	(51)	-	**9,603**
Girls Bursary fund	10,184	2,356	(3,263)	-	**9,277**
TOTAL RESTRICTED FUNDS	**112,002**	**1,310,469**	**(1,403,772)**	**89,699**	**108,398**
UNRESTRICTED FUNDS					
General reserve	779,792	1,301,738	(986,243)	(102,937)	**991,350**
Designated fund	25,649	-	(14,767)	13,238	**24,120**
TOTAL UNRESTRICTED FUNDS	**805,441**	**1,301,738**	**(1,001,510)**	**(89,699)**	**1,015,970**
TOTAL FUNDS	**917,443**	**2,612,207**	**(2,405,282)**	**-**	**1,124,368**

The specific purposes for which the funds are to be applied are as follows:
The kit restricted fund represents a donation made by Fulham FC as a contribution towards sports kit purchased for the furtherance of sports activities. This donation is given as gift in kind, 2023: £35,000 (2022: £30,000).

The Foundation partners with the Premier League Charitable Fund in order to run a number of programmes; PL Kicks, PL Kicks Targeted, PL Primary Stars, PL Inspires, PL More than a Game, PL Player Liaison and PL Made in Fulham. The aim is to reach a diverse variety of participants, some hard to reach, to encourage and develop the potential of young people within sport, education and their communities. More than a Game also supports participants to improve their mental wellbeing alongside the more traditional physical wellbeing.

DisAbility and Health & Wellbeing programmes provide opportunities to improve the education, health and wellbeing of people of all ages, abilities and backgrounds. With the support of a number of funders and participant fees we run a number of initiatives across the boroughs we work within.

We continue to hold restricted reserves to support future costs of DisAbility programmes and girls bursary. We were able to offer bursary places on our Skills Club, Soccer Schools, Disability and Girls Development Centre programmes during the year.

Restricted funds are held due a timing difference of donations received and recognised and programmes that donations were given for have begun.

The General Reserve is the amount which is being built up and retained from net unrestricted surplus funds to be able to meet the Foundation's planned expenditure for a period of three months, such period being, in the opinion of the Trustees, the time needed to conduct an orderly wind-down of the Foundation's activities if major sources of revenue reduced to a level at which it was no longer practicable for the Foundation to continue its operations. The transfer represents the Foundation's contribution to projects funded from unrestricted income.

The designated fund represents the net book value of Fixed Assets held for charitable uses. Such assets cannot be easily realised for cash and therefore cannot form part of the General Reserve.

NOTES TO THE FINANCIAL STATEMENTS
FOURTEEN MONTHS ENDED 31 AUGUST 2023

12A FUNDS - PRIOR YEAR

	AT 1 JULY 2021	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2022
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	18,000	(18,000)	-	-
PL Core Funding	-	154,701	(154,510)	(191)	-
PL Kicks	-	269,787	(282,580)	12,793	-
PL Kicks Targeted	-	43,575	(41,258)	(2,317)	-
PL Primary Stars	-	139,437	(142,699)	3,262	-
PL Inspires	-	76,939	(79,756)	2,817	-
PL More Than a Game	-	93,005	(95,831)	2,826	-
PL Player Liason	-	11,793	(11,793)	-	-
Kickstart Programme	-	13,721	(13,721)	-	-
DisAbility funding	80,423	104,235	(85,829)	893	99,722
Health & Wellbeing funding	11,241	31,245	(66,724)	24,238	-
Education funding	-	7,150	(566)	(6,584)	-
General Bursary Fund	-	2,096	-	-	2,096
Girls Bursary fund	7,620	3,780	(1,216)	-	10,184
TOTAL RESTRICTED FUNDS	99,284	969,464	(994,283)	37,537	112,002
UNRESTRICTED FUNDS					
General reserve	664,329	930,437	(793,551)	(21,423)	779,792
Designated fund	30,560	-	11,203	(16,114)	25,649
TOTAL UNRESTRICTED FUNDS	694,889	930,437	(782,348)	(37,537)	805,441
TOTAL FUNDS	794,173	1,899,901	(1,776,631)	-	917,443

13 ANALYSIS OF NET ASSETS BETWEEN FUNDS
The net assets are held for the various funds as follows:

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2023
	£	£	£	£
Tangible fixed assets	-	-	24,120	24,120
Cash at bank	328,356	1,123,496	-	1,451,852
Other current assets	5,245	1,225,975	-	1,231,220
Current liabilities	(225,203)	(1,357,621)	-	(1,582,824)
TOTAL	108,398	991,850	24,120	1,124,368

NOTES TO THE FINANCIAL STATEMENTS

FOURTEEN MONTHS ENDED 31 AUGUST 2023

13A ANALYSIS OF NET ASSETS BETWEEN FUNDS PRIOR YEAR

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2021
	£	£	£	£
Tangible fixed assets	-	-	25,649	**25,649**
Cash at bank	476,459	893,250	-	**1,369,709**
Other current assets	12,550	1,061,943	-	**1,074,493**
Current liabilities	(377,007)	(1,175,401)	-	**(1,552,408)**
TOTAL	**112,002**	**779,792**	**25,649**	**917,443**

14 OTHER COMMITMENTS

By virtue of a letter of ongoing support given by Fulham FC, under which they confirm that they are holding funds donated by its former professional players on behalf of the Foundation, Fulham FC is treated as a related party. These donations will be released to support the foundation to enable it to meet its ongoing liabilities as they fall due and support new agreed initiatives.

At the balance sheet date there was also an agreement between the foundation and Fulham FC to provide administrative, payroll, security and maintenance services. Fulham FC has provided restricted gift in kind of £35,000 (2022: £30,300). Balances with related parties as at 31 August 2023 are as follows:

	2023		2022	
	DUE TO £	DUE FROM £	DUE TO £	DUE FROM £
Fulham Football Club Ltd	-	**1,195,527**	-	1,022,001
TOTAL	-	**1,195,527**	-	1,022,001

Two of the Trustees and directors of the Foundation are also directors of Fulham Football Club, Mr D Preston and Mr J Don-Carolis. The relationship bears no financial benefit.

FULHAM FC
Foundation

Registered Charity Number 1131689

FULHAM FOOTBALL CLUB FOUNDATION

England & Wales - Charity number 1111639

Accounts

FULHAM FC Foundation
BUILDING BETTER LIVES THROUGH SPORT

Registered Company Number: 04573248



FULHAM FC Foundation

Annual Report and Financial Statements 2021/22 Season

Year Ended 30th June 2022

Registered Charity Number 1111639

FULHAM FC Foundation

FULHAM FOOTBALL CLUB FOUNDATION

Annual Report & Financial Statements
Year Ended 30 June 2022

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STATUTORY INFORMATION

LEGAL STATUS

Charity Name: Fulham Football Club Foundation
Charity Number: 1111639
Company Number: 04573248

Registered Office: Fulham FC, Training Ground, Motspur Park, New Malden, Surrey KT3 6PT

Operating Address: Wandgas Sports and Social Club, Grafton Road, Worcester Park, Surrey KT4 7JW

TRUSTEES

Thomas Barry	Chair of Trustees
Darren Preston	Company Secretary
Lee Manning	Treasurer
Craig Morris	
Alistair Mackintosh	(Resigned 07/06/2022)
Stella Fry	
Cheryl Horstead	
Julie Evans	
Katie Legg	

MANAGEMENT TEAM

Michael McSweeney	Chief Executive Officer
Janet Taylor	Director of Finance
Paul Foley	Head of Operations
Thomas Lyons	Head of Programme Development
Eleanor Rowland	Director of Safeguarding and Inclusion

COMPANY SECRETARY

Darren Preston

BANKERS

Santander UK PLC, Registered Office: 2 Triton Square, Regent's Place, London, NW1 3AN
Metro Bank, 1 Southampton Row, London, WC1B 5HA

AUDITORS

Azets Audit Services Limited: 2nd Floor, Regis House, 45 King William Street, London, EC4R 9AN

REPORT OF THE TRUSTEES

The Trustees are pleased to present their report and the audited financial statements for the year ended 30 June 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) in preparing the annual report and financial statements of the charity.

CHAIRMAN'S INTRODUCTION

This year has been another eventful and demanding year for the Foundation and indeed for Charities across the UK. We have all learnt to manage, live with the aftershocks and ongoing impacts of the Pandemic and in early 2022 the Ukraine war has been the catalyst to more economic challenges for our customers, participants, partners and of course the Foundation.

Change, disruption, unpredictability seems to be the 'new norm' for most organisations. True to our ambition, values, and mission of 'Building Better Lives Through Sport' we have approached the past year, as we always do. **We have focussed on the areas that fit within our Charitable goals and endeavoured to achieve the best outcomes and impacts for every participant across our wide range of activities.**

The details of all areas of activities are contained within this report. I would like to highlight a few major achievements in the past year:

- **Our mission to 'Build Better Lives Through Sport' underpins everything we do**
- **Our work is broad. We reach a vast range of the community in Southwest London.** Our programmes cover 8 core themes. From DisAbility, Football and Sports Participation to Women & Girls and Youth & Community whilst continuing our incredible work in schools
- **We engaged 8,294 participants. 1,703 female participants. 1,059 disabled participants.** 51% of our participants identified as being from an ethnically diverse community. Our youngest participant was 3, Our oldest was 102 years (young)
- **The Girls Development Centre expanded,** opening a third centre
- **Female football activities saw significant growth**
- **We engaged with 30 partner schools** from Girls Only, Federations, Academies, State, Special Education and Nurseries
- **Secondary Education, Training and Careers expanded** delivery into 5 schools
- **The Player Pathway programme** continued to grow
- **We worked with over 3,000 young people** on our Premier League Kicks programme
- **Our Health and Wellbeing programmes** continue to grow
- **Mental Health initiatives, such as our 'More Than a Game' programme**, have been an incredible success
- **Our Equity, Diversity and Belonging Action Plan** has achieved many notable achievements
- **Fulham FC Player Engagement continues** to be superbly supported by Fulham FC

Our financial performance continues to support the future of the Fulham FC Foundation and is a credit to the leadership of the organisation. This underpins our ability to move forward with confidence and continue to invest in activities to support our communities whilst delivering our mission of 'Building Better Lives Through Sport'.

I would like to thank everyone who has participated in helping us to achieve our goals and supporting our communities. My fellow Trustees. Our Foundation colleagues, our leadership team and CEO who have led the Foundation through another challenging year of our history. Fulham FC for their unwavering commitment and participation.



Tom Barry
Fulham Football Club Foundation
Chair of Trustees

FULHAM FC
Foundation
BUILDING BETTER LIVES THROUGH SPORT

VISION AND STRATEGY 2019 - 2022

The Foundation has been working on and implementing a three year strategy with five key headline objectives:

A HEALTHY, INCLUSIVE & THRIVING COMMUNITY



CREATE OPPORTUNITIES FOR UNDER REPRESENTED GROUPS

STRATEGIES

- Increase participation opportunities for under represented groups.
- Design & deliver person-centred provision.
- Increase participants' social connectedness, encouraging social inclusion.

TACTICS

- Offer bursary places across paid-for FFCF programmes.
- Assess provision against local & national engagement strategies.
- Establish local referral processes to and from partners' provision.



INCREASE CONTACT TIME

STRATEGIES

- Increase average FFCF participant contact time with a focus on targeted groups.

TACTICS

- Measure and evaluate through our impact dashboard.
- Focus on the participant, their progress, their outcomes & effective storytelling.
- Seek feedback from participants to increase engagement, ensuring programme content is relevant, inspiring & appropriate.



IMPROVE PATHWAYS & SUPPORTED TRANSITION

STRATEGIES

- Educate participants on pathways & offer supported transition.
- Develop a partnership network to support external transition.
- Implement a geographical hub model.

TACTICS

- Each programme to map and track participant pathways.
- Develop our workforce pathway through enhanced qualifications & relevant experiences.
- Liaise with FFC on participants & staff development plans.



SUPPORT THE DEVELOPMENT OF OUR LOCAL COMMUNITY

STRATEGIES

- Equip participants with skills & opportunities to positively contribute to their community.
- Establish strategic partners to address targeted needs.
- Create an investment portfolio with mutually beneficial, long-term outcomes for FFCF and the community.

TACTICS

- Deliver training, volunteering & mentoring opportunities.
- Develop an investment and match funding pipeline.
- Integrate Inclusion & Employability to form a Youth & Community Team.



COLLABORATE WITH FFC

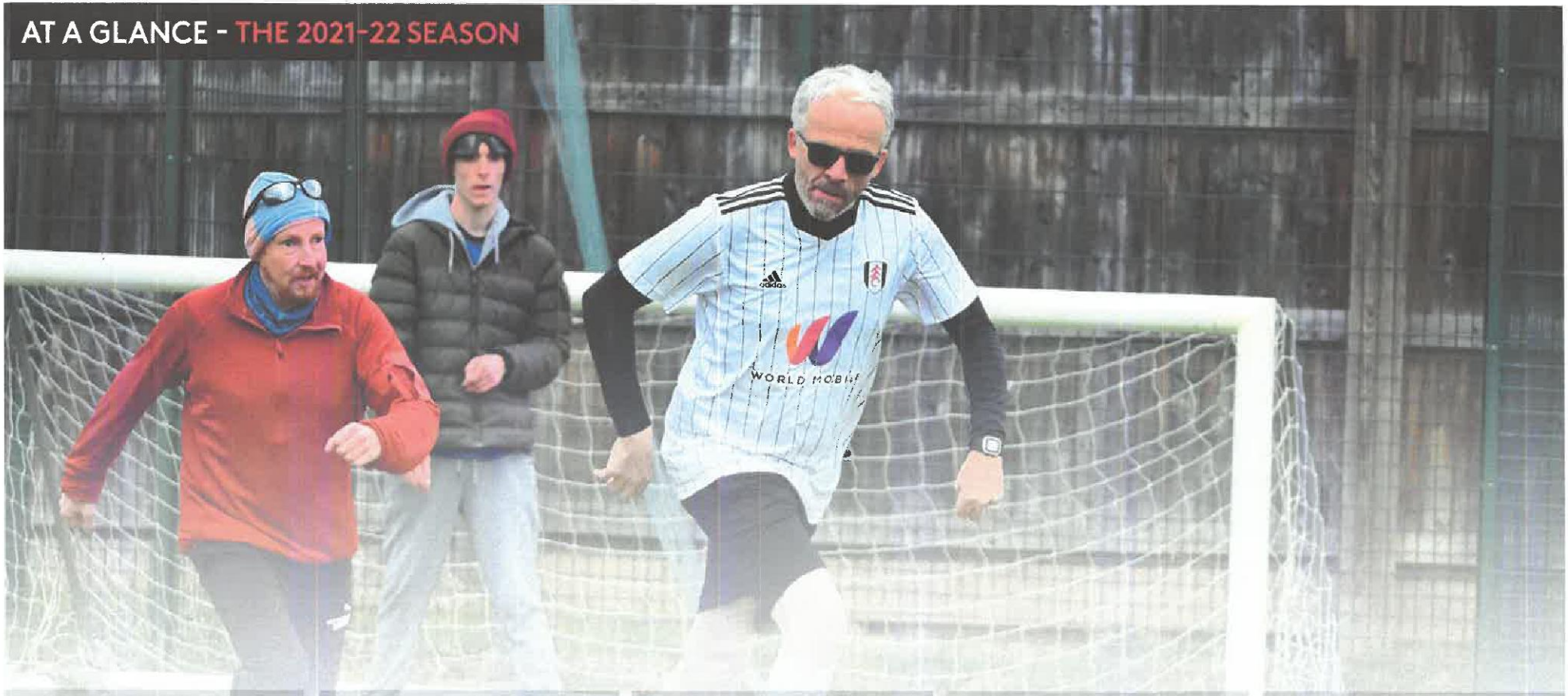
STRATEGIES

- Generate added value & exposure through unique FFC experiences.
- Support FFC in grassroots & fan engagement.
- Establish pathways for participants & staff.

TACTICS

- Agree a communications strategy to promote FFCF programmes & participants.
- Negotiate access to club assets for communications & fundraising.
- Continue to work in close collaboration with key Club departments.

AT A GLANCE - THE 2021-22 SEASON



8,294

WE ENGAGED 8,294 PARTICIPANTS

1,703

WE ENGAGED 1,703 FEMALE PARTICIPANTS

1,059

WE ENGAGED 1,059 DISABLED PARTICIPANTS

51%

51% OF OUR PARTICIPANTS IDENTIFIED AS BEING FROM AN ETHNICALLY DIVERSE COMMUNITY

102

OUR YOUNGEST PARTICIPANT WAS 3. OUR OLDEST PARTICIPANT WAS 102 YEARS (YOUNG)

812

OUR DISABILITY PROGRAMMES ENGAGED WITH 812 PARTICIPANTS, 494 MORE THAN IN 2020-21

900

OUR GIRLS ONLY PROGRAMMES ENGAGED WITH 900 PARTICIPANTS, AN INCREASE OF 532 FROM 2020-21

3,181

OUR YOUTH AND COMMUNITY PROGRAMMES ENGAGED WITH 3,181 YOUNG PEOPLE AGED 11 TO 18, AN INCREASE OF 1224 FROM 2020-21

523

WE ENGAGED WITH 523 YOUNG REFUGEES AND ASYLUM SEEKERS IN 2021-22, 203 MORE THAN IN 2020-21

29%

29% OF PARTICIPANTS IN OUR FOOTBALL AND SPORTS PARTICIPATION PROGRAMMES WERE FROM ETHNICALLY DIVERSE COMMUNITIES, AN INCREASE OF 3% FROM 2020-21

32%

32% OF PARTICIPANTS FROM OUR HEALTH AND WELLBEING PROGRAMMES WERE FEMALE, AN INCREASE OF 11% FROM 2020-21

50%

OUR COACHES ENGAGED YOUNG PEOPLE IN PRIMARY SCHOOLS FOR AN AVERAGE OF 21.22 HOURS IN 2021-22. AN INCREASE OF 50% FROM 2020-21

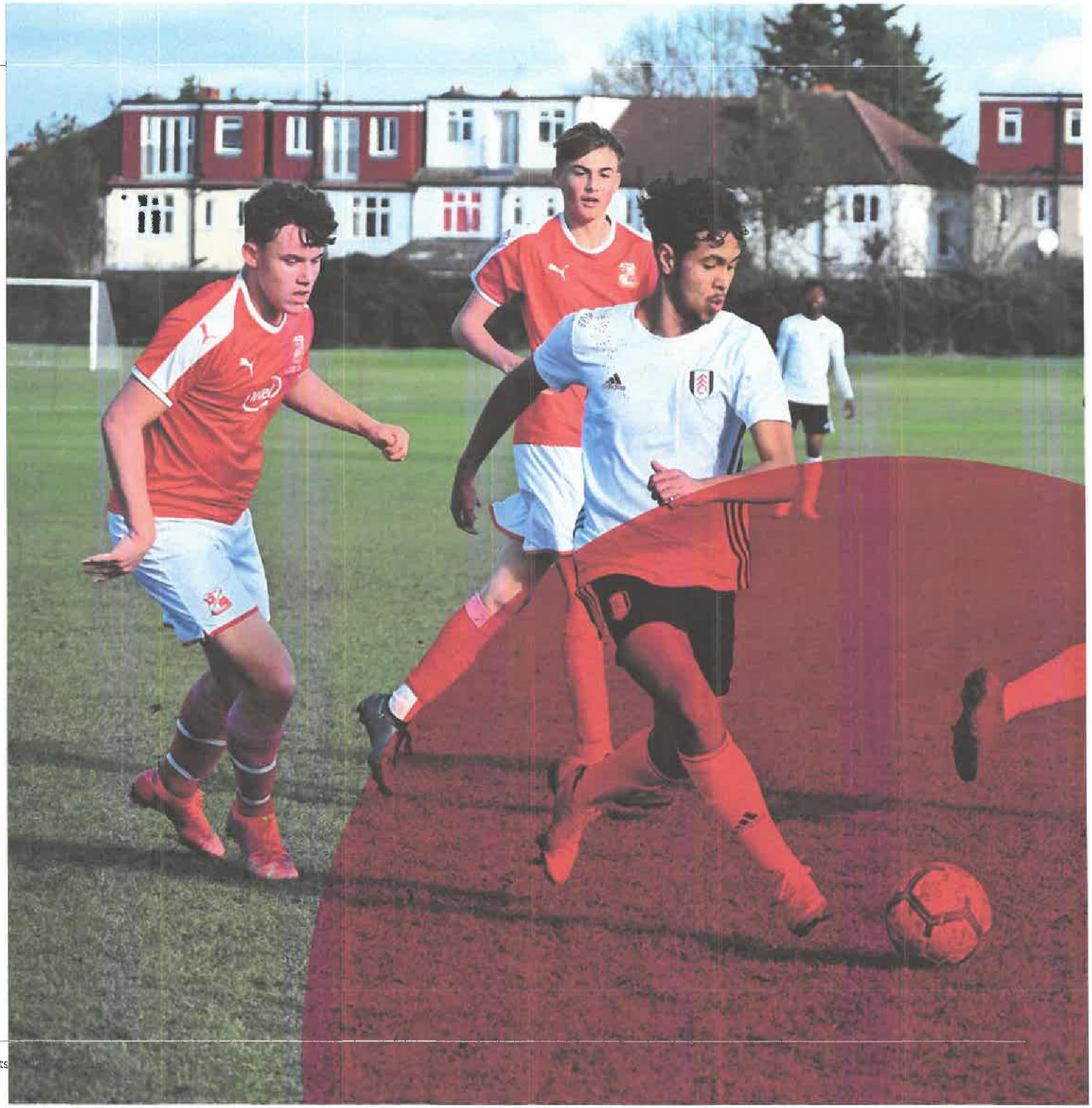
PROGRAMMES
YEAR IN REVIEW

Our mission to build better lives through sport underpins everything Fulham FC Foundation does.

Our work is broad and reaches a vast range of the community in South West London. Our core programmes are delivered across eight core themes, as follows:

- **DisAbility,**
- **Football and Sports Participation**
- **Health and Wellbeing**
- **Player Pathways**
- **Primary Education**
- **Secondary Education and Careers**
- **Women & Girls**
- **Youth & Community.**

Our year in review brings to life the difference each of our programmes have made to their participants in 2021-22.





"It is wonderful to be able to talk to other adults that have had similar ups and downs. It has helped me to not feel so alone or out of place. It can feel really lonely and I can feel judged by other parents and adults but at football I can talk freely without fear of judgment or being given advice out of ignorance. You all have a genuine care. I have felt welcomed by all the staff and nothing feels too big an ask. So thank you for all you do. Please feel proud of what you provide. You have given my sons the confidence to "have a kick around" knowing they can play football."

Active Autism Parent

DISABILITY

Our DisAbility activities have engaged with 812 participants this year. We saw significant growth in a number of areas, including adding Girls Only Pan DisAbility Football and Frame Football sessions to our programme. Our participation in the Surrey Football for All League increased from an average of 10 participants attending each fixture, to 70+ participants making up 4 teams in the 2021-22 season.

We restarted our Inclusive Schools League at Fulham FC's Training Ground, which was a huge success. A highlight of this was the Girls Only League increasing to nine teams, an increase of five teams from the 2019-20 season. Our work within SEN Schools has increased and following the delivery of a number of taster days in new schools, we will be delivering activities to 10 SEN partner schools for the start of the 2022-23 season.

ACROSS OUR PROGRAMMES, OUR PARTICIPANTS AND PARENTS OF OUR PARTICIPANTS TOLD US:

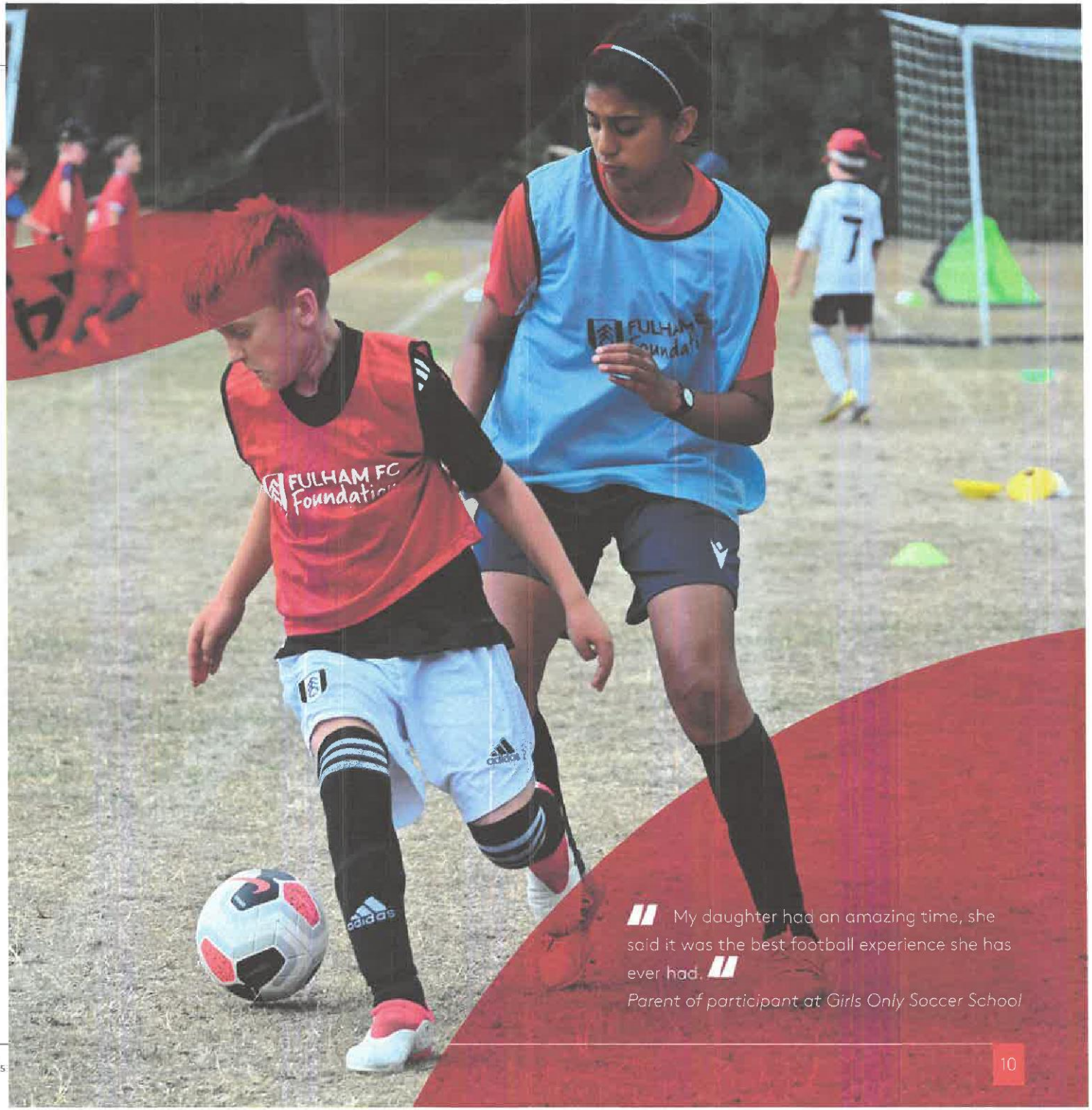
- 85% of participants have improved physical and mental wellbeing.
- 86% of participants feel inspired and engaged.
- 75% of participants have improved social connectedness.
- 75% of parents/carers report increased awareness/ confidence in support/social connections.

HOLIDAY ACTIVITIES

Our Soccer Schools have continued to grow across four venues in Fulham, Kingston, Wandsworth and Elmbridge engaging with over 1,651 unique participants, of which, 17% were female. Girls Only and DisAbility Soccer Schools have successfully embedded within our Soccer Schools held in Kingston, providing a strong foundation to build upon for next season at additional venues.

Participants were treated to 12 player visits (increased by nine from last year), where participants were able to meet Fulham FC Men and Women's first team players, including club favourite Harrison Reid who gave an inspirational speech to participants encouraging them to, *"enjoy these moments and never stop dreaming!"*.

Four in Five participants agreed that their physical health and footballing ability improved as a result of attending Fulham FC Foundation Soccer Schools. 71% of participants reported an improvement in their confidence and self-esteem.



> "My daughter had an amazing time, she said it was the best football experience she has ever had."
>
> *Parent of participant at Girls Only Soccer School*



> "Thank you so much to the Fulham coaches. My son, Frankie, has attended 3 blocks of coaching and we've booked him up for his 4th block of coaching after feb half term. The Coaching is fantastic and the set up is great. Thank you very much - it's fantastic!"
>
> *Parent of participant*

SKILLS CLUB

Our Skills Club programme continued to deliver on Saturday mornings across the year. We hosted Skills Clubs in Fulham, Wimbledon, Kingston and Epsom.

This year saw the successful introduction of Girls Only Skills Clubs in both Fulham and Kingston. These continue to develop in terms of participant numbers, and we are looking forward to seeing their continual growth in 2022-23.

We have also developed our offering to include a weekly Skills Club challenge, Player of the Day awards and weekly communication to players and parents.

In 2021-22:

- **72%** of our participants stated their football skills had improved.
- **70%** of our participants stated that Skills Club had improved their physical wellbeing.
- **70%** of our participants stated they felt inspired and engaged.



PLAYER PATHWAY

The Player Pathway programme continued to provide a clear development path for players to transition from our own internal programmes to the Player Pathway Programme. This consequently led to the growth of the programme, engaging with 268 participants compared to 187 last year. Player Pathway continued its collaboration with Fulham Football Club this year, being invited to tournaments and fixtures, providing a pathway for players to be referred to the Academy and providing an exit route for released Academy players.

In 2021-22 we have had a focus on attracting participants from ethnically diverse communities. This year, 38 (24%) of our participants were from ethnically diverse communities, an increase of 22 participants.

> "He loves the coaches who offer excellent training. He feels a sense of belonging. He is always so happy to attend."
> *Parent of participant*

GIRLS DEVELOPMENT CENTRE

This year the Girls Development Centre expanded its programme, opening a third centre and increasing year on year participation. Our Girls Development Centres engaged with 198 participants in 2021-22, an increase of 350% from 44 participants in 2020-21.

OUR CENTRES:

- Provided 1.5 hours contact time a week for girls between U8-U16s.
- Supported the mental health of our players, through the use of reflective journals.
- Engaged with 38 players from ethnically diverse communities.

Eight players completed a formal footballing qualification, and 96% of our players stated they felt inspired and engaged.

The Girls Development Centre has improved inclusivity by providing players with bursaries helping them gain better access to football in a safe, fun and engaging environment.

"Lola had been losing her confidence whilst playing in her Sunday team. Since attending the Girls Development Centre Lola has been able to identify her strengths, areas she can improve and her confidence has increased. She comes out of every session on a high. The journal has helped to further her learning whilst at home. I cannot thank the staff enough for their help, support and continual encouragement."

Parent of participant



YOUTH AND COMMUNITY

In the 2021-22 season, we have worked with over 3,000 young people on our Premier League Kicks programme. Of these 3,000 young people, 68% were aged 14+. We continue to deliver activities across South West London, in Merton, Lambeth, Kingston, Richmond and Hammersmith & Fulham.

We have continued to use football as a tool to engage with as many young people in our local communities, offering more opportunities to learn, undertake qualifications and education.

Highlights of this year include:

- Paul Smithers Cup taking place at Craven Cottage, in remembrance of Paul Smithers, our Youth and Community Manager.
- Young people taking part in regular Youth Forums at Craven Cottage and Motspur Park.
- Our Boys Kicks Cup Team reaching the final, and our Girls Kicks Cup Team the semi-final at the national Kicks Cups. The best results from our Kicks Cup history.
- Young people taking part in regular mental health discussions at their local Kicks sessions.
- Four former Kicks participants finding employment within Fulham FC Foundation.

This season one of our aims was to provide more opportunities for underrepresented groups. This year, we saw an increase in female participation, with 448 girls taking part in Kicks. While we saw an increase in the number of participants from a refugee and asylum seeker background, up from 320 in 2020-21 to 523 in 2021-22.



- 89% of young people told us Kicks improved their physical health.
- 84% of young people told us Kicks improved their mental health.
- 92% participants told us Kicks supported them to get along better with people from different backgrounds.



"My time at Fulham Kicks this year has been awesome. It has given me many opportunities such as playing at a Premier League team stadium and meeting Premier League players. It is a great environment to make friends and grow as a young person and footballer. Without the coaches Kicks wouldn't be as enjoyable as it is." *Kicks participant*

REFUGEES

Our Kicks Refugee programme has worked with 523 young people from refugee and asylum seeker backgrounds. We have four established weekly sessions, running in partnership with local refugee charities.

86% of our participants reported increased social connections with friends from different communities, while 84% reported an improvement in their confidence and self-esteem.

Notable highlights include the creation of our Fulham FC Foundation Boot Drive. We have several boot donation drop-off points at both Craven Cottage and Fulham FC's Training Ground. Boots are donated and then gifted to young refugees and asylum seekers. We've received donations from 1st Team players, academy scholars and Fulham FC fans. To date, we have donated more than 200 items of kit and pairs of boots.

We also hosted a tournament to celebrate Ramadan at Fulham FC's Training Ground. Young people were invited to play, followed by a prayer hosted at the Academy Gym and all participants then broke their fast together when the sun went down.



"Football has certainly played and continues to play an integral part of their lives and wellbeing, bridging new and rewarding relationships, facilitating an eclectic community of support which is evidenced as a direct result of what is truly 'the beautiful game'. The partnership with Fulham FC Foundation has continued to play a pivotal role and we continue to look forward to developing this partnership in the future."

Celestine, Youth Support Worker, South London Refugee Association



PAUL SMITHERS

1990-2022

In 2021-22 it was with great sadness that we lost Paul Smithers, Fulham FC Foundation's Youth and Community Manager. Paul passed away on Wednesday 5th January at the age of 31. This tragic loss of a truly special man was felt by all who knew Paul - as a partner, father, son, coach, colleague and friend.

Across 12 years with the Foundation, Paul progressed from a sessional coach to lead our Youth and Community team, and in particular championing the delivery of our Premier League Kicks programme for the young people of South-West London. For the last 15 years, Kicks has been working in local communities to inspire thousands of young people, using the power of football and the value of sports participation to provide help in the most high-need areas. Thanks to Paul, the Foundation runs more than 20 Kicks sessions a week.

The incredible impact that Paul had upon the Foundation cannot be understated, with thousands of young people benefitting from his unwavering drive to build better lives through sport. Often, he would be stopped on the street by young adults who, years prior, had attended one of Paul's Kicks sessions, people who wanted to pass on their thanks for his positive influence during their formative years. It gave Paul immense pride to hear what these ex-participants had been up to as he recalled the young footballer he had known from sessions past.

Paul was incredibly passionate about offering learning and educational opportunities to young people through football, both through formal qualifications and countless partner workshops and events run over the years at Kicks. His commitment and professionalism instigated a number of continuing collaborations with partners, varying from youth clubs and residents' associations, to the Met Police and various government support agencies.

Within the Foundation, his strength of character and sense of duty helped shape the culture of the organisation today. Paul would often share stories of himself as a young coach, speaking of the colleagues who had assisted him along what was, at times, a steep learning curve. His modesty was such that Paul rarely reflected on the positive impact he in turn had on each and every member of staff at the Foundation. It is no exaggeration to say that for many staff, past and present, Paul's support of - and belief in - them was integral to their careers.

Paul's lived experiences, his straight-talking manner, and his desire to listen and learn from the communities we work in established him as an authority figure within every room he stepped into. He would always be looking forward, towards new ideas and initiatives that would benefit participants. This has been evident in 2021-22 with his support of integrating mental wellbeing workshops in his programmes, providing both an educational framework and a support network to young people in need.

Today, those who knew Paul are poorer for their loss. They will forever be better for having known him.

Paul, we all miss you.

FEMALE FOOTBALL

During the 2021-22 season, female football activities saw significant growth across both new and existing programmes. Across the Foundation, we engaged with a total of 1,660 women and girls.

Across the Foundation, we engaged with a total of **1,703** women and girls. Our Girls Only activities saw the biggest increase in participation, with a total of **900** female participants attending one of our many Girls Only programmes.

Our female participants told us:

- 81% of participants reported improvement in their physical wellbeing.
- 71% of participants felt inspired and engaged.
- 85% of participants reported their confidence had improved.

Female participants scored our activities 8.19/10 in terms of inclusivity, up from 7.69 at the start of year.

This year our biggest success has been 8/8 of our Foundation programme strands being able to offer a female only provision.



"I just wanted to say a huge thank you to you for Sunday. Ismene absolutely loved being a part of it. And in general she's just getting so much from the Monday sessions and being involved with Fulham FC Foundation - it's wonderful to see. She's put together a whole coaching plan for her school's girls' team, including posters with inspirational quotes and tips for each individual player. She's not before been the most confident kid and seeing her take a genuine leadership role, stepping in to do warm ups etc and passing on tips and exercises she's obviously getting from you all is just fantastic."

Parent of participant



PRIMARY EDUCATION

In the 2021-22 academic year, Fulham FC Foundation engaged with 30 partner schools to deliver both Premier League Primary Stars (PLPS) programme and our PE and After School Club offer. This year saw us work in a variety of schools from Girls Only, Federations, Academies, State, Special Education and Nurseries.

A proud achievement was improving inclusion, by running a fully-fledged PLPS programme in an SEN school for the first time.

A Lead Teacher stated *'FFCF has worked with specific groups of children with social and emotional needs and children with physical needs. It is very clear to me that these children have been given two huge benefits. Primarily, they have the opportunity to develop skills in a hugely positive environment. The growth in self-confidence provides a step-up to success as a learner, a reduction in anxiety amongst these children, better behaviour and better results.*

Fulham FC Foundation have also worked with our PE staff to develop the participation of girls in sport. By giving our staff expertise they felt increasingly confident and energised. This positive momentum is continued and that participation in sport is as something that all members of our school community can participate in and celebrate.'

SECONDARY EDUCATION, TRAINING AND CAREERS

This year the Premier League Inspires programme expanded delivery into five schools, where we supported over 80 'at risk' or 'marginalised' Year 9 students. Over the year we worked with each student for an average of 72 hours, during which we:

- Delivered two separate qualifications, with a 100% pass rate.
- Helped the students plan, present on, and run social action projects.
- Delivered a range of workshops.
- Delivered 1-1 mentoring.
- Offered a range of inspiring trips and events to engage the students.

The highlight of the year was three of our cohorts being shortlisted to present their projects to a panel of judges at Craven Cottage, as part of the Fulham FC Foundation Social Action Finals. These groups, who had no previous experience of presenting, and who traditionally don't engage well at school, stood up in front of staff from Fulham FC and Club Sponsors, World Mobile and did an incredible job of presenting their projects. Not only did they gain some invaluable experience of public speaking, but each group also won a £150 prize fund to run their projects in their local community.

- 90% of participants stated their skills and knowledge had improved.
- 88% of participants stated they had improved confidence and self-esteem.
- 88% of participants stated the programme improved their mental wellbeing.



FOOTBALL AND EDUCATION

Our Football and Education programme continues to go from strength-to-strength. This year, we had 40 students at our Raynes Park High School programme:

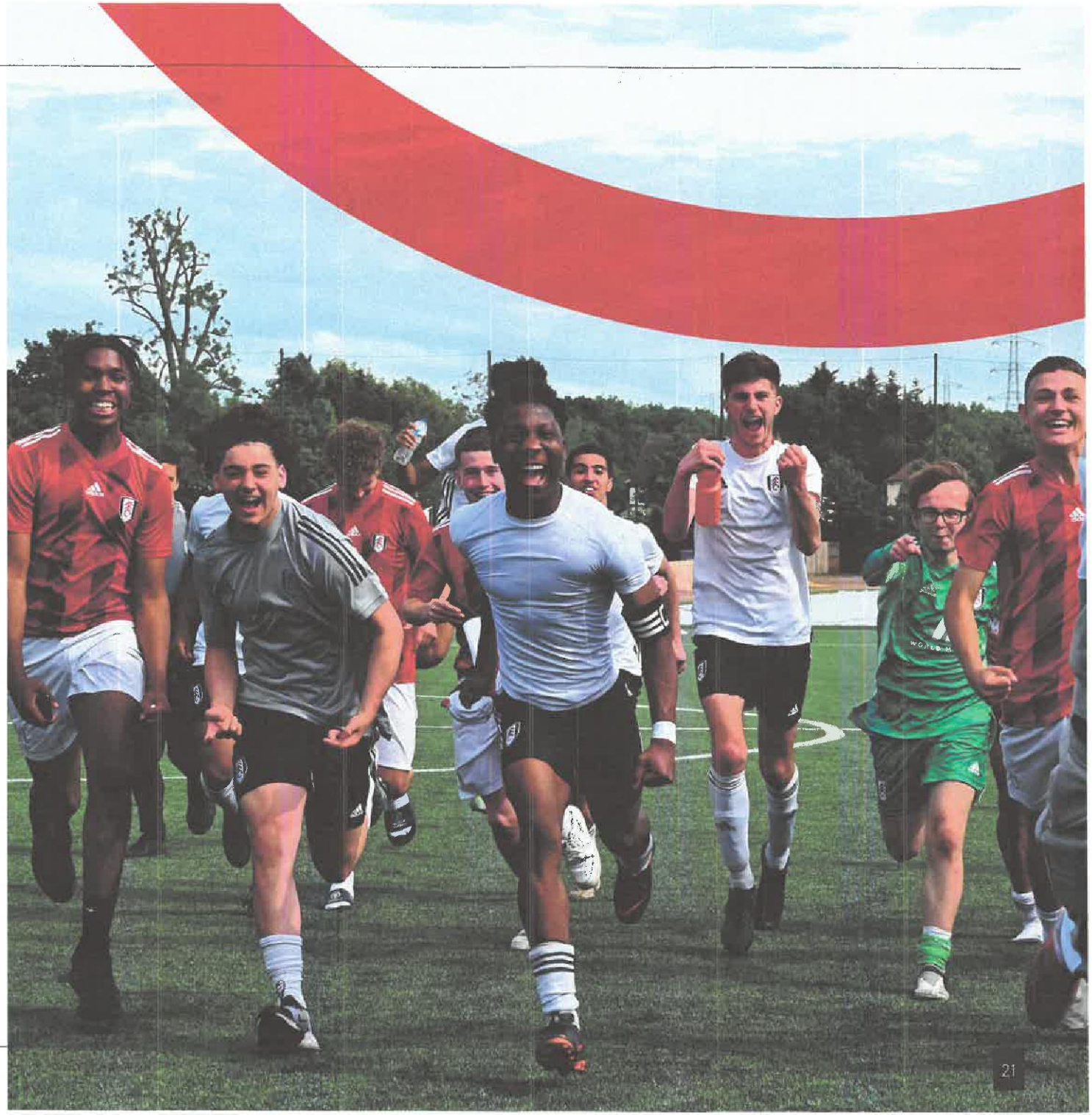
Of these 40 students, six were former Premier League Kicks participants and three came from our Player Pathway programme. The two teams experienced notable success on the pitch, our 2nd team winning their league, and our 1st team coming third in their league, narrowly missing out on the final day of the season.

When asked for one word to describe their experience of the programme, young people included words such as:

- Pivotal
- Unforgettable
- Incredible
- Exceptional

100% of students stated the programme had provided them with experiences to challenge and develop themselves.

In 2021-22 we are starting a brand new programme at Ark Globe Academy, and now have plans to commence a Girls Only programme at Raynes Park High School for 2022-23.



HEALTH & WELLBEING

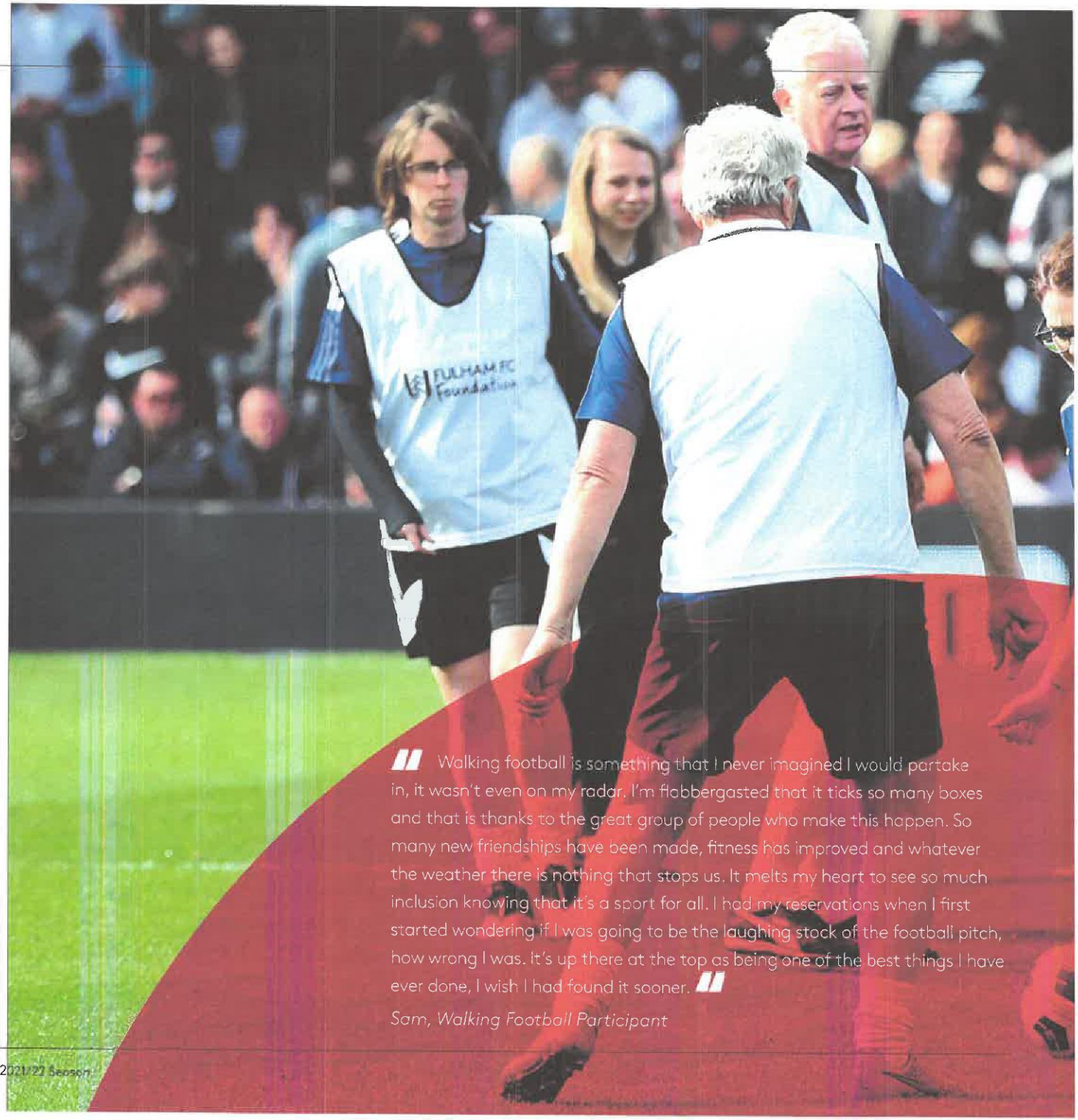
During the 2021-22 season, the Health and Wellbeing Team have engaged with 928 participants across Walking Football, Fulham Memories, Daughters and Dads, Active and Empowered and More Than A Game.

This season saw us return to our face-to-face activities after lockdown and enabled us to return to three of our Fulham Memories venues in Wandsworth, Merton and Surrey. We also launched new partnerships with the Roupell Park Residents Management Organisation and Kingston Council leading to us running two new sessions in Lambeth and Kingston.

In April we held our first ever Walking Football Festival engaging 65 people on the day and raising just under £1,000 for the Health and Wellbeing programme.

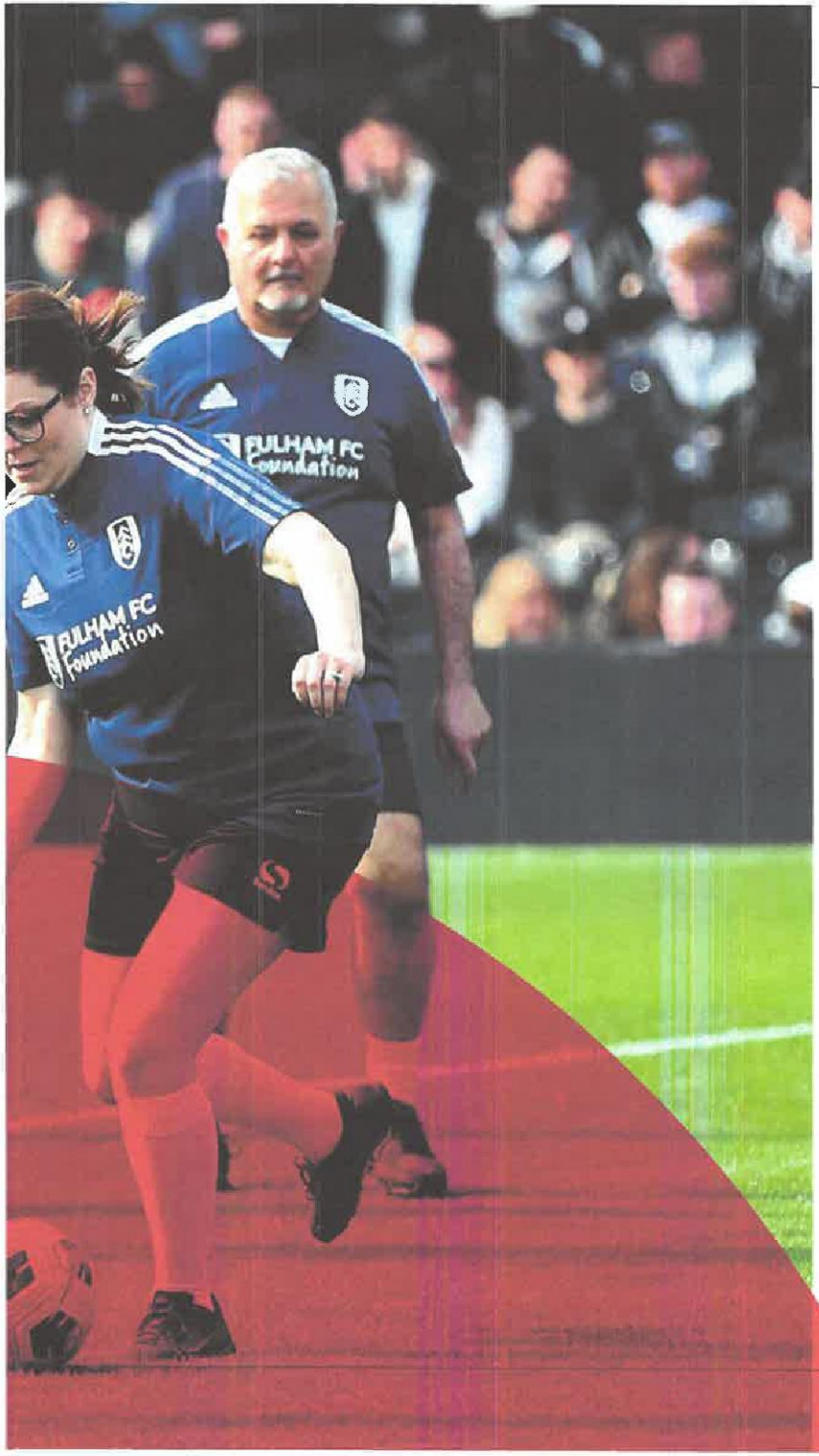
In August 2022 we launched a brand-new website, www.FulhamWalkingFootball.com. The new site will facilitate the growth of our programme as well as giving our participants somewhere more relatable and user friendly to access our sessions.

- 94% of our walking footballers stated they felt inspired and engaged.
- 100% of our Fulham Memories participants stated they had improved mental wellbeing, and improved self-esteem.



"Walking football is something that I never imagined I would partake in, it wasn't even on my radar. I'm flabbergasted that it ticks so many boxes and that is thanks to the great group of people who make this happen. So many new friendships have been made, fitness has improved and whatever the weather there is nothing that stops us. It melts my heart to see so much inclusion knowing that it's a sport for all. I had my reservations when I first started wondering if I was going to be the laughing stock of the football pitch, how wrong I was. It's up there at the top as being one of the best things I have ever done, I wish I had found it sooner."

Sam, Walking Football Participant



MENTAL HEALTH – MORE THAN A GAME

The first full year for our More Than a Game programme, after launching in March 2021, has been an incredible success. This season we've engaged with 811 participants including young people and adults who regularly engage in a range of our existing Foundation programmes.

Our Mental Wellbeing Practitioners have trained 52 of our delivery staff to be more confident in talking to participants about mental health. They've also supported 29 participants at our 'More Than a Game' football sessions.

- 85% participants stated they have improved physical wellbeing.
- 85% of participants stated they have improved mental wellbeing.
- 89% of participants stated they felt more comfortable supporting themselves and others.

We held our first ever Mental Health Match Day in partnership with Fulham FC to drive our Kick Off A Conversation campaign supported by the South West London and St. George's Mental Health NHS Trust. The match day saw us engage nearly 60,000 people through social media, resources distributed on the day and 80 Foundation participants took part in Kick Off A Conversation workshops.

This year we have signed a partnership with Movember to deliver their renowned Ahead of The Game programme for young people 11-18. We will begin delivery in September 2022.

"Tom (name changed) has enjoyed the Fulham More than a Game football and all other wellbeing activities he has engaged in tremendously. He is so enthusiastic about life now after all his mental health challenges. We are extremely happy and so grateful that Fulham is making such a huge positive impact in peoples lives that money cannot buy. Please keep this up. You are an amazing Club making a real positive difference."

Healthcare Director from a local NHS Trust

EVENTS

The 2021-22 season saw many of our events return to being 'in-person', and the launch of a number of new events, providing unique experiences to inspire young people and adults across our community.

Craven Cottage played host to our Foundation Community Day on the 8th May. 180 lucky participants enjoyed a morning of football action on the hallowed turf. While in the afternoon, we hosted our first Paul Smithers Cup, with participants across our Kicks programme showcasing the best of their football talents.

Our 3rd annual DisAbility Matchday March took place on the 5th March. Participants from our DisAbility programmes raising over £8,000 on a crisp spring morning.

Our Mental Health Matchday raised awareness across Fulham FC fans on the 16th October. While our first ever Walking Football Festival took place on the 8th April, bringing together participants from across our Walking Football programmes.

Our Social Action Challenge Finals were hosted at Craven Cottage for the first time on the 28th March, and our annual Fulham FC Foundation Matchday took place on Saturday 10th April when Coventry visited Craven Cottage.



FACILITIES

We continued to support the development of facilities in South West London, helping young people and adults enjoy improved experiences.

The highlight of the 2021-22 season saw the playing facility at Roupell Park be redeveloped into a new facility for the local community.

Fulham FC Foundation have been delivering activities in partnership with the Roupell Park Resident Management Organisation (RMO) since 2017, on a concrete pitch in Brixton Hill. Over the past 12 months, that partnership - in conjunction with the Football Foundation, the Premier League and the Veolia Environmental Trust - has funded the development of a new 3G multi-use games area facility.

On Tuesday 12 April, an official opening event was held, hosted by the Roupell Park RMO and Fulham FC Foundation, with a showcase of different football activities and remarks from local dignitaries. First team players Nathaniel Chalobah and Annie Thomas were special guests for the event.





EQUITY, DIVERSITY AND BELONGING

The Foundation launched a new Equality, Diversity and Inclusion Action Plan in 2020, this was later renamed to be our Equity, Diversity and Belonging Action Plan.

Since the launch of this action plan, we have seen some notable achievements and changes, including:

- Equal opportunities statement included within all Foundation job adverts.
- Signed up to first level of Disability Confident scheme.
- An annual photoshoot supports capacity to represent a wide range of the community within marketing materials.
- Numerous staff training provided on delivering inclusive activities, and engaging underrepresented groups.
- Bursary scheme launched and providing 30+ bursaries per year.
- National campaigns, including Rainbow Laces, Football vs Homophobia, No Room for Racism and Black History month supported. Targeted work to amplify messages delivered.
- Our booking system now includes 'prefer not to say' and 'prefer to self-describe' when stating gender.
- Fulham FCFoundation featuring all major observances and celebrations on social media channels.
- In 2019, 18% of the Foundation workforce were female. In 2022, 32% of the Foundation workforce is female (+14%).
- In 2019, 10% of the Foundation workforce stated they had a disability. In 2022, 21% of the Foundation workforce stated they had a disability (+11%).
- In 2019, 6% of our participants stated their ethnicity was Asian, and 20% stated Black. In 2022, 9% stated their ethnicity was Asian (+3%), and 27% stated Black (+7%).
- In 2019, 9% of our participants stated they had a disability. In 2022, 14% of our participants stated they had a disability (+5%).



BURSARY

In September 2021 on the United Nation's International Day of Charity we launched our brand new Foundation Bursary, making our programmes more accessible for families across South West London.

We have previously offered girls football bursaries and engaged with our partner schools to offer opportunities to attend our Soccer Schools, however we haven't offered a universal bursary until this year. Our updated Foundation Bursary allows any family the opportunity to apply online for support to attend our paid provision programmes.

This year we have issued 40 bursaries, including 5 girls bursaries. Participants have taken up bursaries to take part in our Girls Development Centre, Saturday Skills Club, DisAbility programmes, Player Pathway and Soccer Schools. We've also been able to extend our provision to ensure that refugees fleeing the war in Ukraine can also access our activities.



SUSTAINABILITY

The Foundation is committed to adopting and living sustainable practices.

In the 2021-22 season we have donated over 1,300 items of kit and equipment to young people and adults across our local community. This kit and equipment included donated items from Fulham FC, we ensure it is gifted to people who it will benefit from it most. Following the postponement of the Fulham vs Birmingham men's first team fixture on the 26th December 2021, we were able to distribute food that would have potentially gone to waste. The Foundation worked in partnership with City Harvest to make this happen.

- 891kg of food was donated
- 2,121 were delivered to local charities feeding their communities
- 3,285 CO2 emissions were prevented by rescuing this food for consumption



"It's great really, it just brings the community together and it's a great opportunity to get everyone kit and active. I didn't grow up on facilities like this and if I did, I would've been out here every single day. This is a great opportunity for these kids, it's an opportunity to come out here and have fun first of all, to keep themselves occupied and keep them off the streets and away from trouble. I think it's a great job that the Foundation have done and that the Club has done as well."

Nathaniel Chalobah Fulham FC First Team Player



FULHAM FC PLAYER ENGAGEMENT

Across the 2021-22 season Fulham FC Foundation engaged a number of players from Fulham's senior men's and women's teams, as well as their Academy Scholars via the PFA's Player Liaison Project. This funded project aims to develop the skills and knowledge of Fulham FC's footballers as role models within our community.

Highlights from these engagements included a special Academy vs Foundation fixture for World Down Syndrome Day as well as an event to open a new community facility in Roupell Park.

The World Down Syndrome Day activities saw an in-classroom session hosted by Katy Shephard, Fulham FC Foundation DisAbility Development Officer, which introduced Fulham's U18 squad to our Downs Syndrome football sessions, including details around Down's Syndrome, disability sport in general and profiling a number of the players on the team. This was followed by a fixture between the U18s and Fulham's Down Syndrome side, 'the Badgers', held at Fulham FC's Training Ground in Motspur Park.

This event was enjoyed by all and provided Fulham's next generation of elite footballers with an amazing chance to engage with a very different group of passionate footballers, and at the same time build their self-esteem and confidence.
At the Roupell Park Pitch Opening Fulham FC first team midfielder Nathaniel Chalobah spoke of the value to local residents of a high-quality football facility, and the role of Fulham FC Foundation in creating opportunities for young people.

STRUCTURE, GOVERNANCE AND MANAGEMENT

LEGAL STATUS

Fulham Football Club Foundation is a charitable company limited by guarantee, company number 04573248, and charity number 1111639, incorporated in the UK. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

ORGANISATIONAL STRUCTURE

The Foundation is overseen by a Board of Trustees who have been selected for their individual areas of expertise that they can bring to the Foundation and in a support and advisory role to the Chief Executive Officer. The Foundation is managed on a day to day basis by the Chief Executive Officer.

The Trustees meet at least quarterly to review the overall performance of the Foundation, including financial results, consider projects in progress and the involvement in future projects. The Charity Governing document allows the trustees to meet and conduct meetings virtually which it has done this year in line with government restrictions and recommendations.

As the Foundation receives income from the Premier League Charitable Fund it must comply with the Premier League Code of Capability which in many areas is similar to the Charity Governance Code.

CHARITABLE OBJECTS

- To promote community participation in healthy recreation by providing facilities for the playing of association football and other sports.

- To provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have the need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.

- To advance education of children and young people through such means as the Trustees think fit in accordance with the law of the charity.

Facilities in these objects means land, buildings, equipment and organising sporting activities.

RELATIONSHIP WITH THE CLUB

The Foundation is structurally and legally independent from Fulham FC but enjoys a mutually supportive relationship reflected in shared values and our Board of Trustees, which includes the Fulham FC's Chief Executive *(up to June 2022)* and Chief Operating Officer. There are many examples of us working in unison including the engagement of children and families. The Foundation benefits primarily through gifts in kind, including use of venues, whilst adding value to the Club by providing access points for direct engagement with the community, through the Foundation's various community programmes.

PUBLIC BENEFIT

In setting our objectives and planning the activities of the Foundation, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and believe that this report demonstrates how the charity provides public benefit.

43% of the Foundation's incoming resources from charitable activities comes from grant funding, which is provided by the various grantors to enable the Foundation to deliver a range of sporting activities which are designed, in line with the Foundation's vision and strategy *(as set out on page 5)*. The groups are frequently tightly defined but the activities provided are open to all who meet the criteria. Along with the provision of coaching to all young people, the Trustees therefore believe that the overwhelming majority of the Foundation's activities are of real public benefit, and hence the Foundation sees itself as a public benefit entity.


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STAFF

EMPLOYEES

The Trustees recognise the huge contribution made by salaried colleagues and extend their thanks to these colleagues for their continued effort in striving to be a self-sustaining charity.

CASUAL COACHES

The Trustees are grateful to these team members who continue to provide the services of the Foundation to the highest level.

EQUALITY STATEMENT

The Club and Foundation is committed to and endorses the principle of equality and strives to ensure that everyone who wishes to be involved in its activities whether as a supporter, participant, staff, and a member of the local community.

- have a genuine and equal opportunity to participate to the full extent of their own ambitions and abilities, without regard to their age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion and faith, sex, or sexual orientation.

- can be assured of an environment in which their rights, dignity and individual worth are respected, and in particular that they are able to relish their engagement at the Club or Foundation without the threat of intimidation, victimisation, harassment, bullying or abuse.

The Club and Foundation aim to embed equality, diversity, and inclusion across all levels of the business throughout this policy and aims to ensure that the message of EDI is followed and consistently practiced.

EQUAL OPPORTUNITIES

Fulham FC and the Foundation are committed to providing equal opportunities and have a zero-tolerance approach to discrimination of any form. This directive is led by Fulham FC's Chief Executive Officer, Alistair Mackintosh, and the Foundation's Chief Executive Officer, Mike McSweeney who have both been vocal in their commitment to our values, which are embedded and lived throughout. Employees are expected to refer to the values throughout their work:

- Pioneering
- Open and Inclusive
- Action Orientated
- Confident Custodians
- Service Excellence

At the heart of Fulham FC's value framework is a commitment under being 'open and inclusive' to equal opportunities and anti-discrimination, which runs through the recruitment and induction process. Fulham FC and the Foundation have developed the 2022-2025 Equality, Diversity and Inclusion Strategy, which will set out objectives that are specific, measurable, achievable, relevant and timely. As part of this undertaking Fulham FC and the Foundation has committed to completing annual Equality and Diversity Monitoring Survey which provide updated information on the composition of our workforce. The data from these surveys is summarised, analysed and where appropriate suitable recommendations are made and presented to the Board. The Internal Equality Working Group has established clear objectives on the basis of this data and will continue to monitor this closely from an operational perspective. Strategically, the Equality Strategic Steering Group will oversee each department's (including the Foundations) Equality Action Plan.
Fulham FC and the Foundation are monitored on their commitment to Equality and Diversity by the Premier League and have recently been awarded 'Pre-Liminary' Status having gone through a thorough audit process of all our policies, procedures and practice.

DISABLED PERSONS

It is the Foundation's policy to provide full and fair consideration of applications, continuing employment and training of all staff while employed in the business.
We endeavour to make our facilities available for disabled users as far as is possible within the constraints of a concern for the health and safety of all our colleagues and customers.

EMPLOYEE INVOLVEMENT

It is the Foundation's policy to keep all colleagues informed as to the development of the charity and then encourage them to contribute their ideas, criticisms and comments through the management process which recognises and rewards genuine involvement in the success of the Foundation.

ENVIRONMENT

The Foundation has continued to adopt policies and procedures which take account of the need to preserve and protect the environment. The Trustees are committed to compliance with best practice in all aspects of the business.

PAY POLICY FOR SENIOR STAFF

The pay for key management personnel is reviewed annually and normally increased (if possible) in accordance with average earnings, in the view of the nature and success of the charity, the Trustees benchmark against pay levels in other sport foundations of a similar size.



FINANCIAL REVIEW

INCOME GENERATION

During the year to 30 June 2022, the total value of grants raised was **£646,279** *(2021: £525,580)*. This increase was mainly due to the timing of release of income from existing programmes, especially as more activity was able to run this year. It also reflects the timing difference of projects that have completed and those that have been newly begun. The Foundation continues to try and source funding to support its charitable objectives.

Income from fundraising continued at the same level as last year with limited events taking place. This is shown in other unrestricted donations **£308,041** *(2021: £314,662)*. We have now invested in staff to create a new Business Development and Communications team to focus on growth of both fundraising events as well as other regular giving initiatives. We continue to be grateful of the regular donations received from our supporters.

The Foundation does also receive donations from other various individuals and institutions. Within the year **£18,000** has been received from Fulham Football Club to cover the cost of kit. This is a decrease on last year as a result of Fulham FC's relegation to the Championship League.

This year the Foundation has received donations from former players of Fulham FC of **£71,169**.

The remainder of the Foundation's work is largely funded by fees charged for the delivery of specific services. The policy of the Foundation is to calculate fee rates such that they recover the full cost of delivery of services.

FINANCIAL RESULTS

The financial results when comparing to last year reflect a more "normal" delivery year with income at **£1,899,901** *(2021: £1,649,842)*. The total surplus for the year is **£123,270** with a final surplus figure of **£110,552** after adjusting for the difference in use of any restricted reserves. This is a great result despite the uncertainties and challenges that this last year has brought with it. We have continued to feel the effects of COVID even though it is a topic that externally is now hardly ever spoken about. The bookings for Soccer Schools have been hard to predict not knowing whether families are holidaying for the first time in a few years or staying local due to the travel cancellations. Schools have been nervous about third parties returning on site especially at the beginning of the 2021-22 academic year. Fundraising activities were delayed and then cancelled as it was difficult to organise events. We have also been impacted by the "great resignation" and had several roles that remained unfilled asking remaining staff to support us and take on short term extra responsibilities. It is this last eventuality that has provided some cost savings to cover some of the losses from individual programmes alongside a parachute payment that was received from the Premier League Charitable Fund following Fulham FC's relegation to the Championship league the previous year.

Despite the negative picture that has been painted some programmes have managed to grow this year. Our Girls Development Centre in the last part of the year expanded into a third venue which supports our strategy in improving our female engagement and focus. We are hoping that the England teams win at the Euros will push this growth even further. Our DisAbility programme grew as well so much so that we did not need to draw down on any restricted reserves to support it this year.

The financial results and explanatory notes for the year are detailed on pages **42** to **55**.

RESERVES POLICY

The Trustees have agreed that the Foundation should establish and maintain a free reserve (General Reserve) sufficient to cover the Foundation's planned expenditure for a period of 3 months (currently around **£536,380**). This level of reserves would enable the Foundation, if ever it became necessary, to conduct an orderly reduction or wind-down of its operations, if the major sources of revenue were reduced to a level below which it was no longer practicable for the Foundation to continue its operations.

The level of free reserves (represented by the General Reserve) at 30th June 2022 was **£779,792** *(2021: £664,329)*. The Foundation's unrestricted reserves are represented, in the majority, by cash at bank and in hand.

The Foundation has a Designated Fund equal to the net book value of fixed assets held in the Balance Sheet. This is because such a fund could not easily be realised in cash, and therefore should not form part of the General Reserve described above.

BUDGET REVIEW POLICY

In line with yearly budget planning, the use of reserves and any impact in relation to the above Reserves Policy will be reviewed and approved by the Board. Once the yearly budget has been approved, any subsequent use of the reserves will need a business case presented by the Foundation's Chief Executive Officer for Board approval.

SHORTFALL POLICY

Any shortfall of reserves will be reviewed by the Board (monthly) in relation to the Foundations existing Risk Register, current budget situation and any forecasted budget expectations. Given the security of the 'full' 3 months Reserves Policy the Board will further review and agree an action plan for any shortfall in its Reserves Policy if the amount is above **£150,000**.

EXCESS AND SPEND POLICY

The Board will consider reserves expenditure if the Reserves Policy target months has been achieved, subject to a business case which has been approved by all members of the Board. The Board will also consider expenditure, if the Reserves Policy has not been achieved, subject to a business case and full Board approval.

Our current level of free reserves is at 4 months cover and is therefore above the minimum expectation. This and the fact that our budget for 2022/23 is also predicting a small surplus gives the Trustees more comfort to start looking at future investment. One idea is to invest in a new hub site for office and community use following the departure of the business from offices at Barwell Business Park at the end of 2021..

INVESTMENT POLICY

The level of cash held by the Foundation does not require a complex investment policy. To the extent that any surplus cash balances that do arise from time to time are invested into a higher interest earning accounts.

RISK MANAGEMENT

The Trustees identify and review the strategic, business and operational risks to which the Foundation is exposed and ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees, Chief Executive Officer and the Management Team have undertaken an assessment of the risks to which the organisation is exposed, producing a risk assessment which identifies the impact of any risk and advises of steps to mitigate that risk. An annual review of the principal risks and uncertainties takes place. Alongside this is an action plan which identifies areas of improvement to mitigate risks further. This action plan is discussed at each Board meeting.

The Key Risks identified are:

1. Child Welfare: As the Foundation exists to provide sports experience for children it is at the heart of our activities to ensure full compliance with law and best practice relating to children, their safety and their welfare.

2. Loss of a major revenue stream: Certain sources of funding are very significant. However, most of these relate to the delivery of specific activities, which means that a loss of the revenue automatically leads to a cessation of the related activity, and the saving of the costs associated with it, albeit with some possible delay. More critical is the need to protect those revenues which make a contribution towards fixed costs.

PAYMENT OF CREDITORS

It is the Foundation's policy to agree payment terms as part of any formal contract with a supplier and to make every endeavour to abide by the agreed terms. Where a purchase is not covered by a formal contract, and no agreement is reached in advance of raising an order, the policy is that any valid invoice will be paid in full. The Foundation is sympathetic to, and pays particular attention to, the cash flow needs of its smaller suppliers. The Foundation took an average of 12 days *(2021: 16)* to pay its creditors.

SAFEGUARDING

Fulham FC started the 22/23 season having been promoted, into the Premier League. Pre-season consisted of a full review of the Safeguarding policies and procedures in order to meet statutory and league standards.

The aims of all Safeguarding Policies are to:

- Safeguard all children and vulnerable adults who interact with the Fulham FC and the Foundation;
- Demonstrate best practice in the area of safeguarding children and adults;
- Positively reflect and promote Fulham FC and Foundation Values (Pioneers, Confident Custodians, Action Orientated, Open & Inclusive and Service Excellence);
- Ensure that children and vulnerable adults feel safe in our activities;
- Commit to working in partnership across Fulham FC and the Foundation with external organisations including statutory bodies and local schools;
- Develop a positive and pro-active welfare programme to enable all children and vulnerable adults to participate in an enjoyable and safe environment;
- Ensure that coaches, parents and other adults who come in contact with children and vulnerable adults are good role models of behaviour; and
- Promote high ethical standards.

Barnardos audited the Club and Foundation in May 2021 and we were found to have complied with all 7 safeguarding standards and were noted as having areas of excellence across the standards, including in child protection. As a result of one recommendation from this audit 'to consider increasing safeguarding resource' we agreed in late 2021 to recruit to a full time safeguarding manager role, who is currently in role and has significantly increased the visibility of 'safeguarding' across all of our programmes.

The Foundation were also graded as 'Exemplary' in the 2021/22 season under the Premier League Charity Commission's 'Capability' process. A remote audit conducted by experts in each respective area.

In an ever-changing 'safeguarding' world we need to be agile and prepared for a change in risks and opportunities that our children and young people may come across. The 2019-22 Safeguarding Strategy expires this year and after a final review in May 2022, we were found to have met all our objectives set out over this period. The Foundation are currently working with the Club on developing the new safeguarding strategy which will be launched in January 2023 to cover the period 2023-26.

We have retained exceptionally high standards and quality of work, and this has been embedded with clear policies, procedures, and risk assessments (reinforced by good quality training) in order to ensure that the safety of our participants and staff has remained paramount. The Foundation are living Fulham FC's values and we seek to grow and develop every day to become pioneers and the best at what we do in all areas of delivery and especially safeguarding.

Across all programme delivery, Safeguarding is a priority for Fulham FC and the Foundation. Our ambition for safeguarding practice far exceeds regulatory and statutory minimum standards. We are amongst some of the best Football Clubs in the world and we are clear that we want to be a leader in the field and strive for a proactive safeguarding culture. Congruent with our values we wish to be Open and Inclusive, Pioneering, Action Orientated, Confident Custodians, and provide Service Excellence in order to promote the safety and welfare of our children and young people.

TRAINING & RECRUITMENT OF TRUSTEES

The Trustees, who were in office from 1 July 2021 until the date of this report, unless otherwise stated, are set out on page 3. The Trustees are recruited according to their expertise and experience in the business, voluntary and charitable sector.

The Foundation is required to have at least 3 Trustees serving at any one time under its Articles of Association. No maximum limit is placed upon the number of Trustees. However, the Trustees believe that the optimum number of Trustees for the Foundation in its current circumstances is between 6 and 10.

The Trustees may appoint any person willing to act as a Trustee by passing an ordinary resolution at the next general meeting as long as not less than seven nor more than twenty-eight clears days' notice is given before the date appointed for that meeting.

At the first meeting of the Trustees in each year one third of the Trustees must retire by rotation as determined by the length of service. However at the meeting the retiring Trustee(s) shall, if willing to act, be reappointed unless it is resolved not to fill a vacancy.

The Trustees have established their own analysis of the needs of the Foundation for specialist knowledge and experience on the Board of Trustees. Suitable candidates are recruited to fill vacancies which arise and which cause the body of knowledge and experience to be deficient in any particular area. The Trustees recognise that the main purpose of the Foundation is concerned with provision of sports facilities for young people and that the skills needed are principally to support that purpose.

All Trustees are encouraged to be mindful of recruitment needs and to search out and recommend candidates. Any candidates proposed have to complete a process of interview by the Board (or by an ad-hoc committee of the Board formed for that purpose) and of preliminary familiarisation with the work of the Foundation. Part of this process is that the Chief Executive Officer of the Foundation advises the Trustees concerning the candidates' mix of knowledge and experience, which must benefit the Charity. Each candidate is then given an induction file of detailed briefing notes and background material which explains the history and operations of the Foundation, the duties of the Trustees, and the legal framework in which the Foundation operates. If this process is successful the candidates are formally proposed as Trustees. It is the custom of the Board that new Trustees are only appointed by a unanimous vote on an ordinary resolution.

Once new Trustees are appointed to the Board, they undergo an induction where their personal training needs (to enable them to carry out their duties as a Trustee) are assessed and appropriate formal training is provided using specialised training establishments. All new Trustees are assigned specific responsibilities where their experience and knowledge can be put to best use to benefit the Foundation and its operations.

Members of the Foundation's Board are required to disclose and register all relevant interests and withdraw from any decisions where a conflict of interest arises. All related party transactions are disclosed in note 16 to the accounts.

STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE TRUSTEE'S ANNUAL REPORT AND THE FINANCIAL STATEMENTS

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2015 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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.

Approved by the Trustees on 15th November 2022 and signed on their behalf by:



Thomas Barry
Chair of Trustees



Lee Manning
Treasurer

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

We have audited the financial statements of Fulham Football Club Foundation (the 'charitable company') for the year ended 30 June 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 June 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FULHAM FOOTBALL CLUB FOUNDATION CONTINUED...

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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The directors' report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

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

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement, 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 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 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.

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;

- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx.

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.

Azets Audit Services

John Howard

(Senior Statutory Auditor)

25 January 2023

For and on behalf of Azets Audit Services
Chartered Accountants
Statutory Auditor
2nd Floor, Regis House, 45 King William Street, London EC4R 9AN

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
YEAR ENDED 30 JUNE 2022

	NOTES	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS 2022 £	TOTAL FUNDS 2021 £
Incoming Resources					
Incoming resources from generated funds					
Donations and Legacies	3	193,120	204,090	**397,210**	442,969
Income from investments	4	769	-	**769**	1,304
Income from charitable activities					
Workforce development	5	-	-	**-**	14,932
Education	5	18	7,150	**7,168**	7,845
Football and sport	5	736,530	139,437	**875,967**	560,803
Inclusion	5	-	618,787	**618,787**	461,657
Other income	6	-	-	**-**	160,332
TOTAL INCOMING RESOURCES		**930,437**	**969,464**	**1,899,901**	1,649,842
Resources Expended					
Expenditure on raised funds	7	6,629	3,483	**10,112**	5,746
Expenditure on charitable activities					
Workforce development	8	-	-	**-**	19,671
Education	8	1,221	1,224	**2,445**	5,333
Football and sport	8	667,809	281,179	**948,988**	862,322
Inclusion	8	105,411	708,397	**813,808**	692,926
Loss on disposal of Fixed Assets	10	1,278	-	**1,278**	-
TOTAL RESOURCES EXPENDED		**782,348**	**994,283**	**1,776,631**	1,585,998
Net income (expenditure)		**148,089**	**(24,819)**	**123,270**	63,844
Transfer bewteen funds	13	(37,537)	37,537	-	-
Net movement in funds		**110,552**	**12,718**	**123,270**	63,844
Balances brought forward at 01 July 2020		**694,889**	**99,284**	**794,173**	730,329
Balances carried forward at 30 June 2022		**805,441**	**112,002**	**917,443**	794,173

All amounts relate to continuing operations.
The Foundation has no recognised gains or losses other than the net income/ (expenditure) for the year.

BALANCE SHEET AS AT 30 JUNE 2022

REGISTERED COMPANY NUMBER 04573248

	NOTES	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	10		**25,649**		30,560
Current assets					
Debtors	11	**1,074,493**		710,533	
Cash at bank in hand		**1,369,709**		1,223,911	
		2,444,202		1,934,444	
Creditors					
Amounts falling due within one year	12	**(1,552,408)**		(1,170,831)	
Net current assets			**891,794**		763,613
NET ASSETS			**917,443**		794,173
Funds					
Unrestricted funds	13		**805,441**		694,889
Restricted funds	13		**112,002**		99,284
TOTAL FUNDS			**917,443**		794,173

Approved and authorised for issue by the Board of Trustees on 15th November 2022.

Thomas Barry
Chair of Trustees

Lee Manning
Treasurer

The notes on pages 44–45 form part of these financial statements.

STATEMENT OF CASHFLOWS AT 30 JUNE 2022

	2022	2021
	£	£
Net cash (used)/generated in operating activities	**155,980**	164,445
Cash flows from investing activities		
Interest income	**769**	1,304
Purchase of tangible fixed assets	**(10,951)**	(20,770)
Proceeds from sale of tangible fixed assets	**-**	-
Net cash used in investing activities	**(10,182)**	(19,466)
Cash flows from financing activities		
Repayment of borrowing	**-**	-
Net cash used in financing activities	**-**	-
Increase in cash and cash equivalents in a year	**145,798**	144,979
Cash and cash equivalents at the beginning of the year	**1,223,911**	1,078,932
Total cash and cash equivalents at the end of the year	**1,369,709**	1,223,911

Reconciliation of net income/ (expenditure) to net cash flow from operating activities:

	2022	2021
	£	£
Net movement in funds	**123,270**	63,844
Add back depreciation charges	**14,584**	19,529
Deduct proceeds from sale of tangible fixed assets	**-**	-
Add back write off of tangible fixed assets on disposal	**1,278**	-
Deduct interest shown in investing stock	**(769)**	(1,304)
Deduct/ (increase) in stock	**-**	-
Decrease / (increase) in debtors	**(363,960)**	(281,950)
(Decrease)/increase in creditors	**381,577**	364,326
Net cash used in operating activities	**155,980**	164,445

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

1 ACCOUNTING POLICIES

a) General information and basis of Preparation
Fulham Football Club Foundation is a company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office and the operating office is given on the statutory information on page 2 of these financial statements. The nature of the charity's operations and principal activities are set out on page 8.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through the Update Bulletin published on 2 February 2017), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

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

b) Going concern
Following a challenging couple of years during COVID and in the year that followed, all activities have now resumed at the Foundation, albeit in some cases in a slightly different format. Of course, there is now the notion of a cost-of-living crisis and the impact that this may have on both customers and staff. To ensure visibility of this and to minimise the impact on surplus, contingencies have been built into the Budget for 2022/23, which is still showing a healthy surplus. The Trustees therefore consider that there are no material uncertainties that could cast significant doubt upon the entity's ability to continue as a going concern. The Trustees can also take comfort from the Letter of Support given to the Foundation by Fulham FC which confirms that funds held by them on the Foundation's behalf will be released to support the Foundation on an annual basis.

The Trustees continue to take all available steps to maintain sufficient resources in order that the Foundation can continue and, based on projections and available information, have a reasonable expectation that the Charity will have sufficient funds to continue to meet its liabilities as they fall due for 12 months from authorising these financial statements. Therefore, the financial statements have been prepared on a going concern basis.

c) Fund accounting
- Restricted funds are those where the donor has provided for the donation to be spent in furtherance of a specified purpose.
- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Foundation. Designated Funds represent assets which are not readily convertible to cash.
- The transfer from unrestricted to restricted funds represents the Foundation's contribution towards project overhead costs.

d) Incoming resources
All incoming resources are included in the statement of financial activities when the Foundation is entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources comprise the following:

- Income from sports related activities including holiday courses and schools coaching is accounted for when earned.
- Voluntary income includes donations and funding for specific projects which is accounted for when the Foundation becomes unconditionally entitled to the income.

The Foundation is usually entitled to income from grants in stages over the course of each related project, which approximates to when related expenditure was expected to be incurred. Accordingly, all grant income is credited to the Statement of Financial Activities (SOFA) when it falls due to be received to the extent that it is matched by relevant expenditure. Any income received in advance of expenditure is treated as deferred income.

Grants received as Restricted Funds, defined as those which carry an obligation to repay any sums not actually spent, are brought into the SOFA in the period of receipt and carried forward within Restricted Funds until either spent or refunded. This type of grant is much rarer as very few institutions pay grants before the relevant expenditure is incurred.

Any gifts in kind are included in the statement of financial activities in the year that they are received at an estimated value of the goods or services received.

e) Resources expended and Irrecoverable VAT
Expenditure is accounted for on an accruals basis. All costs are allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly or apportioned on an appropriate basis. Expenditure is recognised when the following criteria are met:

- There is a present legal or constructive obligation resulting from a past event
- It is more likely than not that a transfer of benefits (usually a cash payment) will be required in settlement
- The amount of the obligation can be measured or estimated reliably.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) Allocation of Support Costs
Support costs are those costs which do not relate directly to a single activity. These include property costs, costs of administration, external audit costs and IT support. Support costs have been apportioned between categories of charitable activities on a direct basis, any remaining support costs are apportioned between the charitable activities undertaken based on the % of income of that activity. The analysis of support costs are shown in note 8.

g) Fundraising Costs
The costs of generating funds are those costs attributable to generating income for the charity, other than those costs incurred in undertaking charitable activities or the costs incurred in undertaking trading activities in furtherance of the charity's objects. The costs of generating funds represent fundraising costs as shown in note 7.

h) Charitable Activities
Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure in addition to the direct costs. The total costs of each category of charitable expenditure include an apportionment of support costs as shown in note 8.

i) Tangible fixed assets
Tangible fixed assets costing more than £500 are capitalized. Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation. Cost includes cost directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost over its expected useful life as follows:

Land & buildings Over 5 years (the length of the lease)

Fixture & fittings Over 4 years

Computers Over 4 years

Software Over 2 years (the length of the contract)

j) Inventories
Inventories have been valued at the lower of cost and estimated selling price less costs to sell.

k) Debtors
Debtors are amounts owed to the charity. Short term debtors are measured at transaction price, less any impairment.

l) Cash and cash equivalents
Cash at bank and cash in hand includes cash and short term deposits with a maturity of three months or less. Cash at bank and in hand is held to meet the day to day running costs of the charity as they fall due.

m) Creditors
Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt.

Amounts which are owed in more than a year are shown as long term creditors.

n) Operating Lease Rentals
Rentals relating to operating leases are charged to expenditure as incurred.

o) Pensions
The Foundation operates or pays into defined contribution pension schemes for certain employees. The pension charge represents the amount payable by the Foundation to the fund in respect of the year.

p) Taxation
Fulham Football Club Foundation is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

q) Judgement and key sources of estimation policy
In the application of the charity's accounting policies described above, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. These estimates, judgements and assumptions are made based on a combination of past experience, professional expert advice and other evidence that is relevant to the particular circumstance.

The following judgements, key assumptions and estimations have been made in the process of applying the above accounting policies:

I. Useful economic lives of tangible assets:
The annual depreciation charge of tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 10 for the carrying amount of the fixed assets and note 1(i) for the useful economic lives for each class of assets.

FULHAM FOOTBALL CLUB FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2022

II. Bad Debt provisions:
The recoverability of debtors is assessed regularly, and at the balance sheet date provisions for doubtful debts are provided based on prior year experiences. At 30 June 2022 there is no bad debt provision.

III. Cost allocation
The cost allocation methodology requires a judgement as to what are the most appropriate bases to use to apportion support costs: these are reviewed annually for reasonableness, the bases used is outlined in note 1(f).

2 NET INCOME / (EXPENDITURE)

The net income / (expenditure) are stated after charging:

	TOTAL 2022	TOTAL 2021
	£	£
Depreciation of tangible fixed assets	**14,584**	19,529
Operating lease payments - land and buildings	**21,490**	42,979
Auditors renumeration - audit and tax fees	**9,000**	7,800
TOTAL	**45,074**	70,308

3 DONATIONS AND LEGACIES

	UNRESTRICTED INCOME	RESTRICTED INCOME	TOTAL 2022	TOTAL 2021
	£	£	£	£
Fulham Football Club Limited	-	18,000	**18,000**	30,000
FFC former players	71,169	-	**71,169**	98,307
Other donations	121,951	186,090	**308,041**	314,662
TOTAL	**193,120**	**204,090**	**397,210**	442,969

In 2021, £203,128 of donations and legacies income was attributable to the unrestricted fund and the remaining £239,841 was attributable to the restricted fund. As can be seen there is a drop in donations from last year; part of this is driven by a lower gift of kit donation received from the Club because of its relegation. The Foundation has also drawn down less support from former players.

4 INCOME FROM INVESTMENTS

	TOTAL 2022	TOTAL 2021
	£	£
Deposit interest - unrestricted	**769**	1,304
TOTAL	**769**	1,304

5 INCOME FROM CHARITABLE ACTIVITES

	WORKFORCE DEVELOPMENT	EDUCTATION	FOOTBALL & SPORT	INCLUSION	TOTAL 2022	TOTAL 2021
	£	£	£	£	£	£
Weekend football	-	-	135,070	-	**135,070**	75,608
Holiday courses	-	-	186,649	-	**186,649**	99,887
Schools coaching	-	-	171,192	14,810	**186,002**	102,878
Special projects	-	-	239,792	-	**239,792**	136,178
Commercial packages	-	-	-	-	**-**	150
Grant funding	-	7,150	139,255	499,874	**646,279**	525,580
Other income	-	18	4,009	104,103	**108,130**	104,956
TOTAL	**-**	**7,168**	**875,967**	**618,787**	**1,501,922**	1,045,237

Grant funding in the year 2021/22 includes incoming resources from government grants £37,432 *(2021: £59,958)*. In the year this comprises of performance related grants made by local authorities to fund social youth and community programmes that are offered through the Foundation, as per previous years. We have also received £1,000 to put towards our Mental Health programme, *More Than a Game*.

5A GOVERNMENT GRANTS

	PROJECT	TOTAL 2022	TOTAL 2021
		£	£
Lambeth YLC	Kicks	**14,000**	10,860
London Borough of Lambeth	Kicks	**17,632**	1,500
Kingston Safer Neighbourhood	Kicks	**4,800**	-
SW London and St Georges Mental Health Trust	More Than a Game	**1,000**	-
Department for Digital, Culture, Media & Sports	Tackling Loneliness	**-**	47,598
TOTAL		**37,432**	59,958

6 OTHER INCOME

With the cessation of the furlough scheme we have not drawn down anymore income of this nature during the year, just leaving the comparison data for 2020/21

7 EXPENDITURE ON RAISED FUNDS

	TOTAL 2022	TOTAL 2021
	£	£
Direct costs - donations	**10,112**	5,746
Provisions for doubtful debts	**-**	-
TOTAL	**10,112**	5,746

8 EXPENDITURE ON CHARITABLE ACTIVITIES

	DIRECT COSTS	WAGES AND SALARIES	SUPPPORT COSTS	TOTAL 2022	TOTAL 2021
	£	£	£	£	£
Workforce Devlopment	-	-	-	**-**	19,671
Education	146	1,706	593	**2,445**	5,333
Football and Sport	107,735	764,040	77,213	**948,988**	862,322
Inclusion	117,664	642,761	53,383	**813,808**	692,926
TOTAL	**225,545**	**1,408,507**	**131,189**	**1,765,241**	1,580,252

Support costs are made up of expenditure on rent and property costs of £69,076 *(2021: £69,277)*, depreciation of £14,584 *(2021: £19,529)*, governance costs £9,035 *(2021: £8,326)* and other office costs of £38,494 *(2021: £41,765)*.

8A GOVERNANCE COSTS

	TOTAL 2022	TOTAL 2021
	£	£
Audit and tax fees	**9,000**	7,800
Other legal and professional costs	**35**	526
TOTAL	**9,035**	8,326

9 STAFF COSTS

	TOTAL 2022	TOTAL 2021
	£	£
Salaries	**1,255,317**	1,167,499
Social security costs	**95,798**	88,158
Other pension costs	**26,516**	27,105
Other staff costs	**30,876**	26,525
TOTAL	**1,408,507**	1,309,287

STAFF NUMBERS EMPLOYED IN THE YEAR	2022 AVERAGE	2022 FTE	2021 AVERAGE	2021 FTE
Central/Administration	**5**	**3.7**	5	3.8
Operational staff	**32**	**26.6**	30	26.9
Sessional coaches	**52**	**10.3**	47	5.4
TOTAL	**89**	**40.6**	82	36.1

The Foundation pays into a defined contribution pension scheme for certain employees. The cost for the year was £26,516 *(2021: £27,105)*. At 30 June 2022 there was an outstanding amount to be paid of £4,905 *(2021: £4,647)* which was paid after the year end.

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year were as follows:	TOTAL 2022	TOTAL 2021
	£	£
£60,001 - £70,000	-	-
£70,001 - £80,000	-	-
£80,001 - £90,000	-	-
£90,001 - £100,000	1	1
£100,001 - £110,000	-	-
The Pension cost of this employee totalled £4,335 (2021: £4,250).		

The Foundation considers its key management personnel to be the members of its Senior Management Team *(as noted on Page 3 and 33 of the Trustees report)* and Trustees. The total employment benefits including employer pension contributions of the key management personnel were £243,620 *(2021: £259,954)*. The reduction was due to the resignation of the Director of Operations in March 2022 and the replacement not being able to join until August 2022.

The Trustees received no emoluments during the year *(2021: £nil)*. Expenses charged by the Trustees amounted to £nil *(2021: £nil)*. The Foundation maintains an Executive Liability Insurance policy. The premium for this was £1,309 *(2021: £809)*.

10 TANGIBLE FIXED ASSETS

	LAND & BUILDINGS	FIXTURES & FITTINGS	COMPUTERS & SOFTWARE	TOTAL
COST	£	£	£	£
As of 1 July 2021	8,500	43,096	93,768	145,364
Additions	-	852	10,099	10,951
Disposals	(8,500)	(2,913)	(15,651)	(27,064)
AS OF 30 JUNE 2022	**-**	**41,035**	**88,216**	**129,251**
DEPRECIATION				
As of 1 July 2021	7,225	39,620	67,959	114,804
Charge for the year	992	1,702	11,890	14,584
Disposals	(8,217)	(2,680)	(14,889)	(25,786)
AS OF 30 JUNE 2022	**-**	**38,642**	**64,960**	**103,602**
NET BOOK VALUE				
AS AT 30 JUNE 2022	**-**	**2,393**	**23,256**	**25,649**
AS AT 30 JUNE 2021	1,275	3,476	25,809	30,560

11 DEBTORS

	NOTES	2022 £	2021 £
Trade debtors		**31,297**	35,624
Other debtors	16	**1,022,002**	647,837
Prepayments		**7,167**	27,072
Accrued income		**14,027**	-
TOTAL		**1,074,493**	710,533

12 CREDITORS

	2022 £	2021 £
Trade creditors	**37,664**	48,698
Social security costs & other taxes	**25,535**	23,241
Other creditors	**25,230**	26,417
Accurals	**117,219**	70,468
Defferred income	**1,346,760**	1,002,007
TOTAL	**1,552,408**	1,170,831

12A MOVEMENT IN DEFERRED INCOME

	AT 1 JULY 2021	INCOMING RESOURCES	AMOUNTS RELEASED	AT 30 JUNE 2022
DEFERRED INCOME	1,002,007	1,408,239	(1,063,486)	1,346,760

Deferred income shown above mainly represents grants for specific projects and the closing balance of donations made to the Foundation from Fulham FC's former players. The movement between 2021 and 2022 reflects the difference between monies received in cash and income released to cover expenditure in the year. Balances carried forward will be released over the remainder of the project life to match expenditure accordingly.

12B PROVISION FOR LIABILITIES

An amount is included within the Accruals balance as per Note 12 for all untaken contracted staff holiday that is due at 30 June 2022. The Foundation's holiday year runs from 1 January to 31 December.

	LEAVE PAY £
At 1st July 2021	**27,072**
Additions	19,874
Reversals	(27,072)
At 30th June 2022	**19,874**

13 FUNDS

	AT 1 JULY 2021	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2022
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	18,000	(18,000)	-	-
PL core funding	-	154,701	(154,510)	(191)	-
PL Kicks	-	269,787	(282,380)	12,593	-
PL Kicks Targeted	-	43,575	(41,258)	(2,317)	-
PL Primary Stars	-	139,437	(142,699)	3,262	-
PL Inspires	-	76,939	(79,756)	2,817	-
PL More Than a Game	-	93,005	(95,831)	2,826	-
PL Player Liason	-	11,793	(11,793)	-	-
Kickstart Programme	-	13,721	(13,721)	-	-
DisAbility funding	80,423	104,235	(85,829)	893	**99,722**
Health & Wellbeing funding	11,241	31,245	(66,724)	24,238	-
Education funding	-	7,150	(566)	(6,584)	-
General Bursary Fund	-	2,096	-	-	**2,096**
Girls Bursary fund	7,620	3,780	(1,216)	-	**10,184**
TOTAL RESTRICTED FUNDS	**99,284**	**969,464**	**(994,283)**	**37,537**	**112,002**
UNRESTRICTED FUNDS					
General reserve	664,329	930,437	(793,551)	(21,423)	**779,792**
Designated fund	30,560	-	11,203	(16,114)	**25,649**
TOTAL UNRESTRICTED FUNDS	**694,889**	**930,437**	**(782,348)**	**(37,537)**	**805,441**
TOTAL FUNDS	794,173	1,899,901	(1,776,631)	-	917,443

The specific purposes for which the funds are to be applied are as follows:

The kit restricted fund represents a donation made by Fulham FC as a contribution towards sports kit purchased for the furtherance of sports activities. This donation is given as gift in kind, 2022: £18,000 *(2021: £30,000)*.

The Foundation partners with the Premier League Charitable Fund in order to run a number of programmes; PL Kicks, PL Kicks Targeted, PL Primary Stars, PL Inspires, PL More than a Game and PL Player Liaison. The aim is to reach a diverse variety of participants, some hard to reach, to encourage and develop the potential of young people within sport, education and their communities. More than a Game also supports participants to improve their mental wellbeing alongside the more traditional physical wellbeing.

New funding this year was received to support employment for two new members of staff on the Kickstart scheme. This scheme aimed to upskill 16 to 24 year olds who were at risk of long term unemployment. One of these participants has now taken a full time permanent role at the Foundation.

DisAbility, Health & Wellbeing and Education programmes provide opportunities to improve the education, health and wellbeing of people of all ages, abilities and backgrounds. With the support of a number of funders and participant fees we run a number of initiatives across the boroughs we work within. This year we won funding to host the FA's Para-Talent hub for aspiring players and to play in the Inclusive Schools League.

We continue to hold restricted reserves to support future costs of DisAbility programmes and girls bursary. We were able to offer bursary places on our Skills Club, Soccer Schools, DisAbility and Girls Development Centre programmes during the year. The reserve for Health & Wellbeing was fully released during the year.

Restricted funds are held due a timing difference of donations received and recognised and programmes that donations were given for have begun.

The General Reserve is the amount which is being built up and retained from net unrestricted surplus funds to be able to meet the Foundation's planned expenditure for a period of three months, such period being, in the opinion of the Trustees, the time needed to conduct an orderly wind-down of the Foundation's activities if major sources of revenue reduced to a level at which it was no longer practicable for the Foundation to continue its operations. The transfer represents the Foundation's contribution to projects funded from unrestricted income.

The designated fund represents the net book value of Fixed Assets held for charitable uses. Such assets cannot be easily realised for cash and therefore cannot form part of the General Reserve.

13A FUNDS - PRIOR YEAR

	AT 1 JULY 2020	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2021
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	30,000	(30,000)	-	-
PL core funding	-	203,167	(203,167)	-	-
Coronavirus job retention scheme	-	160,332	(160,332)	-	-
PL Kicks	-	181,600	(184,386)	2,786	-
PL Kicks Targeted	-	33,145	(35,011)	1,866	-
PL Primary Stars	-	131,091	(135,880)	4,789	-
PL Inspires	-	67,954	(69,928)	1,974	-
PL Mental Health	-	16,728	(17,709)	981	-
PL Player Liason	-	5,898	(5,898)	-	-
DCMS Tackling Loneliness	-	48,498	(49,115)	617	-
Fulham Goals	-	14,932	(11,340)	(3,592)	-
BT Disability	-	2,039	(2,285)	246	-
DisAbility funding	33,056	84,678	(37,672)	361	**80,423**
Health & Wellbeing funding	24,388	27,015	(39,217)	(945)	**11,241**
Education funding	-	7,600	(5,745)	(1,855)	-
Girls Bursary fund	6,844	776	-	-	**7,620**
TOTAL RESTRICTED FUNDS	**64,288**	**1,015,453**	**(987,685)**	**7,228**	**99,284**
UNRESTRICTED FUNDS					
General reserve	636,722	634,389	(578,784)	(27,998)	**664,329**
Designated fund	29,319	-	(19,529)	20,770	**30,560**
TOTAL UNRESTRICTED FUNDS	**666,041**	**634,389**	**(598,313)**	**(7,228)**	**694,889**
TOTAL FUNDS	730,329	1,649,842	(1,585,998)	-	794,173

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

The net assets are held for the various funds as follows:

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2022
	£	£	£	£
Tangible fixed assets	-	-	25,649	**25,649**
Cash at bank	476,459	893,250	-	**1,369,709**
Other current assets	12,550	1,061,943	-	**1,074,493**
Current liabilities	(377,007)	(1,175,401)	-	**(1,552,408)**
TOTAL	**112,002**	**779,792**	**25,649**	**917,443**

14A ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2021
	£	£	£	£
Tangible fixed assets	-	-	30,560	**30,560**
Cash at bank	528,966	694,945	-	**1,223,911**
Other current assets	3,603	706,930	-	**710,533**
Current liabilities	(433,285)	(737,546)	-	**(1,170,831)**
TOTAL	**99,284**	**664,329**	**30,560**	**794,173**

15 OTHER COMMITMENTS

At 30 June 2022, annual commitments under operating leases were as set out below:

	2022 LAND & BUILDINGS	2021 LAND & BUILDINGS
OPERATING LEASES WHICH EXPIRE	£	£
Within one year	-	**21,490**
Within two to five years	-	-
TOTAL	-	**21,490**

The lease at Barwell Business Park completed in December 2021 and we are currently renting office space at Wandgas Sports and Social Club. This is not a operationg lease.

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

16 RELATED PARTY TRANSACTIONS

By virtue of a letter of ongoing support given by Fulham FC, under which they confirm that they are holding funds donated by its former professional players on behalf of the Foundation, Fulham FC is treated as a related party. These donations will be released to support the Foundation to enable it to meet its ongoing liabilities as they fall due and support new agreed initiatives.

At the balance sheet date there was also an agreement between the Foundation and Fulham FC to provide administrative, payroll, security and maintenance services. Fulham FC has provided restricted gift in kind of £18,000 *(2021: £30,000)*. Balances with related parties as at 30 June 2022 are as follows:

	2022		2021	
	DUE TO £	DUE FROM £	DUE TO £	DUE FROM £
Fulham Football Club Ltd	-	**1,022,001**	-	647,836
TOTAL	-	**1,022,001**	-	647,836

One of the Trustees and directors of the Foundation is also a director of Fulham Football Club, Mr D Preston. The relationship bears no financial benefit. Previously there were two trustees mentioned in this note however Mr A Mackintosh has resigned during this year.

FULHAM FC
Foundation

Registered Company Number: 04573248

Registered Charity Number 1111639

FULHAM FOOTBALL CLUB FOUNDATION

England & Wales - Charity number 1111639

Accounts

FULHAM FC Foundation
BUILDING BETTER LIVES THROUGH SPORT

Registered Company Number: 04573248



FULHAM FC Foundation

Annual Report &
Financial Statements

Year Ended 30th June 2021

Registered Charity Number 1111639

FULHAM FOOTBALL CLUB FOUNDATION
Annual Report & Financial Statements
Year Ended 30 June 2021

FULHAM FC Foundation

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STATUTORY INFORMATION

LEGAL STATUS

Charity Name: Fulham Football Club Foundation
Charity Number: 1111639
Company Number: 04573248

Registered Office: Fulham FC, Training Ground, Motspur Park, New Malden, Surrey KT3 6PT

Operating Address: Unit 40 1st Floor, Barwell Business Park, Leatherhead Road, Chessington, Surrey, KT9 2NY

TRUSTEES

Thomas Barry	Chair of Trustees
Darren Preston	Company Secretary
Lee Manning	Treasurer
Craig Morris	
Alistair Mackintosh	
Stella Fry	
Cheryl Horstead	
Julie Evans	
Katie Legg	

MANAGEMENT TEAM

Michael McSweeney	Chief Executive Officer
Janet Taylor	Director of Finance
Karen Taylor	Director of Operations
Eleanor Rowland	Head of Safeguarding

COMPANY SECRETARY

Darren Preston

BANKERS

Santander UK PLC, Registered Office: 2 Triton Square, Regent's Place, London, NW1 3AN

Metro Bank, 1 Southampton Row, London, WC1B 5HA

AUDITORS

Azets Audit Services Limited: 2nd Floor, Regis House, 45 King William Street, London, EC4R 9AN

REPORT OF THE TRUSTEES

The Trustees present their report and the audited financial statements for the year ended 30 June 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) in preparing the annual report and financial statements of the charity.

CHAIRMAN'S INTRODUCTION

The past year has put a huge strain on our Charity, our colleagues and everyone in all of the communities we serve. **Covid has had so many impacts, many of which we now are aware of, many are yet to be understood for the population at large.**

During our planning for this year, we decided that much of our work, input, community engagement, would be remote, different, challenging. **We also decided that we could continue to make a difference to the people we engage with in our communities.** I am so proud of our leadership team and our colleagues. The 'repurposing' of our activities allowed so many people to shine. To show their ingenuity, their creativity, and their commitment. Despite the challenges faced by all, we were able to make a positive difference to our participants, support our funders with clear outcomes and engage with new partners.

Although many of our traditional ways of measuring success have needed to be tweaked this year, **again it is a delight to be able to show, within the attached annual report, the many ways that we did the same, or similar things, very differently with great success.** The feedback and customer research from our participants and partners, across education, community activities and sports-based programmes remains strong and validates the continued need for the Foundation within the communities that we serve, to deliver our Mission of, **'Building Better Lives Through Sport'.**

Our programmes are defined under eight core themes: DisAbility, Football and Sport Participation, Health and Wellbeing, Player Pathways, Primary Schools, Secondary Education (including Training & Careers) Women & Girls and Youth & Community, where we **achieved a number of key outputs, delivering against our strategy.** We continue to ensure our focus is on our participants and our Annual Report reflects our people centric approach.

Included within these key themes are our Female Development Focus including our Girls Kicks programme, the Girls Development Centre, and the FFC Women's team development. The encouraging results of our Foundation Female Survey are contained within the annual report. Our DisAbility (focus on Ability...) programmes continue to receive huge support and deliver significant benefits to the participants and ourselves.

Safeguarding continues to be at the heart of everything we do. Our team are totally committed to ensuring that every participant and every colleague are safe, secure, and able to fully participate in all of our activities.

It is a privilege to be associated with Fulham FC and I would like to personally thank the Club owner, Vice Chairman, CEO, COO, Club Manager, and all the staff and players for their continued support.

In the circumstances our financial performance in 2020/21 has been creditable and better than we had anticipated. This again is a credit to our participants, operating partners, the leadership team within Fulham FC, our colleagues and of course the first-class leadership team withing the Fulham FC Foundation.

In closing, I would like to thank everyone who has participated in helping us to achieve our goals and supporting our communities through our purpose of *'Building Better Lives Through Sport'*. This includes my fellow Trustees, our Foundation colleagues and our Foundation leadership team and CEO who have led the Foundation through another challenging year of our history.



TOM BARRY
Fulham Football Club Foundation
Chair of Trustees

FULHAM FC
Foundation
BUILDING BETTER LIVES THROUGH SPORT

VISION AND STRATEGY 2019 - 2022

The Foundation has been working on and implementing a three-year strategy with five key headline objectives:

A HEALTHY, INCLUSIVE & THRIVING COMMUNITY



CREATE OPPORTUNITIES FOR UNDER REPRESENTED GROUPS

STRATEGIES

- Increase participation opportunities for under represented groups.
- Design & deliver person-centred provision.
- Increase participants' social connectedness, encouraging social inclusion.

TACTICS

- Offer bursary places across paid-for FFCF programmes.
- Assess provision against local & national engagement strategies.
- Establish local referral processes to and from partners' provision.



INCREASE CONTACT TIME

STRATEGIES

- Increase average FFCF participant contact time with a focus on targeted groups.

TACTICS

- Measure and evaluate through our impact dashboard.
- Focus on the participant, their progress, their outcomes & effective storytelling.
- Seek feedback from participants to increase engagement, ensuring programme content is relevant, inspiring & appropriate.



IMPROVE PATHWAYS & SUPPORTED TRANSITION

STRATEGIES

- Educate participants on pathways & offer supported transition.
- Develop a partnership network to support external transition.
- Implement a geographical hub model.

TACTICS

- Each programme to map and track participant pathways.
- Develop our workforce pathway through enhanced qualifications & relevant experiences.
- Liaise with FFC on participants & staff development plans.



SUPPORT THE DEVELOPMENT OF OUR LOCAL COMMUNITY

STRATEGIES

- Equip participants with skills & opportunities to positively contribute to their community.
- Establish strategic partners to address targeted needs.
- Create an investment portfolio with mutually beneficial, long-term outcomes for FFCF and the community.

TACTICS

- Deliver training, volunteering & mentoring opportunities.
- Develop an investment and match funding pipeline.
- Integrate Inclusion & Employability to form a Youth & Community Team.



COLLABORATE WITH FFC

STRATEGIES

- Generate added value & exposure through unique FFC experiences.
- Support FFC in grassroots & fan engagement.
- Establish pathways for participants & staff.

TACTICS

- Agree a communications strategy to promote FFCF programmes & participants.
- Negotiate access to club assets for communications & fundraising.
- Continue to work in close collaboration with key Club departments.

YEAR IN REVIEW

The 20/21 financial and delivery year has been a further year of challenge, as the impact of the pandemic continued to be felt. However, as Government restrictions eased and our face-to-face delivery returned, we saw positive signs of participant engagement.

Having finished the financial year with a small surplus, we have set ourselves up well as we move forward with programme development and longer-term thinking. However, it will take time, confidence and further challenges to really see where we are and what has changed since the pandemic began. We need to ensure our building blocks are back in place, we get the basics right and we focus on engaging our participants and partners. We foresee several key areas presenting a challenge, which we must be prepared for and therefore we must continue to be agile and adapt as we move forward.



2020/21 HIGHLIGHTS

The programme summaries below reflect the importance of our work and the great team of people who work for us. Our programmes are defined under eight core themes: Disability, Football and Sport Participation, Health and Wellbeing, Player Pathways, Primary Schools, Secondary Education (including Training & Careers), Women & Girls and Youth & Community.

In the year ending June 2021, the Foundation achieved a number of key outputs, delivering against our Mission of, 'Building Better Lives Through Sport.' We ensure our focus is on our participants and our Annual Report reflects our people centric approach.



"My daughter absolutely loves Saturday mornings! Her coach has definitely made my daughter fall in love with football!"
Parent

FEMALE FOCUS | GIRLS KICKS

Girls Kicks had 306 young people engage in both online and face to face sessions. Our online session's saw a number of inspirational speakers attend workshops, including Sian Massey-Ellis, Rebecca Welch and Deena Rahman. Our Women in Sport Webinar series saw seven female staff members collaborate from across the Foundation and Club giving our young people the opportunity to ask questions on their careers and the barriers they had to overcome being a female in a football environment.

We introduced two new Community Hub sessions in Lambeth, one of which was working in partnership with The Baytree Centre.

Five girls Kicks participants completed their FA Playmaker Qualification, with four of these girls going on to complete their Introduction to Coaching Qualification.

Three of our Girls Kicks participants were invited to be part of the Fulham FC Kit Launch for 21/22.

FOUNDATION WIDE FEMALE SURVEY PRODUCED THE FOLLOWING RESULTS:

- 80% of female participants feel more inspired to take part in further sports activities as a result of attending Foundation activities (up from 72%).
- 66% of female participants rated between 8-10 on how inclusive Foundation activities are (up from 57%).

DISABILITY GROWTH

Although COVID-19 affected DisAbility sessions returning to normal, due to the nature or our sessions and participants, the majority of sessions did return, allowing us to engage with over 315 participants. Some of our more vulnerable participants have been slower to return to 'face to face' sessions but we have supported them through this, and will continue to do so, giving them the time to return when they are ready.

Our DisAbility Matchday March 2021 took place in May 2021 and despite it being 'from home' and only a quarter of the number of participants that took part last year, we raised £7,750.

The Active Autism programme welcomed its first girls (three) and the Kingston session was fully booked twice last year hitting a record 35 participants. Female participation across the DisAbility programmes was 16.67% of all DisAbility Participants.

END OF YEAR SURVEY DATA:

- 72% of participants have made new friends as a result of attending the sessions.
  - 37% of these see or speak to them outside of the sessions.
- 72% of participants reported improved mental wellbeing. (77% parents for their children).
- 81% of participants have reported improved confidence. (91% parents for their children).
- 86% of participants have reported improvements in their fitness, movement, balance, strength. (91% parents for their children).
- 61% of parents have made new connections with other parents/carers.
  - 42% of these see or speak to them outside of the sessions.

Over the Summer of 2021 we delivered Pan DisAbility Soccer Schools across three different venues, as well as offering a weekly Adult Pan DisAbility Soccer School at Surbiton. These engaged with 74 individual participants.

One of our greatest successes was securing the licence to the Para Talent Hub in partnership with the Football Association. During the 20/21 Season we engaged with 16 participants. 13 of these were selected to continue in the programme following trials. Three participants were signposted to other DisAbility activities they were best suited to.



WHAT DOES THIS ACTIVITY MEAN TO ME?

"I love it. I enjoy seeing my friends every week, and I like the tournaments!"

Participant



"My son loves attending Saturday skills, his football has really improved and he has a lot of fun."

Parent



SCHOOL ENGAGEMENT

During the 20/21 academic year the Football, Sport & Participation Team have delivered our Primary Education programme within 28 Primary Schools, whilst engaging over 45 teachers through 1:1 teacher mentoring.

We continued our girl's only football league which was delivered online and in partnership with Girls United, Black Princes Trust and the Brixton & Oval Learning Trust, linking to our strategic objective of engaging more females. As well as our girls only league we also delivered seven girls only after school clubs.

With a focus on working with less young people but ensuring we deliver greater impact; we had an increase in average contact time from 13.41 hours to 13.45 hours per school participant.

FOOTBALL AND SPORT PARTICIPATION

PLAYER PATHWAY PROGRAMME

The Player Pathway Programme went through a successful re-brand this year providing parents and players with greater clarity. The programme developed a clear development path for players between internal programmes and the Academy with nine players being referred to the Academy this year. Finally for the first time this summer the Player Pathway programme ran a 3v3 tournament in collaboration with the Academy engaging with 63 new participants.

SKILLS CLUB AND SOCCER SCHOOLS

Saturday morning Skills Club programmes ran across five venues in Wimbledon, Fulham, Kingston, Tooting & Mitcham and Epsom. The programme achieved 78% of its target numbers, with only 3 blocks being completed (due to COVID-19).

80% of Skills Club bookers felt their child's footballing ability improved through the block periods. A brilliant example of the skills development that our coaches are continuingly achieving over these sessions.

The girls only Skills Club at Hurlingham Park engaged 60 unique participants, with a further 35 girls attending our mixed skills club sessions.

Soccer Schools ran across four venues in Earlsfield, Fulham, Surbiton and Elmbridge. Mixed Soccer Schools continued to grow as we also extended our bespoke activities to girls only and disAbility specific sessions, seeing excellent improvements in our provisions for these specific groups.

The introduction of two new girl's only soccer school venues at Shrewsbury House and Bishops Park, saw the biggest increase in female participants, rising from 130 unique participants in 19/20 to 432 in 20/21 (232% increase).

89% of our Soccer Schools bookers felt that their child's physical health was improved during the holiday periods. With COVID-19 having such a large impact on the physical health of young people, the opportunities we have provided, have given participants a positive chance for increased physical activity time.

GIRLS DEVELOPMENT CENTRE (GDC)

The Girls Development Centre once again provided opportunities for females to connect with the Fulham FC Women's team with a number of senior players attending training and hosting a Q&A session.

Girls Development Centre also hosted two successful open sessions ahead of the 21/22 season which saw 110 players attending across two venues. Our existing programme will see the reintroduction of the Under 10 age group, and we will be introducing our newly created Girls Development Centre at Harris Academy Merton.

FULHAM FOOTBALL CLUB WOMEN (FFCW)

On the 1st July, Fulham FC Women transferred with Head Coach Steve Jaye, to Fulham Football Club, as part of the Academy. This move will positively impact FFCW and allow for greater access to resources that can further develop the squad.

The Foundation is committed to increasing opportunities for girls and women to participate in football and although no longer under the same umbrella, FFCW players will continue to support Foundation activities and FFCW will remain a part of the progression pathway for players aged 16+, exiting Girls Development Centre and Girls Kicks.

FOOTBALL AND EDUCATION

Our Football and Education programme, with Raynes Park High School, recruited more students than the year before. We have been able to successfully provide our students with 112 live/virtual football sessions, 16 fixtures and provided all students with successful exit routes.

The Foundation have been able to provide the students with some lifelong experiences such as university opportunities both virtual and onsite and the opportunity to face the academy in a fixture on the main arena pitch at Fulham FC's Training Ground.

PREMIER LEAGUE INSPIRES

The Premier League Inspires programme moved into its second year of delivery, building on 19/20 to deliver to three schools:

- The Elmgreen School
- Priory Lodge School
- Nightingale Community Academy

Despite the disruption caused by COVID-19 we still worked with 56 young people, where we delivered a qualification, four social action projects, 17 workshops, four virtual interviews with FFC scholars, and a summer activity fair. We are looking forward to continuing the growth of the Inspires programme during the 21/22 academic year.



PREMIER LEAGUE KICKS

The Premier League Kicks programme continues to engage young people across Lambeth, Merton, Kingston, Hammersmith & Fulham and other neighbouring Boroughs. The programme works with young people aged between 11-19, engaging over 1,500 during the 20/21 season, which is a great success considering the issues and challenges with COVID-19.

Within the 1,500 engaged we also managed to exceed or get close to the following targets:

- 14+ engagement - 133%.
- Female engagement - 76%.
- Refugee engagement - 88%.
- Qualifications - 105%.
- Number of young people engaging in workshops - 188%.
- Social action events - 300%.

We have been able to support so many young people due to key relationships we have with delivery and funding partners. Partners include MET Police, Local Authorities, Housing Associations and Local Youth Services.

For the last 14 years, Premier League Kicks has been working in local communities to inspire thousands of young people.

PL Kicks started in 2006 and has a long history of using the power of football and the value of sports participation to help youngsters in some of the most high-need areas.

By engaging them in constructive activities, including a wide variety of sports, communities up and down the country have been transformed with impressive football and sports participation rates and the authorities reporting significant reductions in anti-social behaviour in the areas in which it is delivered.

The programme started with four pilot projects, at Tottenham Hotspur, Manchester City, Fulham and Brentford.

HEALTH AND WELLBEING

The Health and Wellbeing Team have engaged with 962 participants within the last 12 months across a number of different activities which took place in the community or online during the COVID-19 pandemic. We delivered 371 sessions, including 167 hours of online delivery, across Walking Football, More Than A Game, Daughters and Dads, Active and Empowered, Fulham Fit, and Fulham Team Mates.

Within the last year we've welcomed two new programmes to the Health and Wellbeing remit. During the last season we received a total of £49k from the EFL Trust to deliver Fulham Team Mates as part of their Tackling Loneliness Together initiative. We engaged with 924 participants through mail outs, a pen pal scheme, online sessions, garden-gate visits and befriending phone calls. Our Fulham Memories programme now falls under this brand and will encompass elements of the Fulham Team Mates structure.

In March 2021 we launched More Than A Game, our new mental health targeted programme funded by the Professional Football Association (PFA). To run the programme we recruited two Mental Wellbeing Practitioners to lead with their expertise by upskilling delivery staff and creating initiatives to support our current participants. So far, we have engaged with 103 participants, 90 of whom are young people attending mental health workshops as part of our Premier League Kicks summer activities.



WHAT DOES THIS ACTIVITY MEAN TO ME?

"Football should be all about enjoyment. These weekly sessions and those involved make it so!"

Participant

FUNDRAISING

Although fundraising has been a challenge this year, we have successfully launched our 'Supporter of the Foundation' individual giving programme, contributing £780 per month and despite the lack of fans in the Stadium, support for Fulham Flutter continued. The London wide, 'Race Europe' virtual cycle challenge proved popular and with two teams involved, we raised £8,640. During the year, we received a number of donations from individuals engaging in online activities and by those booking our physical activities, as we returned to play, after lockdowns. The Foundation would also like to express its gratitude to all staff and players who have supported us through payroll giving this year.

PLAYER ENGAGEMENT

In January we launched our PFA funded 'Player Liaison Project' promoting increased links between the FFC Players and the Foundation, with a focus on the Academy. We had 45 Academy players engage with the project and although circumstances prevented physical attendances at Foundation sessions, some online interaction did take place. Throughout the year, we also had support from six Men's First Team Players and 11 FFCW players, both online and in person. In total, we recorded 106 player- Foundation interactions across the year.



STRUCTURE, GOVERNANCE AND MANAGEMENT

LEGAL STATUS

Fulham Football Club Foundation is a charitable company limited by guarantee, company number 04573248, and charity number 1111639, incorporated in the UK. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

ORGANISATIONAL STRUCTURE

The Foundation is overseen by a Board of Trustees who have been selected for their individual areas of expertise that they can bring to the Foundation and in a support and advisory role to the Chief Executive Officer. The Foundation is managed on a day to day basis by the Chief Executive Officer.

The Trustees meet at least quarterly to review the overall performance of the Foundation, including financial results, consider projects in progress and the involvement in future projects. The Charity Governing document allows the trustees to meet and conduct meetings virtually which it has done this year in line with government restrictions and recommendations.

As the Foundation receives income from the Premier League Charitable Fund it must comply with the Premier League Code of Capability which in many areas is similar to the Charity Governance Code.

CHARITABLE OBJECTS

- To promote community participation in healthy recreation by providing facilities for the playing of association football and other sports.

- To provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have the need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.

- To advance education of children and young people through such means as the Trustees think fit in accordance with the law of the charity.

Facilities in these objects means land, buildings, equipment and organising sporting activities.

RELATIONSHIP WITH THE CLUB

The Foundation is structurally and legally independent from Fulham FC but enjoys a mutually supportive relationship reflected in shared values and our Board of Trustees, which includes the Fulham FC's Chief Executive and Chief Operating Officer. There are many examples of us working in unison including the engagement of children and families. The Foundation benefits primarily through gifts in kind, including use of venues, whilst adding value to the Club by providing access points for direct engagement with the community, through the Foundation's various community programmes.

PUBLIC BENEFIT

In setting our objectives and planning the activities of the Foundation, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

50% of the Foundation's incoming resources from charitable activities comes from grant funding, which is provided by the various grantors to enable the Foundation to deliver a range of sporting activities which are designed, in line with the Foundation's vision and strategy (as set out on page 5). The groups are frequently tightly defined but the activities provided are open to all who meet the criteria. Along with the provision of coaching to all young people, the Trustees therefore believe that the overwhelming majority of the Foundation's activities are of real public benefit, and hence the Foundation sees itself as a public benefit entity. This percentage is again higher than previous years mainly as a result of the mix of income during the COVID-19 pandemic. Whilst unrestricted activities and therefore income ceased we were still able to draw down restricted funds to support staff that worked on these programmes.

STAFF AND VOLUNTEERS

EMPLOYEES

The Trustees recognise the huge contribution made by salaried colleagues, and extend their thanks to these colleagues for their continued effort in striving to be a self-sustaining charity.

CASUAL COACHES

The Trustees are grateful to these team members who continue to provide the services of the Foundation to the highest level.

VOLUNTEERS

Due to restrictions imposed on delivery of activities this year we have not used any volunteers. We look forward to engaging again with our programme volunteers as we emerge out of the COVID pandemic.

EQUALITY STATEMENT

The Club and Foundation is committed to and endorses the principle of equality and strives to ensure that everyone who wishes to be involved in its activities whether as a supporter, participant, staff, and a member of the local community:

- have a genuine and equal opportunity to participate to the full extent of their own ambitions and abilities, without regard to their age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion and faith, sex, or sexual orientation.

- can be assured of an environment in which their rights, dignity and individual worth are respected, and in particular that they are able to relish their engagement at the Club or Foundation without the threat of intimidation, victimisation, harassment, bullying or abuse.

The Club and Foundation aim to embed equality, diversity, and inclusion across all levels of the business and aims to ensure that the message of EDI is followed and consistently practiced.

EQUAL OPPORTUNITIES

Fulham FC and the Foundation are committed to providing equal opportunities and have a zero-tolerance approach to discrimination of any form. This directive is led by Fulham FC's Chief Executive Officer, Alistair Mackintosh, and the Foundation's Chief Executive Officer, Mike McSweeney who have both been vocal in their commitment to our values, which are embedded and lived throughout. Employees are expected to refer to the values throughout their work:

- Pioneering
- Open and Inclusive
- Action Orientated
- Confident Custodians
- Service Excellence

At the heart of Fulham FC's value framework is a commitment under being 'open and inclusive' to equal opportunities and anti-discrimination, which runs through the recruitment and induction process. Fulham FC and the Foundation are currently developing the 2021-2024 Equality, Diversity and Inclusion Strategy, which will set out objectives that are specific, measurable, achievable, relevant and timely. As part of this undertaking Fulham FC and the Foundation has committed to completing annual Equality and Diversity Monitoring Surveys which provide updated information on the composition of our workforce. The data from these surveys is summarised, analysed and where appropriate suitable recommendations are made and presented to the Board.

The Internal Equality Advisory Group has established clear objectives on the basis of this data and will continue to monitor this closely.

Fulham FC and the Foundation are monitored on their commitment to Equality and Diversity by their respective League and are on track to meet the Premier League EDI Pre-liminary level award.

DISABLED PERSONS

It is the Foundation's policy to provide full and fair consideration of applications, continuing employment and training of all staff while employed in the business. We endeavour to make our facilities available for disabled users as far as is possible within the constraints of a concern for the health and safety of all our colleagues and customers.

STAFF AND VOLUNTEERS CONTINUED...

EMPLOYEE INVOLVEMENT

It is the Foundation's policy to keep all colleagues informed as to the development of the charity and then encourage them to contribute their ideas, criticisms and comments through the management process which recognises and rewards genuine involvement in the success of the Foundation.

ENVIRONMENT

The Foundation has continued to adopt policies and procedures which take account of the need to preserve and protect the environment. The Trustees are committed to compliance with best practice in all aspects of the business.

PAY POLICY FOR SENIOR STAFF

The pay for key management personnel is reviewed annually and normally increased (if possible) in accordance with average earnings, in the view of the nature and success of the charity, the Trustees benchmark against pay levels in other sport foundations of a similar size.



"The staff are always willing to help with my life on and off the pitch, I meet new people and help them. The sessions and opportunities that come with kicks are fun and useful"
Participant

FINANCIAL REVIEW

INCOME GENERATION

During the year to 30 June 2021, the total value of grants raised was £525,580 *(2020: £695,733)*. This decrease was mainly due to the timing of release of income from existing programmes. It also reflects the timing difference of projects that have completed and those that have been newly begun. The Foundation continues to try and source funding to support its charitable objectives.

As a result of restrictions placed on face-to-face fundraising events the Foundation's fundraising income has decreased by 30% this year. This is shown in other unrestricted donations £314,662 *(2020: £345,064)*. However, despite the challenging year as mentioned above we have been able to launch a 'Supporter of the Foundation' scheme and a new payroll giving scheme. Thanks go to all that support the Foundation regularly and have donated as a one off during the year.

The Foundation does also receive donations from other various individuals and institutions. Within the year £30,000 has been received from Fulham Football Club to cover the cost of kit. This is an increase on last year as a result of Fulham FC's promotion to the Premier League.

This year the Foundation has received donations from former players of Fulham FC of **£98,307.**

The remainder of the Foundation's work is largely funded by fees charged for the delivery of specific services. The policy of the Foundation is to calculate fee rates such that they recover the full cost of delivery of services.

FINANCIAL RESULTS

The government coronavirus control measures that were put in place from March 2020 and throughout the Foundation's financial year meant that for a large part of the year the Foundation was unable to provide face to face activity. Activities described in the Trustees report took part either on-line or when it was legally allowed to. After the initial lockdown the Foundation was able to deliver from September 2020 through to when London entered Tier 4 in November and then again after March when national lockdown restrictions began to ease.

Considering the environment we have been operating in it is no surprise that income this year of **£1,649,842** has fallen from the previous year *(£2,156,472)*. The Foundation continued to use the Coronavirus Job Retention Scheme and flexi furloughed its staff as much as possible and again we were very fortunate to receive monies from the Premier League Charitable Fund to support office and central staffing costs. However, the **£63,844** includes the release of **£55,682** of repurposed funding to create further restricted reserves to support ongoing DisAbility, Health & Wellbeing and Bursary programmes.

Although the final surplus was small at **£8,162** *(accounting for the change in restricted reserves)* we had budgeted to deliver a deficit this year so in difficult times it was very pleasing to be able to sustain reserves at the previous year's level.

The financial results and explanatory notes for the year are detailed on pages **26** to **39**.

RESERVES POLICY

The Trustees have agreed that the Foundation should establish and maintain a free reserve (General Reserve) sufficient to cover the Foundation's planned expenditure for a period of 3 months *(currently around £550,288)*. This level of reserves would enable the Foundation, if ever it became necessary, to conduct an orderly reduction or wind-down of its operations, if the major sources of revenue were reduced to a level below which it was no longer practicable for the Foundation to continue its operations.

The level of free reserves *(represented by the General Reserve)* at 30th June 2021 was **£664,329** *(2020: £636,722)*. The Foundation's unrestricted reserves are represented, in the majority, by cash at bank and in hand.

The Foundation has a Designated Fund equal to the net book value of fixed assets held in the Balance Sheet. This is because such a fund could not easily be realised in cash, and therefore should not form part of the General Reserve described above.

BUDGET REVIEW POLICY

In line with yearly budget planning, the use of reserves and any impact in relation to the above Reserves Policy will be reviewed and approved by

the Board. Once the yearly budget has been approved, any subsequent use of the reserves will need a business case presented by the Foundation's Chief Executive Officer for Board approval.

SHORTFALL POLICY

Any shortfall of reserves will be reviewed by the Board *(monthly)* in relation to the Foundations existing Risk Register, current budget situation and any forecasted budget expectations. Given the security of the 'full' 3 months Reserves Policy the Board will further review and agree an action plan for any shortfall in its Reserves Policy if the amount is above **£150,000**.

EXCESS AND SPEND POLICY

The Board will consider reserves expenditure if the Reserves Policy target months has been achieved, subject to a business case which has been approved by all members of the Board. The Board will also consider expenditure, if the Reserves Policy has not been achieved, subject to a business case and full Board approval.

Although the level of free reserves is above the Trustees proposed month coverage and has grown in the current year, with the uncertainty of the impact of Winter on the pandemic restrictions the Trustees are currently being more prudent with any investment plans. The Budget for 2021/22 sees another modest surplus however we have already seen that some activities have not recovered as well as could be expected. The Foundation's summer soccer schools were heavily impacted by the nervousness people had on not wanting to get "pinged" so that isolation expectations did not impact them being able to go away on holiday.

INVESTMENT POLICY

The level of cash held by the Foundation does not require a complex investment policy. To the extent that any surplus cash balances that do arise from time to time are invested into a higher interest earning accounts.

RISK MANAGEMENT

The Trustees identify and review the strategic, business and operational risks to which the Foundation is exposed and ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees, Chief Executive Officer and the Management Team have undertaken an assessment of the risks to which the organisation is exposed, producing a risk assessment which identifies the impact of any risk and advises of steps to mitigate that risk. An annual review of the principal risks and uncertainties takes place. Alongside this is an action plan which identifies areas of improvement to mitigate risks further. This action plan is discussed at each Board meeting.

The Key Risks identified are:

1. Child Welfare: As the Foundation exists to provide sports experience for children it is at the heart of our activities to ensure full compliance with law and best practice relating to children, their safety and their welfare.

2. Loss of a major revenue stream: Certain sources of funding are very significant. However, most of these relate to the delivery of specific activities, which means that a loss of the revenue automatically leads to a cessation of the related activity, and the saving of the costs associated with it, albeit with some possible delay. More critical is the need to protect those revenues which make a contribution towards fixed costs. This risk has been intensified by the global pandemic of COVID-19. However, as explained within the financial results section the loss of unrestricted income has been reduced by the use of the governments Coronavirus Job Retention Scheme and support from the Premier League Charitable Fund. The impact of the virus has also affected the operational delivery of the Foundation's activities. These need to delivered in a COVID-19 safe manner following NGB and government guidelines.

PAYMENT OF CREDITORS

It is the Foundation's policy to agree payment terms as part of any formal contract with a supplier and to make every endeavour to abide by the agreed terms. Where a purchase is not covered by a formal contract, and no agreement is reached in advance of raising an order, the policy is that any valid invoice will be paid in full. The Foundation is sympathetic to, and pays particular attention to, the cash flow needs of its smaller suppliers. The Foundation took an average of 16 days *(2020: 10)* to pay its creditors. This is more of a normal number to report and reflects that activity was running April to June 2021.

SAFEGUARDING

Fulham FC started the 20/21 season having been promoted, into the Premier League. Pre-season consisted of a full review of the Safeguarding policies and procedures in order to meet statutory and league standards.

The aims of all Safeguarding Policies are to:

- Safeguard all children and vulnerable adults who interact with Fulham FC and the Foundation;
- Demonstrate best practice in the area of safeguarding children and adults;
- Positively reflect and promote Fulham FC and Foundation Values (Pioneers, Confident Custodians, Action Orientated, Open & Inclusive and Service Excellence);
- Ensure that children and vulnerable adults feel safe in our activities;
- Commit to working in partnership across Fulham FC and the Foundation with external organisations including statutory bodies and local schools;
- Develop a positive and pro-active welfare programme to enable all children and vulnerable adults to participate in an enjoyable and safe environment;
- Ensure that coaches, parents and other adults who come in contact with children and vulnerable adults are good role models of behaviour; and
- Promote high ethical standards.

Fulham FC and Foundation were notified by the PL that we would be subject to a full safeguarding audit at some point throughout the 20-21 season.

Despite working through a global pandemic the Foundation continued to deliver high quality services but much of our provision was solely online for the remainder of the season. Safeguarding has been a central feature to all of the Foundation's online work with such high volumes of children and young people, especially when they are largely from such diverse backgrounds in relation to socio-economic status, culture, ethnicity, gender and disability.

In an ever-changing 'safeguarding' world we need to be agile and prepared for a change in risks and opportunities that our children and young people may come across. We need to be vigilant and take responsibility for updating our knowledge and skills on what risks our participants may face in their day to day lives. We were able to demonstrate our capacity to be agile and flexible to changing risks and opportunities as the landscape changed in March 2020. We have retained exceptionally high standards and quality of work, and this has been embedded with clear updated Covid19 guidance, policies, procedures, and risk assessments in order to ensure that the safety of our participants and staff has remained paramount.

Barnardos audited the Club and Foundation in May 2021 and we were found to have complied with all 7 safeguarding standards and were noted as having areas of excellence across the standards, including in child protection.

The Foundation are living Fulham FC's values and we seek to grow and develop every day to become pioneers and the best at what we do in all areas of delivery and especially safeguarding.

Across all programme delivery, Safeguarding is a priority for Fulham FC and the Foundation. Our ambition for safeguarding practice far exceeds regulatory and statutory minimum standards. We are amongst some of the best Football Clubs in the world and we are clear that we want to be a leader in the field and strive for a proactive safeguarding culture. Congruent with our values we wish to be Open and Inclusive, Pioneering, Action Orientated, Confident Custodians, and provide Service Excellence in order to promote the safety and welfare of our children and young people.

TRAINING & RECRUITMENT OF TRUSTEES

The Trustees, who were in office from 1 July 2020 until the date of this report, unless otherwise stated, are set out on page 1. The Trustees are recruited according to their expertise and experience in the business, voluntary and charitable sector.

The Foundation is required to have at least 3 Trustees serving at any one time under its Articles of Association. No maximum limit is placed upon the number of Trustees. However, the Trustees believe that the optimum number of Trustees for the Foundation in its current circumstances is between 6 and 10.

The Trustees may appoint any person willing to act as a Trustee by passing an ordinary resolution at the next general meeting as long as not less than seven nor more than twenty-eight clears days' notice is given before the date appointed for that meeting.

At the first meeting of the Trustees in each year one third of the Trustees must retire by rotation as determined by the length of service. However at the meeting the retiring Trustee(s) shall, if willing to act, be reappointed unless it is resolved not to fill a vacancy.

The Trustees have established their own analysis of the needs of the Foundation for specialist knowledge and experience on the Board of Trustees. Suitable candidates are recruited to fill vacancies which arise and which cause the body of knowledge and experience to be deficient in any particular area. The Trustees recognise that the main purpose of the Foundation is concerned with provision of sports facilities for young people and that the skills needed are principally to support that purpose.

All Trustees are encouraged to be mindful of recruitment needs and to search out and recommend candidates. Any candidates proposed have to complete a process of interview by the Board (or by an ad-hoc committee of the Board formed for that purpose) and of preliminary familiarisation with the work of the Foundation. Part of this process is that the Chief Executive Officer of the Foundation advises the Trustees concerning the candidates' mix of knowledge and experience, which must benefit the Charity. Each candidate is then given an induction file of detailed briefing notes and background material which explains the history and operations of the Foundation, the duties of the Trustees, and the legal framework in which the Foundation operates. If this process is successful the candidates are formally proposed as Trustees. It is the custom of the Board that new Trustees are only appointed by a unanimous vote on an ordinary resolution.

Once new Trustees are appointed to the Board, they undergo an induction where their personal training needs (to enable them to carry out their duties as a Trustee) are assessed and appropriate formal training is provided using specialised training establishments. All new Trustees are assigned specific responsibilities where their experience and knowledge can be put to best use to benefit the Foundation and its operations.

Members of the Foundation's Board are required to disclose and register all relevant interests and withdraw from any decisions where a conflict of interest arises. All related party transactions are disclosed in note 16 to the accounts.

STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE TRUSTEE'S ANNUAL REPORT AND THE FINANCIAL STATEMENTS

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2015 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

[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.]

Approved by the Trustees on 16th November 2021 and signed on their behalf by:



Thomas Barry
Chair of Trustees



Lee Manning
Treasurer

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

OPINION

We have audited the financial statements of Fulham Football Club Foundation (the 'charitable company') for the year ended 30 June 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 June 2021, and of its incoming resources and application of resources, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing *(UK) (ISAs (UK))* and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FULHAM FOOTBALL CLUB FOUNDATION CONTINUED...

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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- The directors' report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- The financial statements are not in agreement with the accounting records and returns; or

- Certain disclosures of directors' remuneration specified by law are not made; or

- We have not received all the information and explanations we require for our audit; or

- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement, 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 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 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.

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;

- Reviewing minutes of meetings of those charged with governance;

- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;

- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FULHAM FOOTBALL CLUB FOUNDATION CONTINUED...

course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx.

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.

Azets Audit Services

John Howard

(Senior Statutory Auditor)

06 December 2021

For and on behalf of Azets Audit Services
Chartered Accountants
Statutory Auditor
2nd Floor, Regis House, 45 King William Street, London EC4R 9AN



STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
YEAR ENDED 30 JUNE 2021

	NOTES	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS 2021 £	TOTAL FUNDS 2020 £
Incoming Resources					
Incoming resources from generated funds					
Donations and Legacies	3	203,128	239,841	**442,969**	456,245
Income from investments	4	1,304	-	**1,304**	3,440
Income from charitable activities					
Workforce development	5	-	14,932	**14,932**	156,547
Education	5	245	7,600	**7,845**	16,832
Football and sport	5	429,712	131,091	**560,803**	933,164
Inclusion	5	-	461,657	**461,657**	421,856
Other income	6	-	160,332	**160,332**	168,388
TOTAL INCOMING RESOURCES		**634,389**	**1,015,453**	**1,649,842**	2,156,472
Resources Expended					
Expenditure on raised funds	7	5,602	144	**5,746**	11,612
Expenditure on charitable activities					
Workforce development	8	3,173	16,498	**19,671**	224,441
Education	8	1,667	3,666	**5,333**	15,508
Football and sport	8	489,759	372,563	**862,322**	1,181,221
Inclusion	8	98,112	594,814	**692,926**	584,841
TOTAL RESOURCES EXPENDED		**598,313**	**987,685**	**1,585,998**	2,017,623
Net income (expenditure)		**36,076**	**27,768**	**63,844**	138,849
Transfer bewteen funds	13	(7,228)	7,228	-	-
Net movement in funds		**28,848**	**34,996**	**63,844**	138,849
Balances brought forward at 01 July 2020		**666,041**	**64,288**	**730,329**	591,480
Balances carried forward at 30 June 2021		**694,889**	**99,284**	**794,173**	730,329

All amounts relate to continuing operations.
The Foundation has no recognised gains or losses other than the net income/ (expenditure) for the year.

REGISTERED COMPANY NUMBER 04573248

BALANCE SHEET AS AT 30 JUNE 2021

	NOTES	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	10		**30,560**		29,319
Current assets					
Debtors	11	**710,533**		428,583	
Cash at bank in hand		**1,223,911**		1,078,932	
		1,934,444		1,507,515	
Creditors					
Amounts falling due within one year	12	**(1,170,831)**		(806,505)	
Net current assets			**763,613**		701,010
NET ASSETS			**794,173**		730,329
Funds					
Unrestricted funds	13		**694,889**		666,041
Restricted funds	13		**99,284**		64,288
Total funds			**794,173**		730,329

Approved and authorised for issue by the Board of Trustees on 16th November 2021.

Thomas Barry
Chair of Trustees

Lee Manning
Treasurer

The notes on pages 29 - 39 form part of these financial statements.

STATEMENT OF CASHFLOWS AT 30 JUNE 2021

	2021	2020
	£	£
Net cash (used)/generated in operating activities	**164,445**	(200,884)
Cash flows from investing activities		
Interest income	**1,304**	3,440
Purchase of tangible fixed assets	**(20,770)**	(4,164)
Cash at bank in hand	**-**	-
Net cash (used)/generated in operating activities	**(19,466)**	(724)
Cash flows from financing activities		
Repayment of borrowing	**-**	-
Net cash flows in financing activities	**-**	-
Increase in cash and cash equivalents in a year	**144,979**	(201,608)
Cash and cash equivalents at the beginning of the year	**1,078,932**	1,280,540
Total cash and cash equivalents at the end of the year	**1,223,911**	1,078,932

Reconciliation of net income/ (expenditure) to net cash flow from operating activities:

	2021	2020
	£	£
Net movement in funds	**63,844**	138,849
Add back depreciation charges	**19,529**	18,391
Deduct proceeds from sale of tangible fixed assets	**-**	-
Add back write off of tangible fixed assets on disposal	**-**	1,047
Deduct interest shown in investing stock	**(1,304)**	(3,440)
Deduct/(increase) in stock	**-**	-
Decrease / (increase) in debtors	**(281,950)**	5,382
(Decrease)/increase in creditors	**364,326**	(361,113)
Net cash (used)/generated in operating activities	**164,445**	(200,884)

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

1 ACCOUNTING POLICIES

a) General information and basis of Preparation
Fulham Football Club Foundation is a company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office and the operating office is given on the statutory information on page 1 of these financial statements. The nature of the charity's operations and principal activities are set out on page 5.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through the Update Bulletin published on 2 February 2017), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

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

b) Going concern
The Trustees have considered the consequences of COVID-19 and other events and conditions, and it has determined that they do not create a material uncertainty that casts significant doubt upon the entity's ability to continue as a going concern. Since April 2021 face to face activities have been able to resume following government and governing body advice, therefore it has been able to run the majority of its programmes and events. The last being able to resume in September for its most vulnerable adult health programmes. There is some uncertainty for Autumn 2021 as numbers of COVID-19 cases continue to be at a high level however the Foundation is ready to be able to deliver online again if necessary and has budgeted with certain contingencies to support the Foundation if necessary. The Trustees also take comfort from the Letter of Support given to the Foundation by Fulham FC which confirms that funds held by them on the Foundation's behalf will be released to support the Foundation on an annual basis.

The Trustees continue to take all available steps to maintain sufficient resources in order that the Foundation can continue and based on projections and available information, have a reasonable expectation that the Charity will have sufficient funds to continue to meet its liabilities as they fall due for 12 months from authorising these financial statements. Therefore, the financial statements have been prepared on a going concern basis.

c) Fund accounting
- Restricted funds are those where the donor has provided for the donation to be spent in furtherance of a specified purpose.

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Foundation. Designated Funds represent assets which are not readily convertible to cash.

- The transfer from unrestricted to restricted funds represents the Foundation's contribution towards project overhead costs.

d) Incoming resources
All incoming resources are included in the statement of financial activities when the Foundation is entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources comprise the following:

- Income from sports related activities including holiday courses and schools coaching is accounted for when earned.

- Voluntary income includes donations and funding for specific projects which is accounted for when the Foundation becomes unconditionally entitled to the income.

The Foundation is usually entitled to income from grants in stages over the course of each related project, which approximates to when related expenditure was expected to be incurred. Accordingly, all grant income is credited to the Statement of Financial Activities (SOFA) when it falls due to be received to the extent that it is matched by relevant expenditure. Any income received in advance of expenditure is treated as deferred income.

Grants received as Restricted Funds, defined as those which carry an obligation to repay any sums not actually spent, are brought into the SOFA in the period of receipt and carried forward within Restricted Funds until either spent or refunded. This type of grant is much rarer as very few institutions pay grants before the relevant expenditure is incurred.

Any gifts in kind are included in the statement of financial activities in the year that they are received at an estimated value of the goods or services received.

e) Resources expended and Irrecoverable VAT
Expenditure is accounted for on an accruals basis. All costs are allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly or apportioned on an appropriate basis. Expenditure is recognised when the following criteria are met:

- there is a present legal or constructive obligation resulting from a past event

- it is more likely than not that a transfer of benefits (usually a cash payment) will be required in settlement

- the amount of the obligation can be measured or estimated reliably

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) Allocation of Support Costs
Support costs are those costs which do not relate directly to a single activity. These include property costs, costs of administration, external audit costs and IT support. Support costs have been apportioned between categories of charitable activities on a direct basis, any remaining support costs are apportioned between the charitable activities undertaken based on the % of income of that activity. The analysis of support costs are shown in note 8.

g) Fundraising Costs
The costs of generating funds are those costs attributable to generating income for the charity, other than those costs incurred in undertaking charitable activities or the costs incurred in undertaking trading activities in furtherance of the charity's objects. The costs of generating funds represent fundraising costs as shown in note 7.

h) Charitable Activities
Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure in addition to the direct costs. The total costs of each category of charitable expenditure include an apportionment of support costs as shown in note 8.

i) Tangible fixed assets
Tangible fixed assets costing more than £500 are capitalized. Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation. Cost includes cost directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost over its expected useful life as follows:

Land & buildings Over 5 years (the length of the lease)

Fixture & fittings Over 4 years

Computers Over 4 years

Software Over 2 years (the length of the contract)

j) Inventories
Inventories have been valued at the lower of cost and estimated selling price less costs to sell.

k) Debtors
Debtors are amounts owed to the charity. Short term debtors are measured at transaction price, less any impairment.

l) Cash and cash equivalents
Cash at bank and cash in hand includes cash and short term deposits with a maturity of three months or less. Cash at bank and in hand is held to meet the day to day running costs of the charity as they fall due.

m) Creditors
Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt.

Amounts which are owed in more than a year are shown as long term creditors.

n) Operating Lease Rentals
Rentals relating to operating leases are charged to expenditure as incurred.

o) Pensions
The Foundation operates or pays into defined contribution pension schemes for certain employees. The pension charge represents the amount payable by the Foundation to the fund in respect of the year.

p) Taxation
Fulham Football Club Foundation is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

q) Judgement and key sources of estimation policy
In the application of the charity's accounting policies described above, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. These estimates, judgements and assumptions are made based on a combination of past experience, professional expert advice and other evidence that is relevant to the particular circumstance.

The following judgements, key assumptions and estimations have been made in the process of applying the above accounting policies:

I. Useful economic lives of tangible assets: The annual depreciation charge of tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 10 for the carrying amount of the fixed assets and note 1(i) for the useful economic lives for each class of assets.

II. Bad Debt provisions:
The recoverability of debtors is assessed regularly, and at the balance sheet date provisions for doubtful debts are provided based on prior year experiences. At 30 June 2021 there is no bad debt provision.

III. Cost allocation
The cost allocation methodology requires a judgement as to what are the most appropriate bases to use to apportion support costs: these are reviewed annually for reasonableness, the bases used is outlined in note 1(f)

2 NET INCOME / (EXPENDITURE)

The net income / (expenditure) are stated after charging:

	TOTAL 2021	TOTAL 2020
	£	£
Depreciation of tangible fixed assets	**19,529**	18,391
Operating lease payments - land and buildings	**42,979**	42,979
Auditors renumeration - audit and tax fees	**7,800**	8,200
TOTAL	**70,308**	69,570

3 DONATIONS AND LEGACIES

	UNRESTRICTED INCOME	RESTRICTED INCOME	TOTAL 2021	TOTAL 2020
	£	£	£	£
Fulham Football Club Limited	-	30,000	**30,000**	18,000
FFC former players	93,307	-	**93,307**	93,181
Other donations	104,821	209,841	**314,662**	345,064
TOTAL	**203,128**	**239,841**	**442,969**	456,245

In 2020, £308,459 of donations and legacies income was attributable to the unrestricted fund and the remaining £147,786 was attributable to the restricted fund. As can be seen there is a sizeable drop in unrestricted donations this is driven by the inability to run as many fundraising events as previously and in 2020 many Fulham FC fans generously donated their season ticket refunds to us which was not repeated in 2021.

4 INCOME FROM INVESTMENTS

	TOTAL 2021	TOTAL 2020
	£	£
Deposit interest - unrestricted	**1,304**	3,440
TOTAL	**1,304**	3,440

5 INCOME FROM CHARITABLE ACTIVITES

	WORKFORCE DEVELOPMENT	EDUCTATION	FOOTBALL & SPORT	INCLUSION	TOTAL 2021	TOTAL 2020
	£	£	£	£	£	£
Weekend football	-	-	75,608	-	**75,608**	95,345
Holiday courses	-	-	99,887	-	**99,887**	213,185
Schools coaching	-	-	102,878	-	**102,878**	216,619
Special projects	-	-	136,178	-	**136,178**	241,809
Commercial packages	-	-	150	-	**150**	23,945
Grant funding	14,932	5,100	131,049	374,499	**525,580**	695,733
Other income	-	2,745	15,053	87,158	**104,956**	41,763
TOTAL	**14,932**	**7,845**	**560,803**	**461,657**	**1,045,237**	1,528,399

Grant funding in the year 2020/21 includes incoming resources from government grants £59,958 *(2020: £84,007)*. In the year this comprises of performance related grants made by local authorities to fund social youth and community programmes that are offered through the Foundation, as per previous years. This year there is some new funding from the DCMS to support a Tackling Loneliness programme which ran during the Autumn and Spring lockdowns.

5A GOVERNMENT GRANTS

	PROJECT	TOTAL 2021	TOTAL 2020
		£	£
Lambeth YLC	Kicks	**10,860**	14,000
London Borough of Lambeth	Kicks	**1,500**	3,260
Kingston Safer Neighbourhood	Kicks	**-**	7,800
Greater London Authority	Active Minds	**-**	58,947
Department for Digital, Culture, Media & Sports	Tackling Loneliness	**47,598**	-
TOTAL		**59,958**	84,007

6 OTHER INCOME

During the year the Foundation has taken part in the government's Coronavirus Job Retention Scheme. As noted in the Trustees report a number of staff continued to remain on furlough from July to November 2020 and then again January to March 2021. Through this scheme we have drawn down income of £160,332.

7 EXPENDITURE ON RAISED FUNDS

	TOTAL 2021	TOTAL 2020
	£	£
Direct costs - donations	**5,746**	10,743
Provisions for doubtful debts	**-**	869
TOTAL	**5,746**	11,612

8 EXPENDITURE ON CHARITABLE ACTIVITIES

	DIRECT COSTS	WAGES AND SALARIES	SUPPPORT COSTS	TOTAL 2021	TOTAL 2020
	£	£	£	£	£
Workforce Devlopment	4,291	13,804	1,576	**19,671**	224,441
Education	278	4,228	827	**5,333**	15,508
Football and Sport	69,486	722,044	70,792	**862,322**	1,181,221
Inclusion	58,013	569,211	65,702	**692,926**	584,841
TOTAL	**132,068**	**1,309,287**	**138,897**	**1,580,252**	2,006,011

Support costs are made up of expenditure on rent and property costs of £69,277 *(2020: £76,772)*, depreciation of £19,529 *(2020: £18,391)*, governance costs £8,326 *(2020: £8,235)* and other office costs of £41,765 *(2020: £47,365)*.

8A GOVERNANCE COSTS

	TOTAL 2021	TOTAL 2020
	£	£
Audit and tax fees	**7,800**	8,200
Other legal and professional costs	**526**	35
TOTAL	**8,326**	8,235

These are included in note 8

9 STAFF COSTS

	TOTAL 2021	TOTAL 2020
	£	£
Salaries	**1,167,499**	1,400,373
Social security costs	**88,158**	109,207
Other pension costs	**27,105**	32,188
Other staff costs	**26,525**	48,353
TOTAL	**1,309,287**	1,590,121

STAFF NUMBERS EMPLOYED IN THE YEAR	2021 AVERAGE	2021 FTE	2020 AVERAGE	2020 FTE
Central/Administration	**5**	**3.8**	4	3.4
Operational staff	**30**	**26.9**	36	31.4
Sessional coaches	**47**	**5.4**	60	10.8
TOTAL	**82**	**36.1**	100	45.6

The Foundation pays into a defined contribution pension scheme for certain employees. The cost for the year was £27,105 *(2020: £32,188)*. At 30 June 2021 there was an outstanding amount to be paid of £4,647 *(2020: £5,916)* which was paid after the year end. The decrease in costs are in relation to the lower salary costs with staff being on furlough for a period of time.

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year were as follows:

	TOTAL 2021	TOTAL 2020
	£	£
£60,001 - £70,000	-	-
£70,001 - £80,000	-	-
£80,001 - £90,000	-	-
£90,001 - £100,000	1	1
£100,001 - £110,000	-	-
The Pension cost of this employee totalled £4,250 (2020: £4,420).		

The Foundation considers its key management personnel to be the members of its Senior Management Team *(as noted on Page 3 and 17 of the Trustees report)* and Trustees. The total employment benefits including employer pension contributions of the key management personnel were £259,954 *(2020: £308,071)*. The reduction was due to the full year impact of the removal of the Head of Business Development and Communication.

The Trustees received no emoluments during the year *(2020: £nil)*. Expenses charged by the Trustees amounted to £nil *(2020: £nil)*. The Foundation maintains an Executive Liability Insurance policy. The premium for this was £809 *(2020: £1,199)*.

10 TANGIBLE FIXED ASSETS

	LAND & BUILDINGS	FIXTURES & FITTINGS	COMPUTERS & SOFTWARE	TOTAL
COST	£	£	£	£
As of 1 July 2020	8,500	42,120	73,974	124,594
Additions	-	976	19,794	20,770
Disposals	-	-	-	-
AS OF 30 JUNE 2021	**8,500**	**43,096**	**93,768**	**145,364**
DEPRECIATION				
As of 1 July 2020	5,525	34,592	55,158	95,275
Charge for the year	1,700	5,028	12,801	19,529
Disposals	-	-	-	-
AS OF 30 JUNE 2021	**7,225**	**39,620**	**67,959**	**114,804**
NET BOOK VALUE				
AS AT 30 JUNE 2021	**1,275**	**3,476**	**25,809**	**30,560**
AS AT 30 JUNE 2020	2,975	7,528	18,816	29,319

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

11 DEBTORS

	NOTES	2021 £	2020 £
Trade debtors		**35,624**	4,683
Other debtors	16	**647,837**	333,976
Prepayments		**27,072**	29,284
Accrued income		**-**	60,640
TOTAL		**710,533**	428,583

12 CREDITORS

	2021 £	2020 £
Trade creditors	**48,698**	23,199
Social security costs & other taxes	**23,241**	25,052
Other creditors	**26,417**	5,810
Accurals	**70,468**	95,938
Defferred income	**1,002,007**	656,506
TOTAL	**1,170,831**	806,505

12A MOVEMENT IN DEFERRED INCOME

	AT 1 JULY 2020	INCOMING RESOURCES	AMOUNTS RELEASED	AT 30 JUNE 2021
DEFERRED INCOME	656,506	1,237,755	(892,254)	1,002,007

Deferred income shown above mainly represents grants for specific projects and the closing balance of donations made to the Foundation from Fulham FC's former players. The movement between 2020 and 2021 reflects the difference between monies received in cash and income released to cover expenditure in the year. Balances carried forward will be released over the remainder of the project life to match expenditure accordingly.

12B PROVISION FOR LIABILITIES

An amount is included within the Accruals balance as per Note 12 for all untaken contracted staff holiday that is due at 30 June 2021. The Foundation's holiday year has changed this year and now runs from 1 January to 31 December.

	LEAVE PAY £
At 1st July 2020	**29,935**
Additions	27,072
Reversals	(29,935)
At 30th June 2021	**27,072**

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

13 FUNDS

	AT 1 JULY 2020	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2021
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	30,000	(30,000)	-	-
PL core funding	-	203,167	(203,167)	-	-
Coronavirus job retention scheme	-	160,332	(160,332)	-	-
PL Kicks	-	181,600	(184,386)	2,786	-
PL Kicks Targeted	-	33,145	(35,011)	1,866	-
PL Primary Stars	-	131,091	(135,880)	4,789	-
PL Inspires	-	67,954	(69,928)	1,974	-
PL Mental Health	-	16,728	(17,709)	981	-
PL Player Liason	-	5,898	(5,898)	-	-
DCMS Tackling Loneliness	-	48,498	(49,115)	617	-
Fulham Goals	-	14,932	(11,340)	(3,592)	-
BT Disability	-	2,039	(2,285)	246	-
DisAbility funding	33,056	84,678	(37,672)	361	**80,423**
Health & Wellbeing funding	24,388	27,015	(39,217)	(945)	**11,241**
Education funding	-	7,600	(5,745)	(1,855)	-
Girls Bursary fund	6,844	776	-	-	**7,620**
TOTAL RESTRICTED FUNDS	**64,288**	**1,015,453**	**(987,685)**	**7,228**	**99,284**
UNRESTRICTED FUNDS					
General reserve	636,722	634,389	(578,784)	(27,998)	**664,329**
Designated fund	29,319	-	(19,529)	20,770	**30,560**
TOTAL UNRESTRICTED FUNDS	**666,041**	**634,389**	**(598,313)**	**(7,228)**	**694,889**
TOTAL FUNDS	730,329	1,649,842	(1,585,998)	-	794,173

The specific purposes for which the funds are to be applied are as follows:

The kit restricted fund represents a donation made by Fulham FC as a contribution towards sports kit purchased for the furtherance of sports activities. This donation is given as gift in kind, 2021: £30,000 *(2020: £18,000)*.

The Foundation partners with the Premier League Charitable Fund in order to run a number of programmes; PL Kicks, PL Kicks Targeted, PL Primary Stars and PL Inspires. New funding this year was won for new programmes PL Mental Health which is better known as More than a Game and PL Player Liaison. The aim is to reach a diverse variety of participants, some hard to reach, to encourage and develop the potential of young people within sport, education and their communities.

DisAbility, Health & Wellbeing and Education programmes provide opportunities to improve the education, health and wellbeing of people of all ages, abilities and backgrounds. With the support of a number of funders and participant fees we run a number of initiatives across the boroughs we work within. Last year we created a restricted reserve to support future costs on Health & Wellbeing, DisAbility and girls bursary. Some of these reserves have been released to cover costs in these areas however we were also able to increase the reserve for DisAbility as the Premier League Charitable Fund allowed us to repurpose an underspend from another programme. Due to the level of activity which was delivered during the pandemic the girls bursary was not used.

Restricted funds are held due a timing difference of donations received and recognised and programmes that donations were given for have begun.

The General Reserve is the amount which is being built up and retained from net unrestricted surplus funds to be able to meet the Foundation's planned expenditure for a period of three months, such period being, in the opinion of the Trustees, the time needed to conduct an orderly wind-down of the Foundation's activities if major sources of revenue reduced to a level at which it was no longer practicable for the Foundation to continue its operations. The transfer represents the Foundation's contribution to projects funded from unrestricted income.

The designated fund represents the net book value of Fixed Assets held for charitable uses. Such assets cannot be easily realised for cash and therefore cannot form part of the General Reserve.

13A FUNDS - PRIOR YEAR

	AT 1 JULY 2019	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2020
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	18,000	(18,000)	-	-
PL Core Funding	-	122,942	(122,942)	-	-
Coronavirus Job Retention Scheme	-	168,388	(168,388)	-	-
PL Works	-	7,177	(6,076)	(1,101)	-
PL Kicks	-	205,374	(193,508)	(11,866)	-
PL Primary Stars (incl Innovation Fund)	-	139,570	(138,336)	(1,234)	-
PL Girls	-	5,616	(5,733)	117	-
PL Enterprise	-	4,918	(4,501)	(417)	-
PL Inspires	-	38,431	(36,465)	(1,966)	-
Fulham Goals	-	149,370	(137,160)	(12,210)	-
BT Disability	-	50,229	(47,230)	(3,069)	-
Disability funding	-	40,302	(34,783)	27,537	**33,056**
Adult Health funding	-	62,098	(56,060)	(3,913)	**2,125**
Education funding	-	427	162	(589)	-
Girls Bursary Fund	-	6,844	-	-	**6,844**
George Cohen Campaign	23,843	3,117	(4,697)	-	**22,263**
TOTAL RESTRICTED FUNDS	**23,843**	**1,022,873**	**(973,717)**	(8,711)	**64,288**
UNRESTRICTED FUNDS					
General reserve	523,044	1,133,599	(1,026,102)	6,181	**636,722**
Designated fund	44,593	-	(17,804)	2,530	**29,319**
TOTAL UNRESTRICTED FUNDS	567,637	1,133,599	(1,043,906)	8,711	**666,041**
TOTAL FUNDS	591,480	2,156,472	(2,017,623)	-	730,329

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

The net assets are held for the various funds as follows:

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2021
	£	£	£	£
Tangible fixed assets	-	-	30,560	**30,560**
Cash at bank	528,966	694,945	-	**1,223,911**
Other current assets	3,603	706,930	-	**710,533**
Current liabilities	(433,285)	(737,546)	-	**(1,170,831)**
TOTAL	**99,284**	**664,329**	**30,560**	**794,173**

14A ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2020
	£	£	£	£
Tangible fixed assets	-	-	29,319	**29,319**
Cash at bank	415,084	663,848	-	**1,078,932**
Other current assets	12,631	415,952	-	**428,583**
Current liabilities	(363,427)	(443,078)	-	**(806,505)**
TOTAL	**64,288**	**636,722**	**29,319**	**730,329**

15 OTHER COMMITMENTS

At 30 June 2021, annual commitments under operating leases were as set out below:

	2021 LAND & BUILDINGS	2020 LAND & BUILDINGS
OPERATING LEASES WHICH EXPIRE	£	£
Within one year	**21,490**	42,979
Within two to five years	**-**	21,490
TOTAL	**21,490**	64,469

16 RELATED PARTY TRANSACTIONS

By virtue of a letter of ongoing support given by Fulham FC, under which they confirm that they are holding funds donated by its former professional players on behalf of the Foundation, Fulham FC is treated as a related party. These donations will be released to support the Foundation to enable it to meet its ongoing liabilities as they fall due and support new agreed initiatives.

At the balance sheet date there was also an agreement between the Foundation and Fulham FC to provide administrative, payroll, security and maintenance services. Fulham FC has provided restricted gift in kind of £30,000 *(2020: £18,000)*. Balances with related parties as at 30 June 2021 are as follows:

	2021		2020	
	DUE TO £	DUE FROM £	DUE TO £	DUE FROM £
Fulham Football Club Ltd	-	**647,836**	-	333,976
TOTAL	-	**647,836**	-	333,976

Two of the Trustees and directors of the Foundation are also directors of Fulham Football Club, Mr A Mackintosh and Mr D Preston. The relationship bears no financial benefit.

FULHAM FOOTBALL CLUB FOUNDATION

England & Wales - Charity number 1111639

Accounts

FULHAM FC Foundation
BUILDING BETTER LIVES THROUGH SPORT

Registered Company Number: 04573248



FULHAM FC Foundation

Annual Report & Financial Statements

Year Ended 30th June 2020

Registered Charity Number 1111639

FULHAM FOOTBALL CLUB FOUNDATION
Annual Report & Financial Statements
Year Ended 30 June 2020

FULHAM FC Foundation

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STATUTORY INFORMATION

LEGAL STATUS

Charity Name: Fulham Football Club Foundation
Charity Number: 1111639
Company Number: 04573248

Registered Office: Fulham FC, Training Ground, Motspur Park, New Malden, Surrey KT3 6PT

Operating Address: Unit 40 1st Floor, Barwell Business Park, Leatherhead Road, Chessington, Surrey, KT9 2NY

TRUSTEES

Thomas Barry	Chair of Trustees
Darren Preston	Company Secretary
Lee Manning	Treasurer
Craig Morris	
Alistair Mackintosh	
Stella Fry	
Cheryl Horstead	*(Appointed 10/12/2019)*
Julie Evans	*(Appointed 10/12/2019)*
Katie Legg	*(Appointed 10/12/2019)*

MANAGEMENT TEAM

Michael McSweeney	Chief Executive Officer
Janet Taylor	Head of Finance
Karen Taylor	Head of Operations
Eleanor Rowland	Head of Safeguarding

COMPANY SECRETARY

Darren Preston

BANKERS

Santander UK PLC, Registered Office: 2 Triton Square, Regent's Place, London, NW1 3AN

Metro Bank, 1 Southampton Row, London, WC1B 5HA

AUDITORS

Azets Audit Services Limited: 2nd Floor, Regis House, 45 King William Street, London, EC4R 9AN

REPORT OF THE TRUSTEES

The Trustees present their report and the audited financial statements for the year ended 30 June 2020. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) in preparing the annual report and financial statements of the charity.

CHAIRMAN'S INTRODUCTION

As Chair of Trustees for the Foundation I start this annual update in a very different way to normal. It really has been a 'year of two halves'! Until February 2020 we were on track to achieve significant progress in our key areas of community activities, continuing to improve our positive outcomes and demonstrate, yet again, our progress in 'Building Better Lives Through Sport'. In addition, as part of our sustainability objectives, we were also on track to achieve a significant financial performance, with a record annual surplus for the Foundation.

From March 2020, with the COVID 19 Pandemic, most of our lives have been 'turned upside down'. That is not more obvious than within many of our communities, many of our participants and many of our people.

Our colleagues have demonstrated a moral compass they should all be proud of. They have taken the dramatic change and, in many ways, turned this into new opportunities. It is satisfying to see our colleagues demonstrate their agility, refocussing to meet some of the immediate needs of our communities and embrace our 'Protect, Prepare, Play plan' of how we could get back to helping and supporting the most vulnerable people within our communities.

Some of the key highlights, in these very difficult times include achieving progress in 25 headline programmes across South and South West London within our eight core themes. Increasing participation in our 'Female focus' activities. Growth in our DisAbility programmes. Continuing, where possible, with our schools and education activities. Adding a new objective of creating opportunities for underrepresented groups in our areas.

As with any successful business, we continue to develop and evolve our strategy ensuring consistent alignment with our mission of 'Building Better Life Through Sport'. This year and indeed moving into the next fiscal year, these challenges will continue to exist for some time.

Our success is based on three groups of people. Our participants and communities. Our people who make this happen. Our partners. In these times we have proved that we are blessed with such wonderful support from all three groups.

Much bad press exists around the football family. However, it is appropriate to thank all our financial supporters, our partners and in particular the Premier League for their continued significant investment in supporting club Foundations in their ambitions to support their communities.

Fulham Football Club have never wavered in their support and indeed have stepped up even further this year. I would like to personally thank the Club owner, Vice Chairman, CEO, COO, Club Manager, and the players.

Our overall financial performance for 2019/20 has been strong, we have increased our trading surplus and financial reserves, underpinning this great Foundation into the future. In 2020/21 we plan to further enhance our Board of Trustees with additional skills to support our continued development, with a particular focus on mental health awareness, local community, and charity marketing.

In closing I would like to thank my fellow Trustees, my Foundation colleagues and our Foundation CEO who has led the Foundation through this most difficult of years in an exemplary manner.



TOM BARRY

FULHAM FC
Foundation
BUILDING BETTER LIVES THROUGH SPORT

STRATEGY
2019 - 2022

A HEALTHY, INCLUSIVE & THRIVING COMMUNITY



CREATE OPPORTUNITIES FOR UNDER REPRESENTED GROUPS

STRATEGIES

- Increase participation opportunities for under represented groups.
- Design & deliver person-centred provision.
- Increase participants' social connectedness, encouraging social inclusion.

TACTICS

- Offer bursary places across paid-for FFCF programmes.
- Assess provision against local & national engagement strategies.
- Establish local referral processes to and from partners' provision.



INCREASE CONTACT TIME

STRATEGIES

- Increase average FFCF participant contact time with a focus on targeted groups.

TACTICS

- Measure and evaluate through our impact dashboard.
- Focus on the participant, their progress, their outcomes & effective storytelling.
- Seek feedback from participants to increase engagement, ensuring programme content is relevant, inspiring & appropriate.



IMPROVE PATHWAYS & SUPPORTED TRANSITION

STRATEGIES

- Educate participants on pathways & offer supported transition.
- Develop a partnership network to support external transition.
- Implement a geographical hub model.

TACTICS

- Each programme to map and track participant pathways.
- Develop our workforce pathway through enhanced qualifications & relevant experiences.
- Liaise with FFC on participants & staff development plans.



SUPPORT THE DEVELOPMENT OF OUR LOCAL COMMUNITY

STRATEGIES

- Equip participants with skills & opportunities to positively contribute to their community.
- Establish strategic partners to address targeted needs.
- Create an investment portfolio with mutually beneficial, long-term outcomes for FFCF and the community.

TACTICS

- Deliver training, volunteering & mentoring opportunities.
- Develop an investment and match funding pipeline.
- Integrate Inclusion & Employability to form a Youth & Community Team.



COLLABORATE WITH FFC

STRATEGIES

- Generate added value & exposure through unique FFC experiences.
- Support FFC in grassroots & fan engagement.
- Establish pathways for participants & staff.

TACTICS

- Agree a communications strategy to promote FFCF programmes & participants.
- Negotiate access to club assets for communications & fundraising.
- Continue to work in close collaboration with key Club departments.

YEAR IN REVIEW

The 19/20 financial and delivery year has been one of challenge, adaptability, innovation and repurposing as we dealt with the uncertainties presented by COVID-19. Until March we were on track for another record year in regard to surplus, looking forward to future charitable investments, longer term planning and embedding our new three-year strategy.

However, as the impact of COVID-19 struck, we needed to become instantly agile and adaptable to the immediate needs of our communities, our people and our organisation. Programmes and staff were repurposed, strategy work was put on hold and instead, working with partners and the football club, we reacted to support where we could. We continually looked to find opportunities in adversity and managed what we could control in such uncertainty. Our strategy was replaced with a Protect, Prepare, Play plan, allowing us to navigate and scenario plan in the short term.

It is clear the work of community organisations will be needed more than ever as we emerge from lockdown. The highlights below reflect the importance of our work, the great team of people who deliver our programmes, our achievements during such an unprecedented year and our determination to continue to deliver our Mission of 'building better lives through sport.'



Volunteers assist at our Foundation Match Day
Fulham FC vs Charlton Athletic Saturday 5th October 2019

2019/20 HIGHLIGHTS

Fulham Football Club Foundation delivers 25 headline programmes across South and South West London under eight core themes: Disability, Football and Sport Participation, Health and Wellbeing, Player Pathways, Primary Schools, Secondary Education, Training & Careers, Women & Girls and Youth & Community.

In the year ending June 2020, the Foundation achieved a number of key outputs which had positive outcomes for the participants engaged. The below programme highlights reflect the positive work achieved throughout the year.



The Fulham FC Women and Dulwich Hamlet players walk out onto the pitch with the match day mascots | 24 Nov 2019

FEMALE FOCUS

The Foundation engaged 493 females aged between 11-19 and doubled the number of Satellite sessions available from four to eight per week. In addition, we saw an increase in Community Hub sessions by 50% and an 88% increase in female only sessions (7-11 years).

Three females transitioned from our weekly Skills Club Saturday sessions into our Girls Kicks programme. Launching girls only Skills Club and Soccer School provision for the first time, resulted in 49 unique participants engaging in our Saturday sessions and 126 during the holiday periods.

We launched a girl's bursary scheme, partnering with local schools, five girls took part in our first-year long scheme to encourage girls to participate in football activity, who previously would not have had the opportunity.

" MY DAUGHTER HAS DEFINITELY DEVELOPED AS A PLAYER. WE FOUND IT INCREASINGLY DIFFICULT TO LOCATE A REPUTABLE GIRLS ONLY FOOTBALL GROUP. THIS SCHEME ENABLED MY DAUGHTER TO FLOURISH AS A FOOTBALLER WITHOUT ANY STRAIN AND CONCERNS ABOUT HER ABILITY "

PARENT

DISABILITY GROWTH

This year we implemented a change in the branding of our disability programmes to DisAbility, enabling the focus to be on the participants ability, not disability.

A major success was our first ever DisAbility Matchday March, which took place in February, raising over £6,500 to support disability programme delivery.

The below programme updates are until March 2020. As COVID-19 impacted delivery, sessions were moved online.

JUNIOR PAN DISABILITY

- Five weekly sessions prior to lockdown engaging a total of 31 Participants.
- 107 sessions delivered with average contact time per participant of 18.46 hours.

ADULT BLIND AND PARTIALLY SIGHTED FOOTBALL

- Sessions engaged nine participants with an average contact time of 11.40 hours.
- Three players joined the Adult Pan DisAbility sessions and played in friendly fixtures.

DOWNS SYNDROME (FOOTBALL & TENNIS)

- Weekly sessions engaged 30 participants across DS Tennis, Mini Badgers and Badgers Football sessions: average contact hours per participant 21.15 hours.
- 19 Participants took part in the recording of the World Downs Syndrome Day Poem with FFC Media Team to produce a video shared on our social media platforms which had a total reach of 24,280.

ACTIVE AUTISM KINGSTON

- Total number of participants across two groups (one Under12s) was 34.
- 40 sessions were delivered prior to lockdown with the average contact time per participant 10.45 hours for the 5-12yrs group and 7.24 hours for the 12-16yrs group.
- The Under 12s participated in monthly fixtures in the Surrey Football for all League under Head Coach Paul Leconte and Assistant Coach Hannah Lawrence, two of our FFCF Coaches who have Autism themselves.

EFL EVERY PLAYER COUNTS

- Funded through The EFL and Wembley National Stadium Trust, three new session groups were created (Adult Pan DisAbility, Junior Blind, Active Autism in Lambeth), engaging 30+ participants and delivering an additional 47 sessions.

DISABILITY SCHOOLS AND SOCCER SCHOOLS

- Five schools and colleges engaged since September with a range of PE sessions, after school clubs and post 16 groups. Inclusive Champions sessions were also delivered in six different schools.
- Bespoke Soccer Schools delivered in October with 18 participants attending and 14 attending in February.

COVID-19 DISABILITY ONLINE SESSIONS

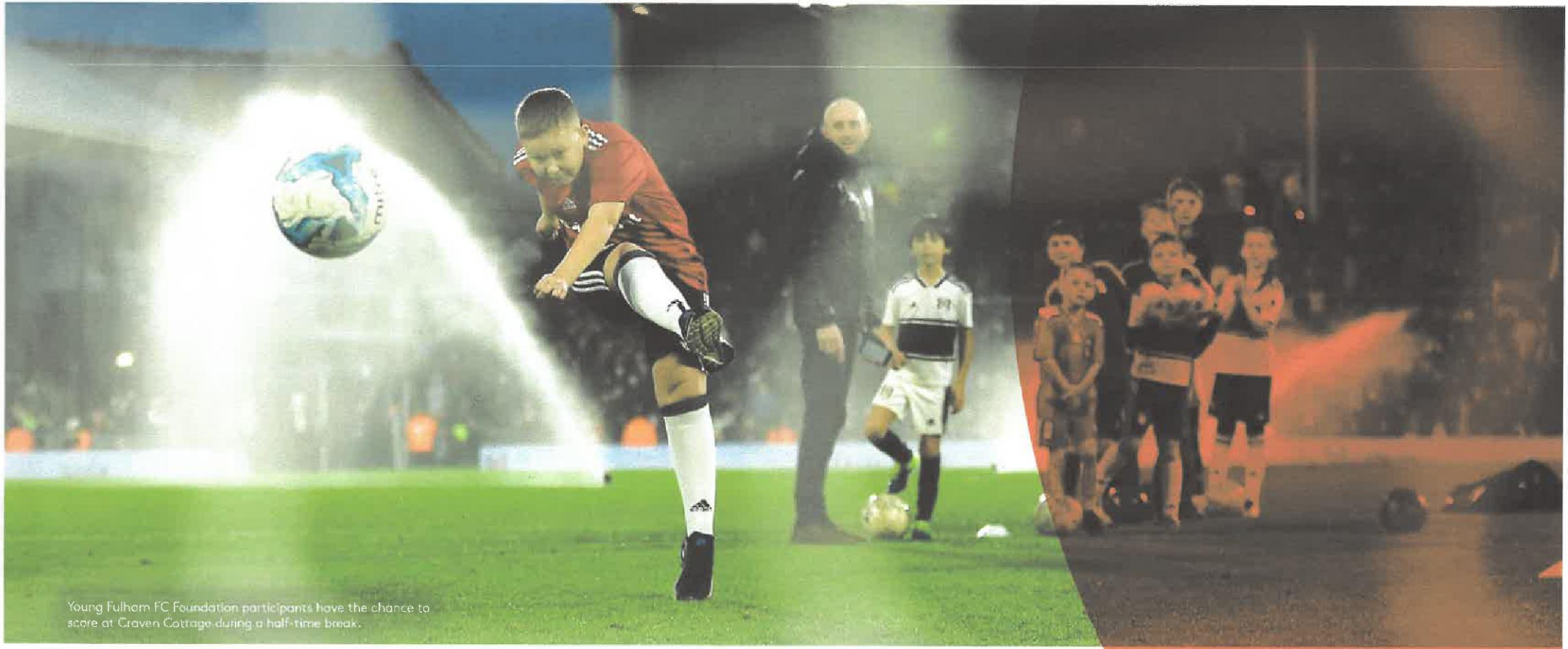
- Sessions engaged 52 participants in over 82 hours of delivery.
- Eight online fixtures engaged 71 participants and staff from other clubs including Man City, Charlton and Crystal Palace.
- In July, nearly 120 DisAbility At Home Equipment packs were sent, including balls, cones, activity sheets, sensory items, FFC Goodies and more to all participants.



A half time demonstration of Vision Impaired football during our Foundation Match Day. Fulham FC vs Charlton Athletic Saturday 5th October 2019

WHAT DOES THIS ACTIVITY MEAN TO ME?

"I like playing football, and playing with my friends at Fulham, and I score lots of goals."



Young Fulham FC Foundation participants have the chance to score at Craven Cottage during a half-time break.

SCHOOL ENGAGEMENT

During the 19/20 academic year the Football, Sport & Participation Team have delivered school based activity to 2,667 young people, whilst also engaging over 50 teachers through 1:1 teacher mentoring.

A new girl's only football league was delivered in partnership with Girls United, Black Princes Trust and the Brixton & Oval Learning Trust, linking to our strategic objective of engaging more females. With a focus on working with less young people but ensuring we deliver greater impact; we had an increase in average contact time from 12.54 hours to 13.41 hours per school participant.

FOOTBALL AND SPORTS PARTICIPATION

PERFORMANCE CENTRE

The programme aims to provide a fun learning environment whilst challenging each participant to reach their potential. The growth of the Three Rivers Centre has enhanced participant opportunities and growing relationships with grass roots clubs has increased opportunities for players looking to progress. In total, 277 players have taken park in this year's programme, which includes six bursary places.

SKILLS CLUB AND SOCCER SCHOOLS

Our Saturday morning Skills Club programme ran across five venues namely, Bishops Park (Fulham), Wimbledon, Kingston, Tooting & Mitcham and Epsom. The programme achieved 62% of its target numbers (95% pre COVID-19).

15 players progressed from Skills Club into our Performance Centre programme. The new girls only session at Hurlingham Park consistently saw numbers of over 20 each week.

Soccer Schools ran across four venues, Bishops Park, Motspur Park, Burntwood School and Cardinal Newman School. Achieving 75% of its target numbers (99.91% pre COVID-19), mixed Soccer Schools continued to grow as we also developed programmes bespoke to girls and participants with disabilities.

GIRLS DEVELOPMENT CENTRE (GDC)

The Girls Development Centre programme had another successful season seeing 64 players engaged across our U10, U12, U14 and U16 age groups.

During lockdown our Fulham FC Women's 1st team players engaged with our GDC players in our 'Let's Connect' mentoring programme. Players connected through our match analysis platform discussing football, aspirations and current challenges, all to offer support and guidance.

FULHAM FOOTBALL CLUB WOMEN

Fulham FC Women demonstrated excellent progression this season with the support of the football club. This was the first season the team trained twice per week alongside a strength and conditioning session, all hosted at Motspur Park. A highlight of the season saw 450 supporters attend a match at Motspur Park (against Dulwich), supported by participation activity for females before the game.

Eleven new players joined, with twenty-four officially signed, enabling the team to finish the season in 5th. The club also saw an excellent run in The Women's FA Cup, reaching the 3rd Qualifying Round.

FOOTBALL AND EDUCATION

Football and Education had a difficult year. Recruitment numbers were low due to challenges around entry criteria and the year also saw the end of our partnership with Coulsdon College after four years. Positively, all of the 19/20 cohort have received and passed their A Level / BTEC studies and we will be finalising the exit routes each student is pursuing by October 2020.



Participants from our Refugees programmes had the opportunity to play at Craven Cottage earlier this season. March 2020

PREMIER LEAGUE INSPIRES

The Inspires programme launched at Elmgreen School and Harris Academy Merton for this first time this year. Working with cohorts of year 7 and year 10 students, a focus was on social action and a topic important to them and their community. Homelessness, Knife Crime, Male Suicide, and Racism were all topics being discussed for social action projects before COVID-19 intervened. We are looking forward to progressing Inspires during the 20/21 season.

PREMIER LEAGUE KICKS

Aimed at engaging and inspiring young people between the ages of 8-18, our Kicks sessions continues to be a flagship programme for the Premier League. Reaching over 3,000 young people, who are most at risk, the programme has further developed with increased girls only sessions (supported with additional funding from the London Marathon Community Trust), increased numbers at refugee sessions and weekly online activity when sessions stopped in March.

HEALTH INTERVENTIONS

WALKING FOOTBALL

169 unique participants were engaged, compared to 157 during 18/19 season. The gender breakdown of participants is 144 males to 25 females. The number of female participants is lower than desired; however, we've seen an increase of 3% compared to the previous season. Two new sessions were planned before COVID-19 struck, including a female only session.

FULHAM FIT

46 unique participants have enjoyed the Fulham Fit programme. We've seen a decrease of 15 from the 18/19 season and we plan a review of the programme moving forward.

FULHAM MEMORIES

218 unique participants have engaged with Fulham Memories compared to 167 during the previous season. The gender breakdown of participants is 106 males to 112 females seeing an increase of 14% more females attending than the previous season. There has also been an increase of 3% more participants with a disability attending sessions. We were granted funding from the Greater London Authority to expand Fulham Memories with 12 new session groups, of which six were started before the suspension due to COVID-19. The newly funded sessions saw us welcome 55 of the 218 unique participants.

HEALTH DELIVERY DURING COVID-19

We enhanced our partnership with the South Fulham Primary Care Network (NHS) and took 17 befriending call referrals. We collaborated with the football club and called season ticket holders, and in total called 1,400 unique individuals in 12 weeks, regularly calling 182 of those individuals. The Walking Football volunteers created a newsletter to stay connected and sent 10 issues of 'In Touch' to 38 unique individuals. We've now received £32,000 from the EFL Trust (through the Department for Culture, Media and Sport) to extend our befriending calling work until the end of December 2020.



Long-time walking football volunteer David

FUNDRAISING

Supported by the Club, fundraising initiatives continued to grow, with a record-breaking Charity matchday, generating over £30k. Utilising the refurbished Cottage, we also ran several events, including those with players and the Manager. The annual Away Day Cycle and FFC Golf Day were postponed due to COVID-19, but places were carried over to 2021. We worked hard to diversify our fundraising income during COVID-19, running campaigns around ticket refund donations (£20K), gaining the profit from face coverings (£8K) and virtual challenges (£6k). Despite the challenging circumstances, over £80k was of unrestricted income was generate through fundraising initiatives.

PLAYER ENGAGEMENT

Player community engagement across the Men's 1st Team, Academy and Women's Team continues to grow. Tim Ream (Female Ambassador) and Denis Odoi (Schools Ambassador) were official Foundation ambassadors, the Academy launched an ambassadorial mentoring scheme and in total 207 player appearances were recorded with the Professional Football Association for the 19/20 season.



Denis Odoi attends Q&A with local School

STRUCTURE, GOVERNANCE AND MANAGEMENT

LEGAL STATUS

Fulham Football Club Foundation is a charitable company limited by guarantee, company number 04573248, and charity number 1111639, incorporated in the UK. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

ORGANISATIONAL STRUCTURE

The Foundation is overseen by a Board of Trustees who have been selected for their individual areas of expertise that they can bring to the Foundation and in a support and advisory role to the Chief Executive Officer. The Foundation is managed on a day to day basis by the Chief Executive Officer.

The Trustees meet at least quarterly to review the overall performance of the Foundation, including financial results, consider projects in progress and the involvement in future projects.

CHARITABLE OBJECTS

- To promote community participation in healthy recreation by providing facilities for the playing of association football and other sports.

- To provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have the need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.

- To advance education of children and young people through such means as the Trustees think fit in accordance with the law of the charity.

RELATIONSHIP WITH THE CLUB

The Foundation is structurally and legally independent from Fulham FC but enjoys a mutually supportive relationship reflected in shared values and our Board of Trustees, which includes the Fulham FC's Chief Executive and Chief Operating Officer. There are many examples of us working in unison including the engagement of children and families. The Foundation benefits primarily through gifts in kind, including use of venues, whilst adding value to the Club by providing access points for direct engagement with the community, through the Foundation's various community programmes.

PUBLIC BENEFIT

In setting our objectives and planning the activities of the Foundation, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

45% of the Foundation's incoming resources from charitable activities comes from grant funding, which is provided by the various grantors to enable the Foundation to deliver a range of sporting activities which are designed, in line with the Foundation's vision and strategy (as set out on page 3). The groups are frequently tightly defined but the activities provided are open to all who meet the criteria. Along with the provision of coaching to all young people, the Trustees therefore believe that the overwhelming majority of the Foundation's activities are of real public benefit, and hence the Foundation sees itself as a public benefit entity. This percentage has increased over previous years mainly as a result of the mix of income during the COVID-19 pandemic. Whilst unrestricted activities and therefore income ceased we were still able to draw down restricted funds to support staff that worked on these programmes.

STAFF AND VOLUNTEERS

EMPLOYEES

The Trustees recognise the huge contribution made by salaried colleagues, and extend their thanks to these colleagues for their continued effort in striving to be a self-sustaining charity.

SESSIONAL COACHES

The Trustees are grateful to these team members who continue to provide the services of the Foundation to the highest level.

VOLUNTEERS

The Trustees are extremely grateful for time donated by volunteers to the Foundation. It would not have been possible to realise our achievements without their help and support. Volunteers' play a vital role in supporting delivery of the Foundation's programmes as well as actively fundraising on challenge events and at the Foundation's annual Charity Match. In accordance with the SORP, due to the absence of any reliable measurement basis, the contribution of these volunteers is not recognised in the accounts.

EQUAL OPPORTUNITIES

Fulham FC and the Foundation are committed to providing equal opportunities and have a zero tolerance approach to discrimination of any form. This directive is led by Fulham FC's Chief Executive Officer, Alistair Mackintosh, and the Foundation's Chief Executive Officer, Mike McSweeney who have both been vocal in their commitment to our values, which are embedded and lived throughout. Employees are expected to refer to the values throughout their work:

- Pioneering
- Open and Inclusive
- Action Orientated
- Confident Custodians
- Service Excellence

At the heart of Fulham FC's value framework is a commitment under being 'open and inclusive' to equal opportunities and anti-discrimination, which runs through the recruitment and induction process. Fulham FC and the Foundation have developed and implemented a Safeguarding and Inclusion Strategy, which has a set of objectives that are specific, measurable, achievable, relevant and timely. As part of this undertaking Fulham FC and the Foundation has committed to completing annual Equality and Diversity Monitoring Surveys which provide updated information on the composition of our workforce. The data from these surveys is summarised, analysed and where appropriate suitable recommendations are made. The Internal Equality Advisory Group has established clear objectives on the basis of this data and will continue to monitor this closely.

Fulham FC and the Foundation are monitored on their commitment to Equality and Diversity by their respective League. We are pleased to share that during the 19/20 season we received the following endorsement from the English Football League after submitting evidence on our Equality and Diversity provision:

'The Club is to be congratulated; this is an excellent submission, which clearly demonstrates honest and constructive self-assessment; commitment to achieve the Code of Practice, and vision to strive for best practice around equality, diversity and inclusion. Well done. There is clear commitment to inclusion, equality, and anti-discrimination at the highest level of the organisation and this is driven through all sections of the Football Club.'

DISABLED PERSONS

It is the Foundation's policy to provide full and fair consideration of applications, continuing employment and training of all staff while employed in the business. We endeavour to make our facilities available for disabled users as far as is possible within the constraints of a concern for the health and safety of all our colleagues and customers.

STAFF AND VOLUNTEERS CONTINUED...

EMPLOYEE INVOLVEMENT

It is the Foundation's policy to keep all colleagues informed as to the development of the charity and then encourage them to contribute their ideas, criticisms and comments through the management process which recognises and rewards genuine involvement in the success of the Foundation.

ENVIRONMENT

The Foundation has continued to adopt policies and procedures which take account of the need to preserve and protect the environment. The Trustees are committed to compliance with best practice in all aspects of the business.

PAY POLICY FOR SENIOR STAFF

The pay for key management personnel is reviewed annually and normally increased (if possible) in accordance with average earnings, in the view of the nature and success of the charity, the Trustees benchmark against pay levels in other sport foundations of a similar size.



Volunteers assist at our Foundation Match Day, Fulham FC vs Charlton Athletic Saturday 5th October 2019

FINANCIAL REVIEW

INCOME GENERATION

During the year to 30 June 2020, the total value of grants raised was £695,733 *(2019: £479,363)*. This increase was mainly due to the timing of release of income from existing programmes. The Foundation continues to try and source funding to support its charitable objectives.

As mentioned previously up until March 2020 the Foundation's fundraising had continued to grow through running a variety of events. This is shown in other unrestricted donations £345,064 *(2019: £301,046)* alongside core funding received from the Premier League Charitable Fund and very generous donations from Fulham FC's season ticket holders, donating their season ticket refunds to the Foundation.

The Foundation does also receive donations from other various individuals and institutions. Within the year £18,000 has been received from Fulham Football Club to cover the cost of kit. This is a decrease on last year as a result of Fulham FC's relegation.

This year the Foundation has received donations from former players of Fulham FC of £93,181.

The remainder of the Foundation's work is largely funded by fees charged for the delivery of specific services. The policy of the Foundation is to calculate fee rates such that they recover the full cost of delivery of services.

FINANCIAL RESULTS

As has been mentioned a number of times the Foundation up to March 2020 was on track to have another record year. Unfortunately, due to the pandemic things then changed. All programme delivery stopped, including the stoppage of paid for services and an effect on fundraising and donations. The Foundation was in a very fortunate position that they had received a parachute payment from the Premier League Charitable Fund on Fulham FC's relegation, and this has been released to support ongoing costs. The Foundation also enrolled in the Coronavirus Job Retention Scheme and placed 82% of its workforce on furlough. With these support mechanisms the total income for the year was **£2,156,472** *(2019: £2,110,042)* which resulted in a net profit of **£138,849** *(2019: £133,913)*. The **£138,849** includes the release of monies of **£42,025** to create restricted reserves for ongoing DisAbility, Adult Heath and Bursary programmes.

The financial results and explanatory notes for the year are detailed on pages 26 to 39.

RESERVES POLICY

The Trustees have agreed that the Foundation should establish and maintain a free reserve *(General Reserve)* sufficient to cover the Foundation's planned expenditure for a period of 3 months *(currently around £477,750)*. This level of reserves, would enable the Foundation, if ever it became necessary, to conduct an orderly reduction or wind-down of its operations, if the major sources of revenue were reduced to a level below which it was no longer practicable for the Foundation to continue its operations.

The level of free reserves *(represented by the General Reserve)* at 30th June 2020 was **£636,722** *(2018: £523,044)*.

The Foundation's unrestricted reserves are represented, in the majority, by cash at bank and in hand.

The Foundation has a Designated Fund equal to the net book value of fixed assets held in the Balance Sheet. This is because such a fund could not easily be realised in cash, and therefore should not form part of the General Reserve described above.

BUDGET REVIEW POLICY

In line with yearly budget planning, the use of reserves and any impact in relation to the above Reserves Policy will be reviewed and approved by the Board. Once the yearly budget has been approved, any subsequent use of the reserves will need a business case presented by the Foundation's Chief Executive Officer for Board approval.

FINANCIAL REVIEW CONTINUED...

SHORTFALL POLICY

Any shortfall of reserves will be reviewed by the Board *(monthly)* in relation to the Foundations existing Risk Register, current budget situation and any forecasted budget expectations. Given the security of the 'full' 3 months Reserves Policy the Board will further review and agree an action plan for any shortfall in its Reserves Policy if the amount is above £150,000.

EXCESS AND SPEND POLICY

The Board will consider reserves expenditure if the Reserves Policy target months has been achieved, subject to a business case which has been approved by all members of the Board. The Board will also consider expenditure, if the Reserves Policy has not been achieved, subject to a business case and full Board approval.

This is the second year that the level of reserves has exceeded the Trustees minimum requirement and before the COVID -19 pandemic the Trustees were looking for opportunities that the Foundation may wish to invest in. In the current circumstances the Trustees are being more prudent especially as the Budget for 2020/21 is predicted to be a loss.

INVESTMENT POLICY

The level of cash held by the Foundation does not require a complex investment policy. To the extent that any surplus cash balances that do arise from time to time are invested into a higher interest earning accounts.

RISK MANAGEMENT

The Trustees identify and review the strategic, business and operational risks to which the Foundation is exposed and ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees, Chief Executive Officer and the Management Team have undertaken an assessment of the risks to which the organisation is exposed, producing a risk assessment which identifies the impact of any risk and advises of steps to mitigate that risk.

The Key Risks identified are:

1. Child Welfare: As the Foundation exists to provide sports experience for children it is at the heart of our activities to ensure full compliance with law and best practice relating to children, their safety and their welfare.

2. Loss of a major revenue stream: Certain sources of funding are very significant. However, most of these relate to the delivery of specific activities, which means that a loss of the revenue automatically leads to a cessation of the related activity, and the saving of the costs associated with it, albeit with some possible delay. More critical is the need to protect those revenues which make a contribution towards fixed costs.

PAYMENT OF CREDITORS

It is the Foundation's policy to agree payment terms as part of any formal contract with a supplier and to make every endeavour to abide by the agreed terms. Where a purchase is not covered by a formal contract, and no agreement is reached in advance of raising an order, the policy is that any valid invoice will be paid in full. The Foundation is sympathetic to, and pays particular attention to, the cash flow needs of its smaller suppliers. The Foundation took an average of 10 days *(2019: 23)* to pay its creditors. This is lower than normal due to the impact of having very few invoices over the period of March to June 20 when activity ceased.

SAFEGUARDING

Fulham FC started the 19/20 season having been relegated, into the English Football League *(EFL)*. Pre-season consisted of a full review of the Safeguarding and Equality policies and procedures in order to meet statutory and league standards.

The aims of all Safeguarding Policies are to:

- Safeguard all children and vulnerable adults who interact with the Fulham FC and the Foundation;
- Demonstrate best practice in the area of safeguarding children and adults;
- Positively reflect and promote Fulham FC and Foundation Values **(Pioneers, Confident Custodians, Action Orientated, Open & Inclusive and Service Excellence)**;
- Ensure that children and vulnerable adults feel safe in our activities;
- Commit to working in partnership across Fulham FC and the Foundation with external organisations including statutory bodies and local schools;
- Develop a positive and pro-active welfare programme to enable all children and vulnerable adults to participate in an enjoyable and safe environment;
- Ensure that coaches, parents and other adults who come in contact with children and vulnerable adults are good role models of behaviour; and
- Promote high ethical standards.

Fulham FC and Foundation were notified by EFL that due to receiving such a positive audit report by Barnardos in the 18/19 season that we would not be subject to a 'deep dive' audit. Furthermore, the Foundation would not be subject to any safeguarding monitoring by the EFL.

Nevertheless, the level of accountability for the Foundation remained high throughout the season. It was during March 2020 that the landscape for the Foundation service delivery drastically changed due to the Global Pandemic. We continued to deliver high quality services but moved our provision solely online for the remainder of the season. Safeguarding has been a central feature to all of the Foundations online work with such high volumes of children and young people, especially when they are largely from such diverse backgrounds in relation to socio-economic status, culture, ethnicity, gender and disability.

In an ever-changing 'safeguarding' world we need to be agile and prepared for a change in risks and opportunities that our children and young people may come across. We need to be vigilant and take responsibility for updating our knowledge and skills on what risks our participants may face in their day to day lives. We were able to demonstrate our capacity to be agile and flexible to changing risks and opportunities as the landscape changed in March 2020. We have retained exceptionally high standards and quality of work and this has been embedded with clear updated Covid19 guidance, policies, procedures and risk assessments in order to ensure that the safety of our participants and staff has remained paramount.

The Foundation are living Fulham FC's values and we seek to grow and develop every day to become pioneers and the best at what we do in all areas of delivery and especially safeguarding.

Across all programme delivery, safeguarding is a priority for Fulham FC and the Foundation. Our ambition for safeguarding practice far exceeds regulatory and statutory minimum standards. We are amongst some of the best Football Clubs in the world and we are clear that we want to be a leader in the field and strive for a proactive safeguarding culture. Congruent with our values we wish to be Open and Inclusive, Pioneering, Action Orientated, Confident Custodians, and provide Service Excellence in order to promote the safety and welfare of our children and young people.

TRAINING & RECRUITMENT OF TRUSTEES

The Trustees, who were in office from 1 July 2019 until the date of this report, unless otherwise stated, are set out on page 3. The Trustees are recruited according to their expertise and experience in the business, voluntary and charitable sector.

The Foundation is required to have at least 3 Trustees serving at any one time under its Articles of Association. No maximum limit is placed upon the number of Trustees. However, the Trustees believe that the optimum number of Trustees for the Foundation in its current circumstances is between 6 and 10.

The Trustees may appoint any person willing to act as a Trustee by passing an ordinary resolution at the next general meeting as long as not less than seven nor more than twenty-eight clears days' notice is given before the date appointed for that meeting.

In December 2019 the Foundation appointed 3 more Trustees adding expertise in Customer Services and Charitable Funding.

At the first meeting of the Trustees in each year one third of the Trustees must retire by rotation as determined by the length of service. However at the meeting the retiring Trustee(s) shall, if willing to act, be reappointed unless it is resolved not to fill a vacancy.

The Trustees have established their own analysis of the needs of the Foundation for specialist knowledge and experience on the Board of Trustees. Suitable candidates are recruited to fill vacancies which arise and which cause the body of knowledge and experience to be deficient in any particular area. The Trustees recognise that the main purpose of the Foundation is concerned with provision of sports facilities for young people and that the skills needed are principally to support that purpose.

All Trustees are encouraged to be mindful of recruitment needs and to search out and recommend candidates. Any candidates proposed have to complete a process of interview by the Board (or by an ad-hoc committee of the Board formed for that purpose) and of preliminary familiarisation with the work of the Foundation. Part of this process is that the Chief Executive Officer of the Foundation advises the Trustees concerning the candidates' mix of knowledge and experience, which must benefit the Charity. Each candidate is then given an induction file of detailed briefing notes and background material which explains the history and operations of the Foundation, the duties of the Trustees, and the legal framework in which the Foundation operates. If this process is successful the candidates are formally proposed as Trustees. It is the custom of the Board that new Trustees are only appointed by a unanimous vote on an ordinary resolution.

Once new Trustees are appointed to the Board, their personal training needs (to enable them to carry out their duties as a Trustee) are assessed and appropriate formal training is provided using specialised training establishments. All new Trustees are assigned specific responsibilities where their experience and knowledge can be put to best use to benefit the Foundation and its operations.

Members of the Foundation's Board are required to disclose and register all relevant interests and withdraw from any decisions where a conflict of interest arises. All related party transactions are disclosed in note 16 to the accounts.

STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE TRUSTEE'S ANNUAL REPORT AND THE FINANCIAL STATEMENTS

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2015 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

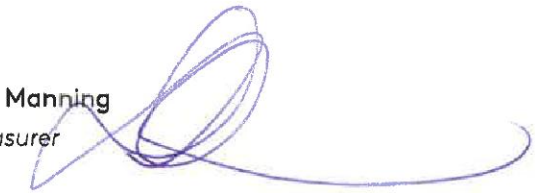
- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

[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.]

Approved by the Trustees on 17th November 2020 and signed on their behalf by:



Thomas Barry
Chair of Trustees



Lee Manning
Treasurer

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

OPINION

We have audited the financial statements of Fulham Football Club Foundation *(the 'charitable company')* for the year ended 30 June 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' *(United Kingdom Generally Accepted Accounting Practice)*.

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 June 2020 and of its incoming resources and application of resources, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing *(UK) (ISAs (UK))* and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and the provisions available for small entities, in the circumstances set out in note 1a to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FULHAM FOOTBALL CLUB FOUNDATION CONTINUED...

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 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 included within the Trustees' report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.
We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- The financial statements are not in agreement with the accounting records and returns; or

- Certain disclosures of Trustees' remuneration specified by law are not made; or

- We have not received all the information and explanations we require for our audit; or

- The Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' responsibilities statement, 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 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 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at **www.frc.org.uk/auditorsresponsibilities**.

This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FULHAM FOOTBALL CLUB FOUNDATION CONTINUED...

USE OF OUR REPORT

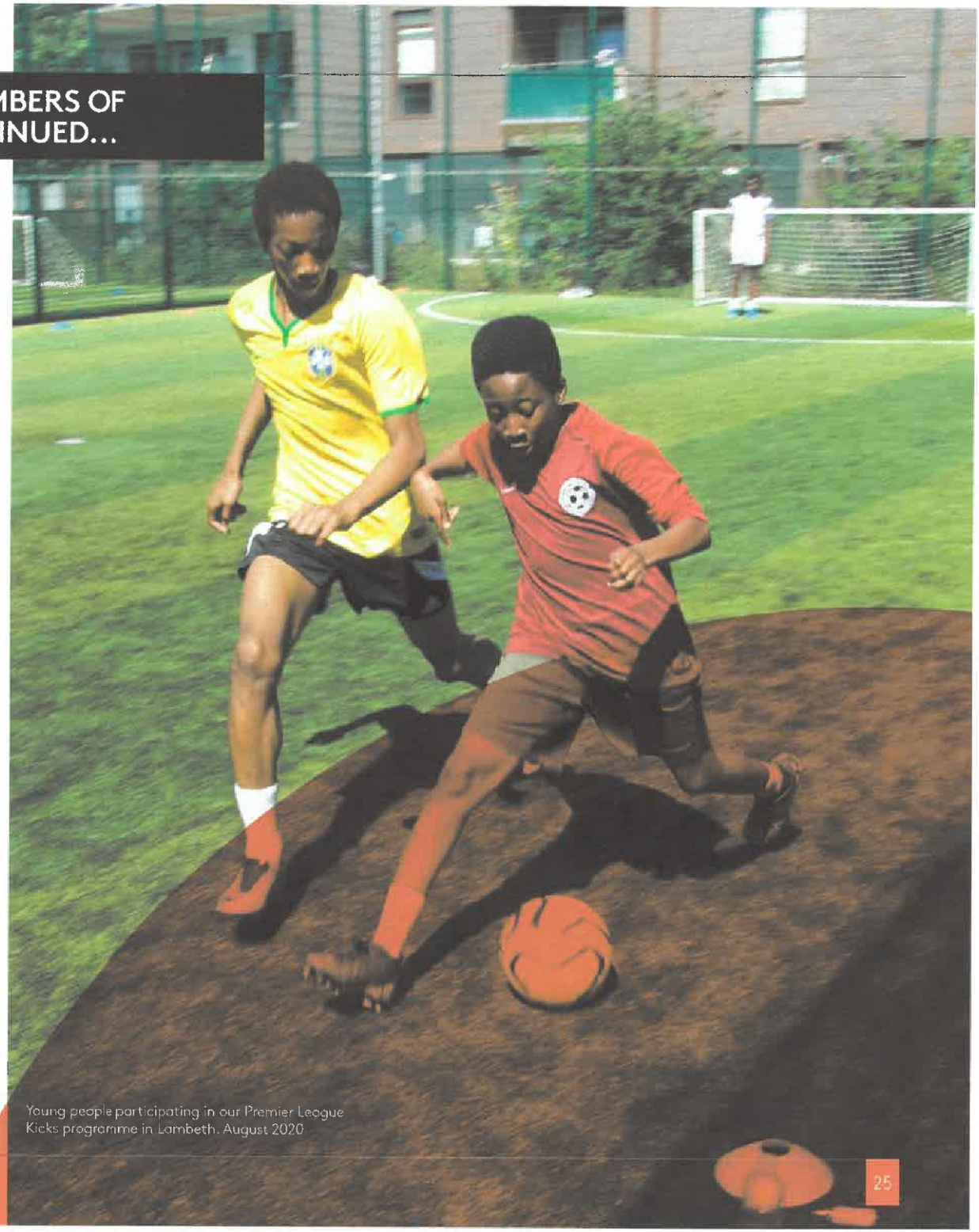
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report 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.

Azets Audit Services

John Howard
(Senior Statutory Auditor)

For and on behalf of Azets Audit Services
Chartered Accountants
Statutory Auditor
2nd Floor, Regis House,
45 King William Street,
London EC4R 9AN

17 December 2020



Young people participating in our Premier League Kicks programme in Lambeth. August 2020

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

YEAR ENDED 30 JUNE 2020

	NOTES	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS 2020 £	TOTAL FUNDS 2019 £
Incoming Resources					
Incoming resources from generated funds					
Donations and Legacies	3	308,459	147,786	**456,245**	410,967
Income from investments	4	3,440	-	**3,440**	2,373
Income from charitable activities					
Workforce development	5	-	156,547	**156,547**	92,830
Education	5	11,487	5,345	**16,832**	128,923
Football and sport	5	787,978	145,186	**933,164**	1,149,872
Inclusion	5	22,235	399,621	**421,856**	321,477
Other income	6	-	168,388	**168,388**	3,600
TOTAL INCOMING RESOURCES		**1,133,599**	**1,022,873**	**2,156,472**	2,110,042
Resources Expended					
Expenditure on raised funds	7	11,478	134	**11,612**	23,058
Expenditure on charitable activities					
Workforce development	8	49,536	174,905	**224,441**	119,345
Education	8	7,764	7,744	**15,508**	170,622
Football and sport	8	848,371	332,850	**1,181,221**	1,249,819
Inclusion	8	126,757	458,084	**584,841**	413,285
TOTAL RESOURCES EXPENDED		**1,043,906**	**973,717**	**2,017,623**	1,976,129
Net income (expenditure)		**89,693**	**49,156**	**138,849**	133,913
Transfer bewteen funds	13	8,711	(8,711)	-	-
Net movement in funds		**98,404**	**40,445**	**138,849**	133,913
Balances brought forward at 01 July 2019		**567,637**	**23,843**	**591,480**	457,567
Balances carried forward at 30 June 2020		**666,041**	**64,288**	**730,329**	591,480

All amounts relate to continuing operations.
The Foundation has no recognised gains or losses other than the net income/ (expenditure) for the year.

REGISTERED COMPANY NUMBER 04573248

BALANCE SHEET AS AT 30 JUNE 2020

	NOTES	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Tangible assets	10		**29,319**		44,593
Current assets					
Inventories		-		-	
Debtors	11	**428,583**		433,965	
Cash at bank in hand		**1,078,932**		1,280,540	
		1,507,515		1,714,505	
Creditors					
Amounts falling due within one year	12	**(806,505)**		(1,167,618)	
Net current assets			**701,010**		546,887
NET ASSETS			**730,329**		591,480
Funds					
Unrestricted funds	13		**666,041**		567,637
Restricted funds	13		**64,288**		23,843
Total funds			**730,329**		591,480

Approved and authorised for issue by the Board of Trustees on 17th November 2020.

Thomas Barry
Chair of Trustees

Lee Manning
Treasurer

The notes on pages 29 - 39 form part of these financial statements.

STATEMENT OF CASHFLOWS AT 30 JUNE 2020

	2020	2019
	£	£
Net cash used in operating activities	**(200,884)**	(375,213)
Cash flows from investing activities		
Interest income	**3,440**	2,373
Purchase of tangible fixed assets	**(4,164)**	(24,118)
Cash at bank in hand	**-**	3,600
Net cash used in investing activities	**(724)**	(18,145)
Cash flows from financing activities		
Repayment of borrowing	**-**	-
Net cash flows in financing activities	**-**	-
Increase in cash and cash equivalents in a year	**(201,608)**	357,068
Cash and cash equivalents at the beginning of the year	**1,280,540**	923,472
Total cash and cash equivalents at the end of the year	**1,078,932**	1,280,540

Reconciliation of net income/ (expenditure) to net cash flow from operating activities:

	2020	2019
	£	£
Net movement in funds	**138,849**	133,912
Add back depreciation charges	**18,391**	32,699
Deduct proceeds from sale of tangible fixed assets	**-**	(3,600)
Add back write off of tangible fixed assets on disposal	**1,047**	-
Deduct interest shown in investing stock	**(3,440)**	(2,373)
Deduct / (increase) in stock	**-**	6,055
Decrease / (increase) in debtors	**5,382**	(111,058)
(Decrease) / increase in creditors	**(361,113)**	319,579
Net cash used in operating activities	**(200,884)**	375,213

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2020

1 ACCOUNTING POLICIES

a) General information and basis of Preparation
Fulham Football Club Foundation is a company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office and the operating office is given on the statutory information on page 1 of these financial statements. The nature of the charity's operations and principal activities are set out on page 15.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 (as updated through the Update Bulletin published on 2 February 2017), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

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

b) Going concern
The Trustees have considered the potential impact of the COVID-19 virus on the future viability of the Foundation as, at the date of approving these financial statements, certain quarantine measures are still in place in the UK and the Foundation is unable to run the majority of its programmes and events. Since March 2020 and the original lockdown all efforts have been made to secure additional funding, manage the cost base and utilise available government funding. The Trustees also take comfort from the Letter of Support given to the Foundation by Fulham FC which confirms that funds held by them on the Foundation's behalf will be released to support the Foundation on an annual basis.

The Trustees continue to take all available steps to maintain sufficient resources in order that the Foundation can continue and, based on projections and available information, have a reasonable expectation that the Charity will have sufficient funds to continue to meet its liabilities as they fall due for 12 months from authorising these financial statements. Therefore the financial statements have been prepared on a going concern basis.

c) Fund accounting
- Restricted funds are those where the donor has provided for the donation to be spent in furtherance of a specified purpose.
- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Foundation. Designated Funds represent assets which are not readily convertible to cash.
- The transfer from unrestricted to restricted funds represents the Foundation's contribution towards project overhead costs.

d) Incoming resources
All incoming resources are included in the statement of financial activities when the Foundation is entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources comprise the following:

- Income from sports related activities including holiday courses and schools coaching is accounted for when earned.
- Voluntary income includes donations and funding for specific projects which is accounted for when the Foundation becomes unconditionally entitled to the income.

The Foundation is usually entitled to income from grants in stages over the course of each related project, which approximates to when related expenditure was expected to be incurred. Accordingly, all grant income is credited to the Statement of Financial Activities (SOFA) when it falls due to be received to the extent that it is matched by relevant expenditure. Any income received in advance of expenditure is treated as deferred income.

Grants received as Restricted Funds, defined as those which carry an obligation to repay any sums not actually spent, are brought into the SOFA in the period of receipt and carried forward within Restricted Funds until either spent or refunded. This type of grant is much rarer as very few institutions pay grants before the relevant expenditure is incurred.
Any gifts in kind are included in the statement of financial activities in the year that they are received at an estimated value of the goods or services received.

e) Resources expended and Irrecoverable VAT
Expenditure is accounted for on an accruals basis. All costs are allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly or apportioned on an appropriate basis. Expenditure is recognised when the following criteria are met:

- there is a present legal or constructive obligation resulting from a past event
- it is more likely than not that a transfer of benefits (usually a cash payment) will be required in settlement
- the amount of the obligation can be measured or estimated reliably.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) Allocation of Support Costs
Support costs are those costs which do not relate directly to a single activity. These include property costs, costs of administration, external audit costs and IT support. Support costs have been apportioned between categories of charitable activities on a direct basis, any remaining support costs are apportioned between the charitable activities undertaken based on the % of income of that activity. The analysis of support costs are shown in note 8.

g) Fundraising Costs
The costs of generating funds are those costs attributable to generating income for the charity, other than those costs incurred in undertaking charitable activities or the costs incurred in undertaking trading activities in furtherance of the charity's objects.
The costs of generating funds represent fundraising costs as shown in note 7.

h) Charitable Activities
Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure in addition to the direct costs. The total costs of each category of charitable expenditure include an apportionment of support costs as shown in note 8.

i) Tangible fixed assets
Tangible fixed assets costing more than £500 are capitalized. Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation. Cost includes cost directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost over its expected useful life as follows:

Land & buildings Over 5 years (the length of the lease)

Fixture & fittings Over 4 years

Computers Over 4 years

Software Over 2 years (the length of the contract)

j) Inventories
Inventories have been valued at the lower of cost and estimated selling price less costs to sell.

k) Debtors
Debtors are amounts owed to the charity. Short term debtors are measured at transaction price, less any impairment.

l) Cash and cash equivalents
Cash at bank and cash in hand includes cash and short term deposits with a maturity of three months or less. Cash at bank and in hand is held to meet the day to day running costs of the charity as they fall due.

m) Creditors
Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt. Amounts which are owed in more than a year are shown as long term creditors.

n) Operating Lease Rentals
Rentals relating to operating leases are charged to expenditure as incurred.

o) Pensions
The Foundation operates or pays into defined contribution pension schemes for certain employees. The pension charge represents the amount payable by the Foundation to the fund in respect of the year.

p) Taxation
Fulham Football Club Foundation is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

q) Judgement and key sources of estimation policy
In the application of the charity's accounting policies described above, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. These estimates, judgements and assumptions are made based on a combination of past experience, professional expert advice and other evidence that is relevant to the particular circumstance.

The following judgements, key assumptions and estimations have been made in the process of applying the above accounting policies:

I. Useful economic lives of tangible assets: The annual depreciation charge of tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 10 for the carrying amount of the fixed assets and note 1(i) for the useful economic lives for each class of assets.

II. Bad Debt provisions:
The recoverability of debtors is assessed regularly, and at the balance sheet date provisions for doubtful debts are provided based on prior year experiences. At 30 June 2020 the Foundation created a bad debt provision of £869 for income that is likely to not be recoverable as the company invoiced has gone into liquidation.

III. Cost allocation
The cost allocation methodology requires a judgement as to what are the most appropriate bases to use to apportion support costs: these are reviewed annually for reasonableness, the bases used is outlined in note 1(f)

2 NET INCOME / (EXPENDITURE)

The net income / (expenditure) are stated after charging:	TOTAL 2020	TOTAL 2019
	£	£
Depreciation of tangible fixed assets	**18,391**	32,698
Operating lease payments - land and buildings	**42,979**	42,979
Auditors renumeration - audit and tax fees	**8,200**	8,200
TOTAL	**69,570**	83,877

3 DONATIONS AND LEGACIES

	UNRESTRICTED INCOME	RESTRICTED INCOME	TOTAL 2020	TOTAL 2019
	£	£	£	£
Fulham Football Club Limited	-	18,000	**18,000**	30,000
FFC former players	93,181	-	**93,181**	79,921
Other donations	215,278	129,786	**345,064**	301,046
TOTAL	**308,459**	**147,786**	**456,245**	410,967

In 2019, £378,052 of donations and legacies income was attributable to the unrestricted fund and the remaining £32,915 was attributable to the restricted fund.

4 INCOME FROM INVESTMENTS

	TOTAL 2020	TOTAL 2019
	£	£
Deposit interest - unrestricted	**3,440**	2,373
TOTAL	**3,440**	2,373

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2020

5 INCOME FROM CHARITABLE ACTIVITES

	WORKFORCE DEVELOPMENT	EDUCTATION	FOOTBALL & SPORT	INCLUSION	TOTAL 2020	TOTAL 2019
	£	£	£	£	£	£
Weekend football	-	-	95,345	-	**95,345**	141,504
Holiday courses	-	-	213,185	-	**213,185**	258,182
Schools coaching	-	-	216,619	-	**216,619**	432,826
Special projects	-	3,116	238,693	-	**241,809**	313,693
Commercial packages	-	-	23,945	-	**23,945**	37,884
Grant funding	156,547	5,213	145,357	388,616	**695,733**	479,363
Contracted services	-	-	-	-	**-**	3,487
Other income	-	8,503	20	33,240	**41,763**	26,163
TOTAL	**156,547**	**16,832**	**933,164**	**421,856**	**1,528,399**	1,693,102

Grant funding in the year 2019/20 includes incoming resources from government grants £84,007 *(2019: £29,800)*. In the year this comprises of performance related grants made by local authorities to fund social youth and community programmes that are offered through the Foundation, as per previous years. This year there is some new funding from the GLA to support Adult Health programmes.

5A GOVERNMENT GRANTS

	PROJECT	TOTAL 2020	TOTAL 2019
		£	£
Lambeth YLC	Kicks	**14,000**	17,100
London Borough of Lambeth	Kicks	**3,260**	4,900
Kingston Council	Kicks	**-**	1,000
Kingston Safer Neighbourhood	Kicks	**7,800**	4,800
Merton Safer Neighbourhood	Kicks	**-**	2,000
Greater London Authority	Active Minds	**58,947**	-
TOTAL		**84,007**	29,800

6 OTHER INCOME

During the year the Foundation has taken part in the government's Coronavirus Job Retention Scheme. As noted in the Trustees report a number of staff were put on furlough from March 2020 onwards. Through this scheme we have drawn down income of £168,388.

7 EXPENDITURE ON RAISED FUNDS

	TOTAL 2020	TOTAL 2019
	£	£
Direct costs - donations	**10,743**	23,058
Provisions for doubtful debts	**869**	-
TOTAL	**11,612**	23,058

8 EXPENDITURE ON CHARITABLE ACTIVITIES

	DIRECT COSTS	WAGES AND SALARIES	SUPPPORT COSTS	TOTAL 2020	TOTAL 2019
	£	£	£	£	£
Workforce Devlopment	71,757	137,707	14,977	**224,441**	119,344
Holiday courses	640	13,264	1,604	**15,508**	170,622
Schools coaching	127,862	960,298	93,061	**1,181,221**	1,249,819
Special projects	64,869	478,852	41,121	**584,841**	413,286
TOTAL	**265,128**	**1,590,121**	**150,763**	**2,006,011**	1,953,071

Support costs are made up of expenditure on rent and property costs of £76,772 *(2019: £88,616)*, depreciation of £18,391 *(2019: £32,698)*, governance costs £8,235 *(2019: £8,385)* and other office costs of £47,365 *(2019: £45,633)*.

8A GOVERNANCE COSTS

	TOTAL 2020	TOTAL 2019
	£	£
Audit and tax fees	**8,200**	8,200
Other legal and professional costs	**35**	185
TOTAL	**8,235**	8,385

These are included in note 7

9 STAFF COSTS

	TOTAL 2020	TOTAL 2019
	£	£
Salaries	**1,400,373**	1,352,064
Social security costs	**109,207**	98,766
Other pension costs	**32,188**	24,954
Other staff costs	**48,353**	58,720
TOTAL	**1,590,121**	1,534,504

STAFF NUMBERS EMPLOYED IN THE YEAR	2020 AVERAGE	2020 FTE	2019 AVERAGE	2019 FTE
Central/Administration	**4**	**3.6**	4	3.0
Operational staff	**40**	**34.8**	38	29.4
Sessional coaches	**60**	**10.8**	56	10.7
TOTAL	**104**	**49.2**	98	43.1

The Foundation pays into a defined contribution pension scheme for certain employees. The cost for the year was £32,188 *(2019: £24,954)*. At 30 June 2020 there was an outstanding amount to be paid of £5,916 *(2019: £5,817)* which was paid after the year end. The increase in costs are in relation to the full year impact of changes in the auto-enrolment rate from April 2019.

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year were as follows:	TOTAL 2020	TOTAL 2019
	£	£
£60,001 - £70,000	-	-
£70,001 - £80,000	-	-
£80,001 - £90,000	-	-
£90,001 - £100,000	1	-
£100,001 - £110,000	-	1
The Pension cost of this employee totalled £4,420 (2019: £4,076).		

The Foundation considers its key management personnel to be the members of its Senior Management Team (as noted on Page 3 and 17 of the Trustees report) and Trustees. The total employment benefits including employer pension contributions of the key management personnel were £308,071 *(2019: £312,857)*.

The Trustees received no emoluments during the year *(2019: £nil)*. Expenses charged by the Trustees amounted to £nil *(2019: £nil)*. The Foundation maintains an Executive Liability Insurance policy. The premium for this was £1,199 *(2019: £1,347)*.

10 TANGIBLE FIXED ASSETS

COST	LAND & BUILDINGS	FIXTURES & FITTINGS	COMPUTERS & SOFTWARE	TOTAL
	£	£	£	£
As of 1 July 2019	8,500	39,643	73,921	122,064
Additions	-	2,477	1,687	4,164
Disposals	-	-	(1,634)	(1,634)
AS OF 30 JUNE 2020	**8,500**	**42,120**	**73,974**	**124,594**
DEPRECIATION				
As of 1 July 2019	3,825	29,039	44,607	77,471
Charge for the year	1,700	5,553	11,138	18,391
Disposals	-	-	(587)	(587)
AS OF 30 JUNE 2020	**5,525**	**34,592**	**55,158**	**95,275**
NET BOOK VALUE				
AS AT 30 JUNE 2020	**2,975**	**7,528**	**18,816**	**29,319**
AS AT 30 JUNE 2019	4,675	10,604	29,314	44,593

11 DEBTORS

	NOTES	2020 £	2019 £
Trade debtors		**4,683**	77,353
Other debtors	16	**333,976**	290,623
Prepayments		**29,284**	56,285
Accrued income		**60,640**	9,704
TOTAL		**428,583**	433,965

12 CREDITORS

	2020 £	2019 £
Trade creditors	**23,199**	44,380
Social security costs & other taxes	**25,052**	29,465
Other creditors	**5,810**	29,514
Accurals	**95,938**	186,040
Defferred Income	**656,506**	878,219
TOTAL	**806,505**	1,167,618

12A MOVEMENT IN DEFERRED INCOME

	AT 1 JULY 2019	INCOMING RESOURCES	AMOUNTS RELEASED	AT 30 JUNE 2020
DEFERRED INCOME	878,219	822,094	(1,043,807)	656,506

Deferred income shown above mainly represents grants for specific projects and the closing balance of donations made to the Foundation from Fulham FC's former players. The movement between 2019 and 2020 reflects the difference between monies received in cash and income released to cover expenditure in the year. Balances carried forward will be released over the remainder of the project life to match expenditure accordingly.

12B PROVISION FOR LIABILITIES

An amount is included within the Accruals balance as per Note 12 for all untaken contracted staff holiday that is due at 30 June 2020. The Foundation's holiday year runs from 1 November to 31 October.

	LEAVE PAY £
At 1st July 2019	**22,317**
Additions	29,935
Reversals	(22,317)
At 30th June 2020	**29,935**

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2020

13 FUNDS

	AT 1 JULY 2019	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2020
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	18,000	(18,000)	-	-
PL core funding	-	122,942	(122,942)	-	-
Coronavirus job retention scheme	-	168,388	(168,388)	-	-
PL Works	-	7,177	(6,076)	(1,101)	-
PL Kicks	-	205,374	(193,508)	(11,866)	-
PL Primary Stars (incl innovation fund)	-	139,570	(138,336)	(1,234)	-
PL Girls	-	5,616	(5,733)	117	-
PL Enterprise	-	4,918	(4,501)	(417)	-
PL Inspires	-	38,431	(36,465)	(1,966)	-
Fulham Goals	-	149,370	(137,160)	(12,210)	-
BT Disability	-	50,299	(47,230)	(3,069)	-
Disability funding	-	40,302	(34,783)	27,537	**33,056**
Adult Health funding	-	62,098	(56,060)	(3,913)	**2,125**
Education funding	-	427	162	(589)	-
Girls Bursary fund	-	6,844	-	-	**6,844**
George Cohen Campaign	23,843	3,117	(4,697)	-	**22,263**
TOTAL RESTRICTED FUNDS	**23,843**	**1,022,873**	**(973,717)**	**(8,711)**	**64,288**
UNRESTRICTED FUNDS					
General reserve	523,044	1,133,599	(1,026,102)	6,181	**636,722**
Designated fund	44,593	-	(17,804)	2,530	**29,319**
TOTAL UNRESTRICTED FUNDS	**567,637**	**1,133,599**	**1,043,906**	**8,711**	**666,041**
TOTAL FUNDS	591,480	2,156,472	2,017,623	-	730,329

The specific purposes for which the funds are to be applied are as follows:

The kit restricted fund represents a donation made by Fulham FC as a contribution towards sports kit purchased for the furtherance of sports activities. This donation is given as gift in kind, 2020: £18,000 *(2019: £30,000)*.

The Foundation partners with the Premier League Charitable Fund in order to run a number of programmes; PL Works, PL Kicks, PL Primary Stars, PL Girls, PL Enterprise, Fulham Goals and BT Disability. PL Works, PL Enterprise and PL Girls came to the end of their funding in August 2019. New funding this year was won for a new programme PL Inspires. The aim is to reach a diverse variety of participants, some hard to reach, to encourage and develop the potential of young people within sport, education and their communities.

Disability, Adult Health and Education programmes provide opportunities to improve the education, health and wellbeing of people of all ages, abilities and backgrounds. With the support of a number of funders and participant fees we run a number of initiatives across the boroughs we work within.

George Cohen Campaign. We continue to hold a restricted reserve for monies raised in a previous year's fundraising campaign which include supporting people living with dementia in partnership with the Sporting Memories network. It will also support various men's health programmes. The reserve has been released to cover the costs of these activities within 2019/20 and will continue to be released to cover future years.

This year the Foundation has changed how its reports some of its income, recognising it when it is received and not when spent. The outcome of this is that the Foundation has created restricted reserves to support future costs on Adult Health, Disability and Bursary programmes.

Restricted funds are held due a timing difference of donations received and recognised and programmes that donations were given for have begun.

The General Reserve is the amount which is being built up and retained from net unrestricted surplus funds to be able to meet the Foundation's planned expenditure for a period of three months, such period being, in the opinion of the Trustees, the time needed to conduct an orderly wind-down of the Foundation's activities if major sources of revenue reduced to a level at which it was no longer practicable for the Foundation to continue its operations. The transfer represents the Foundation's contribution to projects funded from unrestricted income.

The designated fund represents the net book value of Fixed Assets held for charitable uses. Such assets cannot be easily realised for cash and therefore cannot form part of the General Reserve.

13A FUNDS - PRIOR YEAR

	AT 1 JULY 2018	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2019
RESTRICTED FUNDS	£	£	£	£	£
Kit	-	30,000	(30,000)	-	-
PL Works	-	36,594	(43,236)	6,642	-
PL Kicks	-	212,488	(249,292)	36,804	-
PL Primary Stars (incl innovation fund)	-	120,527	(139,485)	18,958	-
PL Girls	-	24,914	(31,213)	6,299	-
PL Enterprise	-	40,740	(48,552)	7,811	-
Fulham Goals	-	56,236	(65,912)	9,676	-
BT Disability	-	43,343	(51,211)	7,868	-
Disability funding	-	26,263	(29,745)	3,482	-
Adult Health funding	-	36,923	(42,315)	5,392	-
Education funding	-	22,615	(35,282)	12,667	-
George Cohen Campaign	37,473	2,915	(16,545)	-	**23,843**
TOTAL RESTRICTED FUNDS	**37,473**	**653,558**	**(782,788)**	**115,600**	**23,843**
UNRESTRICTED FUNDS					
General reserve	366,921	1,456,484	(1,160,643)	(139,718)	**523,044**
Designated fund	53,173	-	(32,698)	24,118	**44,593**
TOTAL UNRESTRICTED FUNDS	420,094	1,456,484	(1,193,341)	(115,600)	**567,637**
TOTAL FUNDS	**457,567**	**2,110,042**	**(1,976,129)**	-	591,480

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

The net assets are held for the various funds as follows:

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2020
	£	£	£	£
Tangible fixed assets	-	-	29,319	**29,319**
Cash at bank	415,084	663,848	-	**1,078,932**
Other current assets	12,631	415,952	-	**428,583**
Current liabilities	(363,427)	(443,078)	-	**(806,505)**
TOTAL	**64,288**	**636,722**	**29,319**	**730,329**

14A ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2019
	£	£	£	£
Tangible fixed assets	-	-	44,593	**44,593**
Cash at bank	494,334	786,206	-	**1,280,540**
Other current assets	24,949	409,016	-	**433,965**
Current liabilities	(495,440)	(672,178)	-	**(1,167,618)**
TOTAL	**23,843**	**523,044**	**44,593**	**591,480**

15 OTHER COMMITMENTS

At 30 June 2020, annual commitments under operating leases were as set out below:

	2020 LAND & BUILDINGS	2019 LAND & BUILDINGS
OPERATING LEASES WHICH EXPIRE	£	£
Within one year	**42,979**	42,979
Within two to five years	**21,490**	64,469
TOTAL	**64,469**	107,448

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2020

16 RELATED PARTY TRANSACTIONS

By virtue of a letter of ongoing support given by Fulham FC, under which they confirm that they are holding funds donated by its former professional players on behalf of the Foundation, Fulham FC is treated as a related party. These donations will be released to support the Foundation to enable it to meet its ongoing liabilities as they fall due and support new agreed initiatives.

At the balance sheet date there was also an agreement between the Foundation and Fulham FC to provide administrative, payroll, security and maintenance services. Fulham FC has provided restricted gift in kind of £18,000 *(2019: £30,000)*. Balances with related parties as at 30 June 2020 are as follows:

	2019	
	DUE TO £	DUE FROM £
Fulham Football Club Ltd	-	290,623
TOTAL	-	290,623

	2020	
	DUE TO £	DUE FROM £
Fulham Football Club Ltd	-	**333,976**
TOTAL	-	**333,976**

Two of the Trustees and directors of the Foundation are also directors of Fulham Football Club, Mr A Mackintosh and Mr D Preston. The relationship bears no financial benefit.

