

Company Registration No. 05760570  
Charity Number: 1113725

Tottenham Hotspur Foundation  
(A company limited by guarantee)

Annual Report and Financial Statements  
For the year ended 30<sup>th</sup> June 2023



# Tottenham Hotspur Foundation

## Annual Report and financial statements 30 June 2023

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## **Tottenham Hotspur Foundation**

### **Annual report and financial statements for the year ended 30 June 2023.**

#### **Reference and administrative information**

##### **Trustees**

Mr S Tash (Chairman resigned 27<sup>th</sup> January 2023)

Mr M J Collecott

Ms D Cullen (Interim Chair)

Mr M Hinch

##### **CEO**

Ms S Ebanja (Retired 23<sup>rd</sup> December 2022)

Mr Marc Leckie (Appointed 2<sup>nd</sup> May 2023)

##### **Legal status**

Tottenham Hotspur Foundation ("The Foundation") was registered with the Charity Commission on 10 April 2006 under registration number 1113725. Tottenham Hotspur Foundation was incorporated on 29 March 2006 by Memorandum and Articles of Association, company no. 05760570. It is a company limited by guarantee.

##### **Foundation address (Principal and registered address)**

Percy House

796 High Road

Tottenham

London

N17 0DH

##### **Bankers**

HSBC plc

69 Pall Mall

London

SW1Y 5EY

##### **Auditor**

Deloitte LLP

Statutory Auditor

Temple Quay

3 Rivergate

Redcliffe

Bristol

BS1 6GD

## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

#### Introduction

The Trustees present their report on the affairs of Tottenham Hotspur Foundation (the Foundation) for the year ended 30<sup>th</sup> June 2023. The Trustees submit their annual report along with the financial statements of the Foundation for the year ended 2023. The Trustees comply with the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in 2019 and its subsequent updates, the Charities Act 2011, the Companies Act 2006 and the Trust Deed, in preparing the financial statements of this charity. The Strategic Report, on pages 2 to 43, also forms part of the Trustees' Report.

#### Background

Established in 2006, with significant backing and support from Tottenham Hotspur Football Club (the Club), the Foundation uses its relationship with the world of professional football to access, create and deliver opportunities that can, through the engagement and sustained participation of those it serves, change their outlooks, their prospects, and their lives.

All the services that the Foundation provides to its communities are underpinned by the team sport football, and in one form or another draws on the opportunities and assets made available to the Foundation through its association with the Club.

#### Objectives

The Foundation, through its affiliation with the world of professional football, is committed to creating and delivering opportunities to bring benefits to the public it serves. These benefits are to increase and to widen participation in football and across a range of other sports and physical activities; to promote health and well-being; to support the continual improvement and the attainment of children and young people; to help with vocational training, development, and employment opportunities, to contribute to community regeneration, and to create opportunities that promote overall wellbeing and enhanced lives.

The Foundation's efforts lead to participants becoming fitter, and healthier, and achieving incremental successes while acquiring new skills, talents, and expertise through education. This equips them better for a successful transition from youth to adulthood. Through the Foundation's work, participants also gain the opportunity to enhance their self-awareness and community involvement, fostering a sense of being more connected to their neighbours and communities, championing Diversity, Equity, and Inclusion, which is a core value of the Foundation's work.

#### The Foundation's 5-year Strategy 2019 to 2024

This reporting year marks the penultimate phase of the Foundation's strategy, originally approved by the Foundation's Board of Trustees in 2019. This strategy has been instrumental in guiding the Foundation's trajectory and future plans. It serves as a blueprint for the Foundation's operations, ensuring its efficacy, resilience, and growth, and dictating what it provides to fulfil its charitable objectives. This approach encompasses both the Foundation's "universal" activities, designed to be available and accessible to all, as



## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

well as its "targeted" initiatives. These initiatives specifically aid students and residents, especially those who may require additional support, in regaining their footing to better equip them for future success.

Participants of the Foundation's targeted offer are usually by way of referral and recommendation from our schools and our public sector partners such as local authorities and police.

Examples of the Foundation's "universal" offer are after-school and evening football, walking football, health and fitness classes, and community fun day events. Examples of the Foundation's "targeted" offer are the Premier League-funded programmes; Primary Stars (which targets children in primary level education), Inspires (which targets young adults in secondary level education) and Kicks (which targets young adults in community settings).

The strategy aims to ensure that individuals and communities engaging with the Foundation feel inspired and motivated to reach their full potential, fostering better health, well-being, a positive personal image, and improved prospects.

These Foundation's activities are organised into two main program delivery areas:

- Football, Sport, Health & Well-Being
- Youth, Employment & Skills

During the 2023/24 financial year a new strategy through to 2027 is being developed.

#### Changes at the top

During the reporting period the Foundation bid farewell to the Chief Executive Officer after her five years of service, along with three other senior business leads, due to career advancements. The Foundation reviewed and filled these crucial roles:

- Safeguarding Manager (Appointed in March 2023)
- CEO - (Appointed in May 2023)
- HR Manager (Appointed in June 2023)
- Health & Wellbeing Manager (Appointed in June 2023)

These strategic appointments played a pivotal role in ensuring the continuity and progression of business operations.

During the period January to May 2023 the Foundation was run day to day on an interim basis by the COO, Head of Finance and Head of Programmes, with regular input and support from the interim Chair of Trustees.

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The new CEO has used the 23/24 season to develop a new strategy which will replace the previous strategy that has informed the approach of the business for the last five years.

#### Working with our Stakeholders

In fulfilling its mission, the Foundation drew guidance from its charitable objectives and adhered to the Charity Commission's directives on public benefit. Moreover, it aligned its strategies with the expectations and needs of key external stakeholders, which include the Premier League (PL), the Premier League Charitable Fund (PLCF), People's Postcode Lottery (PPL), regional, sub-regional, and local public and voluntary sectors, as well as other professional football clubs in London through the collective membership known as London United. Additionally, the Foundation considered the aspirations of its direct partners, such as schools, care homes, participants, and their respective communities.

Throughout the financial year the Foundation maintained close working relationships with local stakeholders. These partnerships were crucial in ensuring that, collectively, the communities with shared interests and to whom the Foundation aims to bring benefits had access to meaningful and accessible services. These services aimed to assist these communities in navigating prevailing socio-economic challenges and, more broadly, to bolster individual and community resilience.

#### Relationship with the Club

The Foundation delivers community sports and other charitable activities under the brand of the Club, rated one of the world's top-flight football clubs. It operates independently of the Club. The Articles of Association confer no ability to the Club to exercise control over the Foundation; trustees nominated by the Club are required to declare conflicts and excuse themselves from decisions where conflicts are considered to exist.

The Foundation has been granted the right to use the Club's brand symbol and accords with the associated reputation and quality standards of the Club. The Foundation also benefits from a range of services provided by the Club, which supports its administration, infrastructure, and regarding the Foundation's projects — access to opportunities, the co-creation of initiatives, marketing, and promotion, and the "on-the-ground" delivery through making available elite and academy players from the men's and women's teams and in talent progression pathways.

The Club provides the Foundation with a gift of kit and as of May 2023 the Chief Executive is an employee of the Club, and all associated costs, including salary are covered by the Club, and their services donated to The Foundation.

#### Board of Trustees:

A Trustee must be a natural person aged 18 (eighteen) years or older.

The number of Trustees is not less than 3 (three) but (unless otherwise determined by ordinary resolution) and shall be subject to a maximum of 12 (twelve).

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### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

For such time as the Club grants to the Charity rights of use of its brand and intellectual property rights and the Charity uses such rights:

- the Club is entitled to nominate up to 4 (four) fit and proper person(s) to be appointed as Trustee(s) at any one time; and
- each such Nominated Trustee(s) shall, for the duration of his or her office as a Trustee, have the right to be a member of the Charity provided that the Board endeavours to ensure that:
  - (i) at least 25% (twenty-five) per cent of the Board are always independent of the Club; and
  - (ii) where practicable, the number of Nominated Trustees serving in office from time to time on the Board is equal to or no greater than the number of independent Trustees.

#### Proceedings of Trustees:

The Trustees regulate their proceedings as they see fit. Questions arising at a meeting are decided by a majority of votes, but in the case of an equality of votes, the person who chairs the meeting has a second or casting vote.

No decision may be made by a meeting of the Trustees unless a quorum is present at the time the decision is purported to be made. The quorum shall be 2 (two) Trustees or the number nearest to one third of the total number of Trustees, whichever is the greater. A Trustee shall not be counted in the quorum present when any decision is made about a matter upon which that Trustee is not entitled to vote.

#### Retirement of Trustees:

At every Annual Trustee Meeting one third of the Trustees are subject to retirement by rotation. The Trustees to retire by rotation are those who have been longest in office since their last appointment or reappointment but if there are persons who became or were last appointed Trustees on the same day as those to retire, they are (unless they otherwise agree amongst themselves) determined by lot.

The Annual Trustee Meeting is the meeting of the Trustees at which the annual accounts of the Charity are adopted, and a year is the period between an Annual Trustee Meeting and the next one.

During the reporting period, the Chair of the Board of Trustees resigned after longstanding service to the Foundation in the role. (Note: The appointment of a new Chair is taking place in the 2023-2024 reporting year.) This meant that in quarters 3 and 4 (Jan 2023-June 2023) the official Board of Trustees membership count was three, two of whom are paid directors of 'the Club' and one independent Trustee.

The Board would like to put on record its sincere thanks to Mr. S Tash for his time, energy and enthusiasm in guiding and supporting the charity during his time as a Trustee and Chair.

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The Board recruited two new independent Board members in October 2023, Jan Balon Headteacher of London Academy of Excellence Tottenham, and Nnenna Osuji CEO of North Middlesex University Hospital NHS Trust.

Alongside the role of the Chair, the following roles are held by nominated trustees:

- Diversity, Equity & Inclusion
- Safeguarding, Mental Health & Wellbeing
- Environmental Sustainability

The Board of Trustees Terms of Reference (ToR) sets out the procedure for recruiting new trustees which is by recommendation by the Trustees following a review of the composition of the Board at that time, and identification of skills, knowledge and experience that will benefit the charity. The Trustees serve until they wish to retire, which may be done at the annual general meeting. The ToR requires that on appointment the new trustee signs a Membership Form confirming their commitment to comply with their duties. To ensure they can do so with full effectiveness, they will have a comprehensive induction. This is arranged shortly after their appointment. The Trustee induction is tailored to the experience and the role of the Trustee and includes as a minimum; awareness raising regarding all aspects of the Foundation's business and its work and how we ensure compliance with legislation, regulations, sector-recommended good practices, and Foundation policies; and include visits to delivery sessions.

#### Key Management Personnel

The trustees consider the Board of Trustees and the Foundation's Chief Executive as comprising the "key management personnel" of the charity in charge of directing and controlling the charity and running the operation of the charity on a day-to-day basis. The Board of Trustees has a scheme of delegation that identifies the decision-making to the executive and that is retained by the Board.

All Trustees give their time freely and no trustee remuneration was paid in the year, or in the prior year. Details of trustees' expenses and related party transactions are disclosed in note 12 of the accounts.

The remuneration of the Foundation's Chief Executive is subject to review as part of the performance and appraisal processes of the Club.

There is no automatic entitlement to an annual bonus for the Chief Executive or any employee of the Foundation. Nor is there an automatic entitlement to an annual inflation-related salary uplift, although typically this has occurred. (Note: An annual inflation-related salary uplift was applied to Foundation staff during the financial year. In June 2023, the Board of Trustees agreed on a discretionary Cost of Living payment of £500 to Foundation staff).

## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

#### Strategic Report

##### Performance for the financial year

The Foundation leverages its connection to one of the most recognizable football club brands in the world and its world-class stadium, players, and staff to co-create and offer opportunities that, through sustained engagement, aim to transform the lives of those it serves.

These opportunities span health and wellbeing, education, employment, community cohesion and engagement, all intended to nurture character, inspire motivation, and enhance health, well-being, academic performance, and career pathways.

With a vision to be among the most respected, impactful, and innovative sporting charities in the UK, the Foundation collaborates extensively with stakeholders from public, private, and charitable sectors. By maintaining close ties with the communities, it operates in the Foundation remains current, relevant, and responsive to local needs. This approach facilitates the development and implementation of initiatives that resonate with their intended audience, achieving lasting positive impacts in alignment with its strategic goals.

##### Social Value

In October 2023, the Foundation commissioned Substance to highlight the importance of the Foundation and its work in the boroughs it works in. Through a Social Return on Investment (SROI) study, the Foundation's impact has been assessed to help build the case to continue and expand its efforts to create, deliver and sustain positive, lasting change.

The study is based on industry-standard methods utilised by various UK based and European sporting organisations and is focused on the year from 1<sup>st</sup> September 2022 – 31<sup>st</sup> August 2023 (this falls outside of a singular financial year as some of our programmes are delivered in line with the academic year).

As part of this process a draft Theory of Change was developed (with plans for further refinement and consultation in the financial year ending June 2024).

Theories of change describe the change organisations want to make and the steps involved in making that change happen in as concise a way as possible. The theory of change diagram prepared for the Foundation was developed on the basis of a review of internal documentation and a workshop to identify target goals, outcomes and processes with key staff.

The Theory of Change presents a pathway from the socio economic challenges faced by residents in the neighbourhoods it works in, through to the Foundation's goal of bringing lasting social change to the area. In between, it considers the assets and resources that are applied to the challenge; the range of activities that these enable the Foundation to deliver; as well as the intermediate and longer term outcomes for those the Foundation works with that contribute to the ultimate goal.

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#### Development of our Theory of Change

##### Stage 1: Problem

Whilst London remains one of the worlds most prosperous and desirable cities, its wealth and associated opportunities are unevenly distributed, even within the Club's host London boroughs. In a recent assessment of the club's socio-economic contribution to the local area it was revealed that the iconic Tottenham Hotspur Stadium lies within one of the 10% most deprived neighbourhoods in England with a number of surrounding local authority wards amongst the 5% most deprived; that average weekly pay in the local area was 17% lower than the national average in 2020; and that unemployment, child poverty and crime are all above the London average, particularly in Tottenham itself. This situation is all the more troubling given that there is evidence to suggest that children increasingly bear the brunt of these inequalities. These issues are compounded by the financial pressures that constrain the public sector's ability to respond and the Club and Foundation's sense of responsibility towards its neighbours and communities that have hosted the club for more than 140 years. It is this context that informs the Foundation's work and priorities.

##### Stage 2: Inputs

Through the brand and its own infrastructure and resources as well as those of the Club, the Foundation can provide unique access to finance; facilities and equipment; staff, trustees, and volunteers; a network of motivated and committed commercial and locally trusted community partners; 'money can't buy' experiences and connections; and good governance linked to knowledge, insight and data.

##### Stage 3: Activities

These inputs, or resources, provide an ideal platform on which to build a range of social, physical, and educational programmes and associated participation opportunities centred around the coaching, mentoring, and teaching skills of the Foundation staff and their partners. These include: a range of sport and physical activity programmes and events designed to widen access to opportunities to play football and engage in other forms of sport and physical activity; dedicated youth and community programmes that work with care leavers and those in need of mentoring and social development, or support with their physical and mental health; education and employability programmes designed to support and enrich curriculum delivery, practical and personal skills development and the acquisition of qualifications and employment; and wider efforts to help maintain active lifestyles and improve participants wellbeing.

##### Stage 4: Intermediate outcomes

A growing body of evidence shows that the type of activities and physical activity programmes and opportunities to engage, be active, learn new skills and work that the Foundation provides, particularly for young people, help to build the key emotional and social skills that contribute to positive social outcomes in later life. Through their involvement, a broad and diverse range of participants move along a number of inter-related pathways that facilitate increased physical literacy; easier access to sport and learning opportunities; increased confidence, personal and social development; and increased educational engagement and attainment, ultimately leading to positive behaviour change and increased opportunities.

Tottenham Hotspur Foundation

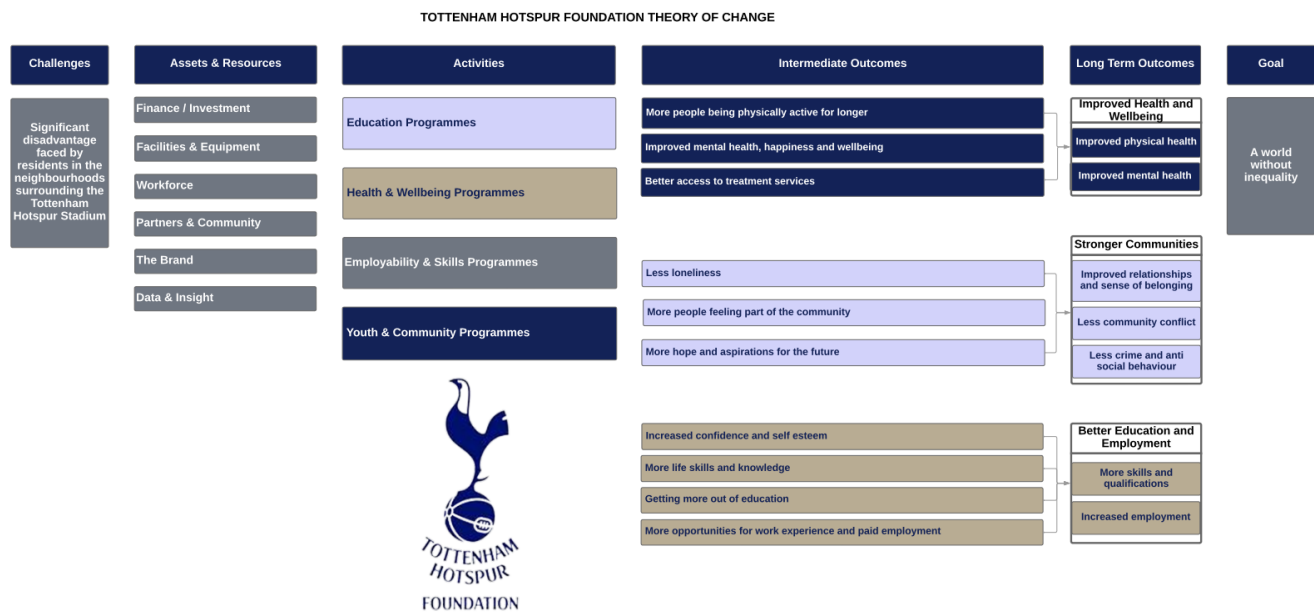
Report of the Trustees (incorporating the Directors’ Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

Stage 5: Long term outcomes

The pathways identified at Stage 4 help young people to develop the ‘clusters of capabilities’ that enable participants to achieve the outcomes that they, and others, will value right now, and for their future whilst sport participation has consistently been found to improve mental health and social outcomes amongst adults. This evidence is also well aligned to the high level outcomes identified in the UK Government sport strategy and Sport England’s vision to transform lives and communities through sport and physical activity. This underpins the pathway to achievement of the organisation’s own long term aims to improve the health and wellbeing, achieve greater social connectedness and better education and employment outcomes amongst those they work with.

Stage 6: Goal

Ultimately, the Foundation seeks to drive lasting social change in the neighbourhoods surrounding the stadium and amongst its wider communities in which it works. The draft Theory of Change is outlined below.



Delivery

To provide the most recent and accurate valuations, activity that took place across the period from September 2022 to August 2023 was identified to align with Foundation delivery and other organisational timeframes. The number of unique participants (9,038) and sessions delivered (7,672) demonstrate the Foundation’s value across local communities, amongst participants and in the wider population.

People and Places

Whilst we have a total number of people supported of 9,038 based on current data available in the most recent reporting period, personal details are only available for a subset of this population as presented in the next table. This is a more granular representation of the demography of those 6,165 participants.

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| People and Places - Borough and Age Splits (22/23) |            |           |            |
|--|------------|-----------|------------|
| Location   |            | Age       |            |
| Borough  | Proportion | Age Group | Proportion |
| Haringey   | 43%        | 1 - 10    | 11%        |
| Enfield  | 24%        | 11 - 20   | 50%        |
| Waltham Forest                                     | 9%         | 21 - 30   | 8%         |
| Barnet   | 5%         | 31 - 40   | 9%         |
| Hackney  | 3%         | 41 - 50   | 8%         |
| Islington  | 2%         | 51 - 60   | 8%         |
| Redbridge  | 2%         | 61 - 70   | 5%         |
| Other  | 12%        | 70+       | 2%         |

The spread of delivery across key areas demonstrates the Foundation's dedication to making a positive impact across the local communities in the communities it operates in.

Given the Foundations' focus on working with disadvantaged groups, it is important to consider the extent to which work is being delivered in, and attracting participants from, areas affected by multiple deprivation. Considering the individual programmes (where demographic data was available) it was possible to identify the range of participants and programmes that were working with those from the most disadvantaged 10% and 20% of local authority wards in England. The table below illustrates the proportions of participants from these areas of deprivation:

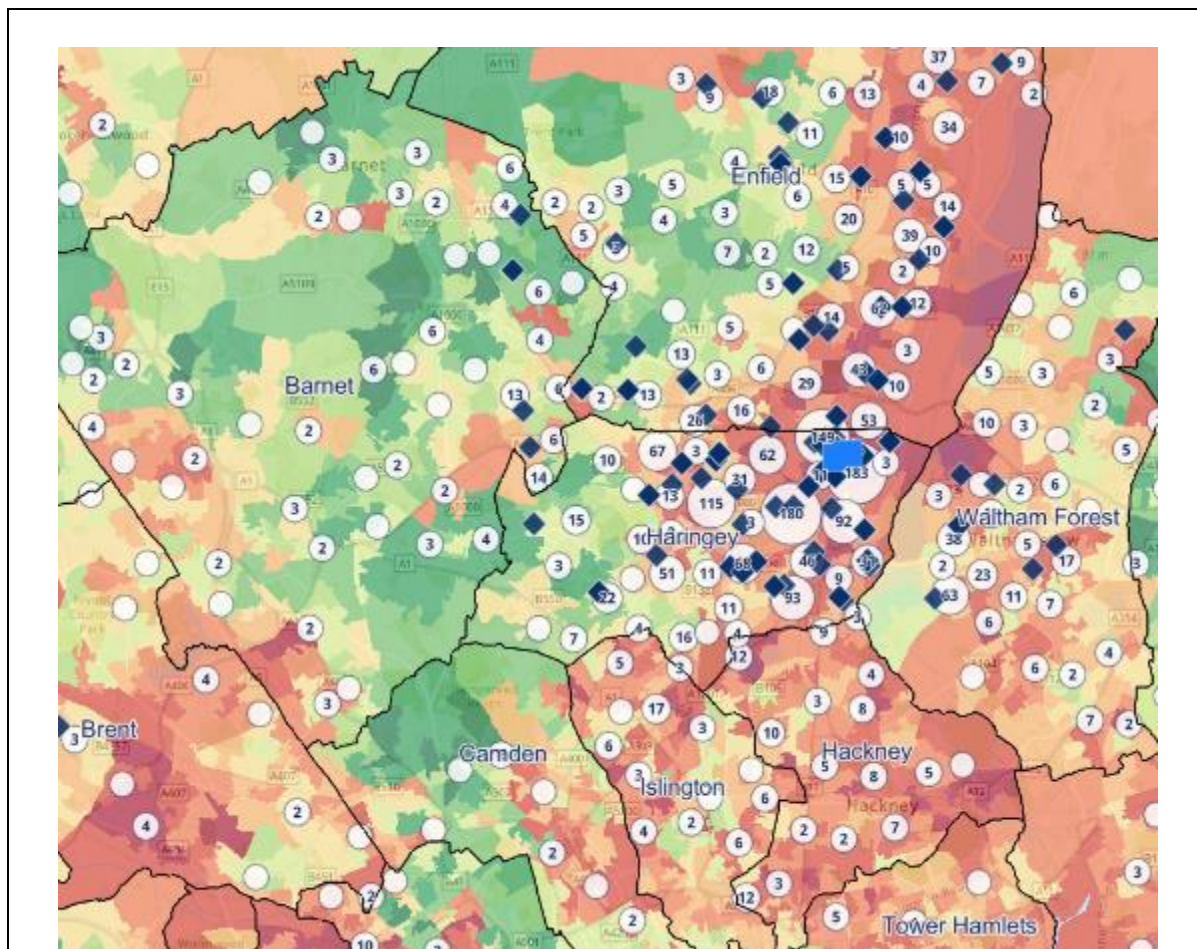
| Proportion of Participants from Areas of High Deprivation (programmes for which data was available) |               |               |       |
|---|---------------|---------------|-------|
| Programme   | Top 10% wards | Top 20% wards | Total |
| PL Kicks  | 11%           | 41%           | 52%   |
| Street Soccer   | 22%           | 56%           | 78%   |
| PL Inspires   | 30%           | 49%           | 79%   |
| Shape up with Spurs   | 15%           | 48%           | 53%   |
| Move 4 You  | 3%            | 15%           | 18%   |
| Heritage  | -             | 11%           | 11%   |
| Work Experience/Placements  | 22%           | 54%           | 76%   |
| To Care Is To Do  | 11%           | 33%           | 44%   |
| Care Leavers  | -             | 67%           | 67%   |



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This relationship between participants and areas of high deprivation can also be considered graphically as illustrated in the map below. In this illustration the areas presented in the deepest reds represent the most deprived areas whilst those presented in the deepest greens represent the least deprived areas. The blue rectangle denotes the stadium, and the circles the location and number of sessions delivered in each location.



#### Values

The social valuations of the Foundation as a whole and its individual programmes are presented below. The headline valuation for the THF reporting period from 1st Sept 2022 – 31<sup>st</sup> Aug 2023 is **£19,001,580.56**

When considered in relation to the Foundation's expenditure over the same period of £2,544,934 (NB: the reporting period falls over two financial years), we can identify an overall **SROI Ratio of £1:7.47** Or, in other words, for every £1 invested by the Foundation, £7.47 of social value is generated. For the avoidance of doubt this does not include expenditure or application of resources to support delivery that may have been made by other parties.

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| Social Value by Programme and Pillar |  |                |
|--------------------------------------|--|----------------|
| Pillar                               | Programme  | Valuation      |
| Education                            | PL Inspires                                      | £1.01m         |
|                                      | PL Primary Stars                                 | £143.5k*       |
|                                      | <b>Pillar Value</b>                              | <b>£1.15m</b>  |
| Youth and Community                  | PL Kicks   | £2.10m         |
|                                      | Street Soccer                                    | £34.69k        |
|                                      | Spurred to Coach                                 | £11.95k        |
|                                      | Twinning   | £105.26k       |
|                                      | <b>Pillar Value</b>                              | <b>£2.25m</b>  |
| Health and Wellbeing                 | Making Sport a Daily Habit (Shape Up With Spurs) | £2.64m         |
|                                      | Move 4 You                                       | £541.0k        |
|                                      | Health Checks                                    | £115.0k        |
|                                      | Inequalities Project                             | £1.05m         |
|                                      | Heritage   | £9.94k         |
|                                      | <b>Pillar Value</b>                              | <b>£4.36m</b>  |
| Employment and Skills                | Work Experience/Placements                       | £11.0m         |
|                                      | To Care Is To Do                                 | £62.14k        |
|                                      | Project Search                                   | £29.78k        |
|                                      | Care Leavers                                     | £145.36k       |
|                                      | <b>Pillar Value</b>                              | <b>£11.24m</b> |
|                                      | <b>Total</b>                                     | <b>£19.00m</b> |

\*PL Primary Stars value consists of Facility Use Value only.

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Based on the distribution of participants for whom postcode data was available it is also possible to estimate how much of this overall value might be attributed to residents of the various boroughs that benefit from the Foundation's work.

| Overall Valuation split by Borough |                |
|------------------------------------|----------------|
| Borough                            | Value          |
| Haringey (43%)                     | £8.17m         |
| Enfield (24%)                      | £4.56m         |
| Waltham Forest (9%)                | £1.71m         |
| Barnet (5%)                        | £950.0k        |
| Other (19%)                        | £3.61m         |
| <b>Total</b>                       | <b>£19.00m</b> |

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#### Programmes delivered in this period.

As a Club Community Organisation (CCO), we are funded by the Premier League (PL) through the Premier League Charitable Fund (PLCF) to deliver the following three programmes:

#### Premier League Primary Stars (PLPS)



PLPS is delivered by Foundation coaches in primary schools. It motivates and supports children aged 5 to 11 to learn, be active and develop important life skills. It supports their teachers to develop their own skills and competencies in using football to deliver fun educational-rich sessions through making available teaching materials, lesson plans and exclusive videos.

The children's learning is connected to the real world of sport to enthuse pupils when tackling challenging Personal, Social and Health Education (PSHE) topics such as resilience, diversity, self-esteem, and fair play. The children also function as a conduit to encourage their parents, siblings, and wider family to get active and to keep active.

It is also noteworthy that evaluation of the programme demonstrates that teachers who participate in the Primary Stars programme have improved skills, knowledge, and confidence in delivering PE and sport.

The beginning of the academic year was a challenging start for our Primary Stars programme, as two of the staff members (including the coordinator), left in the summer of 2022.

Due to the reduction in dedicated staff and the time it took to recruit to the posts we worked with PLCF to create a delivery plan for the academic year focused on achieving amended targets.

The revised seven-week model (from six weeks) has made a difference, with teachers given the opportunity to meet our team before delivery commences, helping them to prepare for the first week.

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Through meeting with the team beforehand to establish expectations from both sides, they were also able to complete the bespoke medium-term plan and pre-questionnaire. Thereafter, every session was evaluated by both the teacher and coach and used to plan the next session which worked well.

In each pre-programme meeting, the coach enabled the teacher to consider the following: Understanding (intent), Participation (Implementation), and Application (Impact) and how this would apply to their setting.

We ensured that the sessions were realistic and planned for the current environment and setting, for example using the equipment that was available in school.

By having this in place, we were able to support the teacher to develop coping strategies to support all pupils, such as the importance of differentiating activities to meet the differing needs of pupils (working at a pace that suited them so they would be more engaged), as they would plan in a classroom lesson.

We delivered successful regional tournaments for both girls and mixed teams which resulted in us finding a team to represent us at the regional tournament at Luton. The two winning teams represented us in the national finals at Leeds's Elland Road Stadium, which was a fantastic experience for the children involved.

Over the course of the year, we achieved all the revised Key Performance Indicators (KPI's) for the programme.

| KPI'S   | Target | Actual |
|---|--------|--------|
| Number of teachers supported during PE lessons over a minimum six sessions. | 43     | 45     |
| Number of targeted interventions delivered over a minimum of six sessions.  | 32     | 36     |
| Number of social action projects delivered over a minimum of six sessions.  | 11     | 11     |
| Number of anti-discrimination education workshops delivered.                | 14     | 14     |
| Number of education activations or workshops delivered.                     | 35     | 36     |
| Number of competitions delivered.   | 10     | 10     |
| Number of unique schools engaged.   | 20     | 22     |



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#### *Premier League Inspires (Inspires)*



Inspires is a tailored initiative, made bespoke by the Foundation to address the specific needs of secondary-aged youth in the local area. With its name reflecting its purpose, Inspires aims to ignite personal skills and positive attitudes among children and young individuals to facilitate success in various aspects of their lives.

Aligned with the core outcomes of all Premier League Charitable Fund (PLCF) national programmes, Inspires has its unique objectives. It focuses on encouraging participants to improve their attendance and/or attainment levels and to progress into further education, training, or employment.

This program operates within secondary schools during term time, offering two to three hours per week to engage with students identified by their schools as marginalized or at risk of not fulfilling their potential due to challenging behaviours. The Foundation's role is to provide support, guiding these individuals as they navigate through their education journey into early adulthood. The programme aims to inspire, shape character, and equip them with a toolkit of personal skills and positive attitudes, fostering success both academically and in their future endeavours.

The program's participants typically include students who may have had trouble settling into school, exhibited disruptive behaviour, or are at risk of exclusion.

During the 2022-2023 season, we have broadened our reach, working with 15 schools.

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Each school cohort received the full 20-hour programme and engaged with approximately two hundred students for group sessions, focusing on life skill development, exploring as part of the Inspires curriculum, themes such as wellbeing, confidence, communication, teamwork, problem solving, resilience, and allyship.

There is also a 'skills reflection' project which students complete at the end of the programme, enabling them to combine newly acquired skills to achieve the project objectives. Weekly well-being sessions remain an integral part of the programme as staff contribute to develop the professional relationship with the students, improving opportunities to offer bespoke guidance and support.

Increasing the number of underrepresented groups on the programme was a key objective and we were able to achieve this through consultation and planning with our schools. The outcome was an increase in females and students with Special Educational Needs and Disabilities (SEND) referred to the programme.

In addition, we delivered the PL Changemaker course to an all-female cohort with a focus on developing leadership skills and qualities. The course was delivered by two members of staff, one female, emanating the skills and qualities as well as providing visible representation and mentorship to the group.

Sessions are adapted to suit the needs and interests of the students, for example.

- **Group 1:** Students in this group were creative and had common interests in art and design, ergo, the programme incorporated creative elements to enhance the learning experience.
- **Group 2:** Students in this group were more sport-focused, therefore sports themes and language/phrases were incorporated.

1-2-1 Mentoring provision is an integral part of the Inspires programme. Students from each school and cohort are identified based on:

- Underperforming due to behavioural challenges.
- Exhibiting low motivation towards learning.
- Exhibiting low confidence.

The mentoring structure is designed to provide identified students with six 30 – 60-minute sessions (length of session is discussed and agreed upon with the school and the student).

The mentoring relationship between our staff and students contributed to the overall success of the programme and the achievement of the students. In these sessions, students are encouraged to express their thoughts in a safe environment, explore their learning motivations and challenges, and be advised on actions that might encourage further achievement.

Safeguarding the student remains at the forefront of these sessions, therefore, students are informed of our 'duty of care' responsibility to report concerns for life/safety. This has enabled participating students to make positive use of the sessions. See student feedback below:

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*'I have enjoyed my 1-2-1s a lot. I am normally a quiet person but the 1-2-1s allowed me to express how I feel to someone not from school. This made me feel confident to communicate and use my voice more. I also feel my behaviour changed a lot and I have even got myself some awards.'*

#### Collapsed Curriculum Days



Three 'Collapsed Curriculum Days' were hosted at the Tottenham Hotspur Stadium during the 22/23 period. These events hosted over 180 students from our four boroughs and included workshops on topics such as first aid.

In the summer term we hosted one of five Inspires Challenge Celebration days. This event facilitated an opportunity for us to collaborate with the PLCF and other participating club foundations to celebrate the successful social action projects, produced by the schools that represented them. The feedback from participants and PLCF was very positive and complimentary to the Inspires programme and the work we do at the Foundation, and it was especially pleasing to see that our school won on the day.

Other events included:

1. **Chicago Bears Mini Monsters tour:**

The event was a partnership between the Foundation and the National Football League (NFL) to deliver two 90-minute non- contact workshops, incorporating all the skills we are learning through Inspires. This included students from a local specialist SEND school.

2. **'International Women's Day' celebration:**

We delivered a session to one of our Changemaker groups with inspiring women from the Club and Foundation, which included Jenna Schillaci, our former Tottenham Women's team player and captain and senior figures from the Foundation, including our COO and Safeguarding Manager.



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| KPIs   | Target | Actual |
|--|--------|--------|
| Number of mixed/male cohorts – full programme                                | 12     | 13     |
| Number of girls-only cohorts – full programme                                | 3      | 4      |
| Number of young people engaged in cohort delivery                            | 180    | 198    |
| Number of young people engaged via one-to-one wellbeing checks (optional)    | 180    | 188    |
| Number of young people engaged in Cultural Capital opportunities             | 36     | 56     |
| Number of qualifications gained by participants ( <i>optional target</i> )   | 0      | 119    |
| Number completing Premier League Changemakers                                | 36     | 50     |
| Number of young people engaged in specific one-to-one Mentoring – (optional) | 24     | 24     |
| Number of collapsed curriculum days delivered                                | 3      | 3      |
| Number of schools  | 15     | 15     |

#### ***Empowering Transformation: Premier League Inspires Case Study***

*In the bustling world of student life, N stood out, facing the daunting challenges of low confidence and the daily complexities of living with diabetes. However, her journey took an extraordinary turn when she became part of the Inspires programme.*

*Transformation Through Tailored Support:*

*N's participation in the Inspires programme created opportunities for profound growth and change. Through tailored support and mentoring, she gained invaluable life skills, empowering her to navigate the hurdles of her condition and boosting her self-esteem.*

*The programme didn't just offer support; it fostered a nurturing and inclusive environment where N could embrace her unique qualities, and thrive despite the challenges, she was able to demonstrate significant progress both academically and socially, increasing the level of reward and fulfilment she received from her school experience.*

*The Inspires programme, aided N in finding the strength to overcome obstacles and embrace her true potential. Through cultivating resilience, she was better able to challenge her mindset, and internal self-narrative, taking steps to a more positive outlook on her future overall.*

#### ***Student's Testimonial***

*"Being part of the Premier League Inspires programme has changed my life in incredible ways. It's boosted my confidence, inspired resilience, and allowed me to embrace my uniqueness. This programme has empowered me to believe in myself, overcome challenges, and make a positive impact on my life and the lives of others."*

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#### *Coach's Insight:*

*"Throughout the programme, N received targeted assistance and guidance, unlocking her full potential. The Premier League Inspires programme empowered her, equipping her with the necessary tools to thrive academically, socially, and personally."*

#### *Teacher's Perspective:*

*"N is an inspiring student who faced challenges head-on, and emerged as a beacon of leadership and determination within her Premier League Inspires group. She emerged as the driving force behind their social action project. Her passion and resilience led the group to develop an impactful initiative, showcasing her commitment to creating meaningful change in their community."*

*N's journey with the Inspires programme is a testament to the transformative power of the programme, to create tailored opportunities to support a range of needs and abilities, aiding young people to visualise, and attain their full potential, whilst developing key life skills.*

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#### *Premier League Kicks (Kicks)*



Kicks caters to individuals aged 8 to 25 within community settings, primarily centered around football as the primary activity to engage and retain their participation. Engagement varies, from children attending after-school clubs to fostering grassroots teams in local community leagues. For those aged 18 to 25 and not engaged in education, employment, or training (NEET), the program aims to assist them in choosing and maintaining a positive pathway.

Beyond football, Kicks activities integrate personal development and character-building skills, considering participants' overall mental well-being. The overarching goal of Kicks is to motivate children

and young people to realise their potential, thereby enhancing their well-being and fostering greater community cohesion.

Aligned with the core outcomes for all PLCF national programs, Kicks also possesses specific objectives. It aims to facilitate participants' progression into education, training, or employment while concurrently fostering their contribution to building stronger, safer, and more inclusive communities.

The Foundation Kicks program delivered a total of twenty weekly sessions across our priority boroughs: Haringey (7), Waltham Forest (4), Barnet (1), and Enfield (8). This was a clear increase when compared to the first half of the year, when we delivered seventeen sessions in Haringey (7), Waltham Forest (4), and Enfield (6).

While football remains our core activity, we plan sessions that cater to the diverse needs, preferences, and interests of the young people in our target areas. Our Kicks sessions range from a two-hour "turn up and play football" format to more structured coaching sessions focused on skill development and proficiency. The ability to adapt and provide flexible session plans is crucial in engaging and maintaining the interest of all participants, regardless of their stage of involvement.

As part of our efforts to enhance staffing supervision numbers and improve our program delivery, we have actively sought partnerships with organizations like Barnet Youth Justice. The collaboration has been beneficial as it contributes additional staffing resources that aid in the smooth running of our sessions.

One new initiative we introduced this year was the child weight management sessions. Collaborating with an NHS nurse, we created a weekend session for families with children who are deemed overweight. These sessions focus on fun activities while also providing education on healthy eating habits. We delivered an eight-week trial period, and based on the feedback we receive, we will assess the session's effectiveness

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and adjust as needed. We are committed to continuing and improving this session as we recognize its importance.

In addition to our regular programmes, we have been experimenting with new initiatives to expand our offer and meet the evolving needs of the community. One notable trial has been the introduction of school leagues. After discussions with school Physical Education staff, we discovered a lack of competitive football opportunities for students. In response, we collaborated with schools we have previously worked with and organized a seven-a-side league. Five schools within the Haringey borough enthusiastically agreed to participate, and the feedback from both schools and young people has been incredibly positive. The success of this trial has encouraged us to continue this model into the upcoming year, providing ongoing competitive football experiences for school students.

Performance was good during the year, with the project over-performing against several KPI's. However, there were a couple of KPI's where performance was below target. A plan has been developed to ensure we can sustain participants and provide valuable mentoring experiences for them, both directly within the programme, but also across the wider business. The targets run into the next financial year as this programme runs from 1<sup>st</sup> September to 31<sup>st</sup> August. The sustained target is one that increased after this financial reporting period but is shown as a reflection of the programme performance as of 30<sup>th</sup> June 2023.

| KPIs                     | Target | Current | % completed |
|--------------------------|--------|---------|-------------|
| Engaged Participants     | 1800   | 2138    | 119         |
| Retained Participants    | 1000   | 936     | 94          |
| Sustained Participants   | 700    | 247     | 35          |
| Referred Participants    | 50     | 83      | 166         |
| 14+ Participants         | 900    | 812     | 90          |
| Female Participants      | 500    | 450     | 90          |
| SEND                     | 100    | 78      | 78          |
| Social Action            | 58     | 131     | 226         |
| Competitions             | 350    | 471     | 135         |
| Workshops                | 320    | 503     | 157         |
| Mentoring (min 10 hours) | 20     | 10      | 50          |
| Training                 | 12     | 9       | 75          |

#### *A Bright Future Initiated Through Premier League Kicks*

*RDS, a rising star whose journey in football is as remarkable as his talent. From demonstrating raw potential to thriving on the field, RDS's story is a testament to dedication, support, and the power of finding one's passion.*

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#### *Discovering Potential:*

*From the outset, it was evident that RDS possessed exceptional talent, with his commitment to training shining through. His technical prowess, agility, and coordination set him apart, laying the foundation for his journey towards excellence.*

#### *Beyond Skills:*

*But RDS's journey is not just about football skills; it's about character and camaraderie. He not only excels on the field but also exhibits exemplary behaviour and social skills, enriching the sessions and creating a positive environment for all.*

#### *Commitment to Growth:*

*RDS's dedication knew no bounds, attending sessions religiously across multiple locations. His participation in tournaments with the Kicks program further showcased his prowess, leaving an indelible mark even in league matches.*

#### *Supporting Dreams:*

*Recognising RDS's potential and passion, we took the initiative to help him pursue his dreams. Connecting him with clubs like PRO FA was a pivotal moment, witnessing his progress and success at his newfound home.*

#### *A Mother's Gratitude:*

*The impact of our support resonated beyond the field, as RDS's mother expressed her heartfelt gratitude for the opportunity provided. Seeing her son flourish in his football journey brought immense joy and fulfilment.*

#### *Bright Future Ahead:*

*As RDS continues to grow and thrive, we are committed to supporting his development every step of the way. With his talent and determination, we believe that his future in football is destined for greatness.*

*RDS's journey exemplifies the transformative power of passion, dedication, and support. It speaks of the value that the Premier League Kicks programme brings to the lives of individual children and young people in our community, offering them accessible, life-changing moments all while learning new skills and making new friendship groups. From discovering potential to realising dreams, his story serves as an inspiration to aspiring players everywhere. As RDS continues to chase his football dreams, we stand alongside him, cheering him on toward a future filled with success and fulfilment.*

### **Street Soccer**

Having the right, positive mindset is a crucial internal attitude for young people. Through our training of such during the delivery of the Academy programme, young participants will begin to believe in themselves and in their capacity to reach their goals and thus increase their own learning and development success.

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The programme is typically for 18- to 30-year-olds who are currently experiencing homelessness or who may be deemed at risk of becoming homeless, such as ex-young offenders, long-term unemployed and NEETS (Not in Education, Employment or Training).

The aim is to motivate participants to improve their lifestyles and to enhance communities nationwide by empowering others to believe in themselves, to help build confidence and self-belief, to improve mental and physical health and well-being, and to have programme participants learn not just for knowledge, but for positive action, so young people can reach their goals both on and off the pitch; and inspire others to do the same.

We delivered one block of the Street Soccer programme to 14 participants.

#### *Spurred to Coach*

The programme runs over four days during school half-terms where young people who aspire to take their coaching qualifications are supported through an introduction to coaching programme to complete workbook tasks before putting theory into practice on the pitch. During the year we delivered the programme to 55 individuals.

#### *Twinning (pilot)*

The Twinning Project is a partnership between HM Prison and Probation Service (HMPPS) and the Foundation with the objective of twinning every prison in England and Wales with a local professional football club.

The Foundation coaches and football club staff, supported by prison PE officers co-delivered accredited coaching and employability-based qualifications to 12 prisoners to better prepare them for life after their release.

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#### Health & Well-Being



The Foundation delivers health initiatives within the community, extending into the early evening. The initiatives encompass delivery within school settings, care homes, and other facilities. Funding for this work primarily comes from a combination of grants from Peoples Postcode Lottery (PPL), the Professional Footballers Association (PFA), and the Foundation's internal resources. Moreover, the Foundation receives commissions from the health sector.

These initiatives are specifically tailored by the Foundation in response to local needs and demands, aiming to encourage residents to elevate their overall fitness levels by embracing active and healthy lifestyles. Projects encompass a wide range of activities, including a 12-week cancer pre- and post-operative fitness program, keep-fit sessions, well-being classes for all age groups, and walking football designed for women over forty and men over fifty.

The Foundation partners with SEND schools, offering enjoyable activities, enrichment programmes, and opportunities to their pupils.

The health and well-being initiatives continue to positively impact the lives of individuals within the community by promoting healthier lifestyles and providing essential support across various age groups.

#### *Move4You*

Move4You is a physical activity programme for individuals with cancer (diagnoses within the last five years) living in the boroughs of Haringey, Enfield, Barnet, Camden & Islington. Our sessions are on a 1-2-1 basis, (face to face and online) as well as group delivery. The programme supports individuals with cancer to:

- Be physically active (as per nationally recommended guidelines for exercise).
- Experience fewer side effects/consequences of treatment.
- Be confident and able to self-manage their health.
- Reduce risk of disease progression/recurrence

The physical activity programme supports the North Central London (NCL) health and social economy by:

- Reducing admissions to hospital and use of general practice because of treatment/cancer diagnosis.
- Delivering evidence-based strategies to populations and communities known to be at a higher risk of secondary cancer.
- Supporting those living with and beyond cancer in the community to return to premorbid levels of functioning or to their new normal.

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Our programme is one of our most purposeful and much needed services in our Health & Wellbeing department. It not only serves the individual with a purpose to their health and wellbeing through this most challenging time, but also to their extended network of family and friends.

We currently have sixty-four individuals on the waiting list due to the quality of service/delivery and the unfortunate need. The impact of the programme has had a profound impact on the long-term effects on quality of life, fatigue, sit-to-stand scores, physical activity and walking outside of work. There are also clear links to cost-effectiveness for the NHS.

During the year we had 148 NHS referrals, with ninety-four participants accessing the service, and delivered 981 sessions.



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#### *Life-changing results – a Move4You case study:*

*The Move4You programme is delivered by the Tottenham Hotspur Foundation and offers a 12-session guided physical activity programme across Barnet, Camden, Enfield, Haringey, and Islington to anyone over 18 who has had a cancer diagnosis in the past five years.*

*Emily Candler completed the programme with the Foundation's Chantelle Fernandez and spoke about the life-changing results.*

*"I want to say a huge thank you and let you know that it's had a huge impact on me. It really has transformed my life. As a life-long Spurs fan, it feels like an old friend has reached out and given me a hand-up and back onto the path towards good health again.*

*"I am so grateful for the opportunity to take part in the Move4You programme. I cannot overemphasise the difference it has made to me physically and mentally. It has given me confidence to get back into exercising and reminded me how good it feels to exercise.*

*"I remember how lost I was feeling at the time I applied for the programme. I had had to stop working due to fatigue caused by cancer treatment. My intention was to get fit and get back to good health, but I had no plan as to how I would do that. Before my cancer treatment I would run and do long walks, but I hadn't been able to run properly for about two years. I'd tried swimming, but a 20-minute swim one day meant I had to spend the next day in bed. A friend encouraged me to look again at help for people who have had cancer.*

*"As a lifelong Spurs fan, it felt like fate to discover this programme and I was so full of hope when I applied. I remember I was sitting on my sofa on a dark gloomy day when Chantelle rang to arrange my first appointment. I was so thrilled to have a place on the programme. It felt like the start of a new phase — a route to turning a corner. I felt so seen, held, and supported. I felt getting a place on a programme like this was the only up-side to all the downside of having cancer.*

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*"My first session with Chantelle was my first time in a gym for 20 years. Without the Move4You programme, I would have been too intimidated to go back into a gym as I wouldn't have known how all the machines worked – they've improved so much since 20 years ago. I was also scared of the machismo and egos I might find in a gym. I also would have been really nervous about how to exercise without damaging myself (I have osteoporosis as consequence of treatment and arthritis) and also how to exercise without making the fatigue worse.*

*"Chantelle was so good at making me feel comfortable and capable. With Chantelle's support, I got back onto the gym machines and discovered that while it's not as nice as exercising outside, it's better than not being able to exercise at all. I felt really safe in Chantelle's care: that I would not injure myself or push myself too hard, too fast. I particularly appreciated that it was 12 sessions not 12 weeks, so that when I was feeling ill, I could pause for a week rather than feeling I had to push myself beyond what felt right or feel guilty for missing a session.*

*"Of course, exercising helped improve my mood too and I have really enjoyed feeling stronger and fitter. It is also really good for my mental health to know that by exercising, I'm really helping to reduce the risk of cancer returning. I feel so lucky to have had this opportunity. I wish every cancer patient, perhaps every NHS patient, could have access to such an amazing programme. It has been life changing.*

*"Thank you so much Move4You, NHS, Tottenham Hotspur Foundation and Chantelle!"*

**Making Sport a Daily Habit (MSADH)** consists of two parts (Health & Wellbeing and Sport) widening participation opportunities for a broad spectrum of the community with the core objective of encouraging and enabling an increase in activity amongst residents.

#### *Health & Wellbeing - Summary*

##### *Shape Up With Spurs*

Across the financial year, the Health and Wellbeing Team delivered approximately 800 sessions (averaging over 3 sessions per day) and worked with 590 unique participants (UP), >67% of which are from a diverse ethnic background. Haringey and Enfield ethnicity stats state that approx. 40% of the local population are from a diverse ethnic background. Of the 590 UP, approx. 74% are Women and 21% are Men (5% prefer not to say).

Session types include:

- Our community-based group exercise classes at accessible locations, with an average attendance of 40 – 60 people per session.
- Our virtual, low-impact classes (Yoga, Pilates, Chairobics), engaging participants from local care homes, and those at risk of isolation.
- Our planted sessions, which are delivered in classified 'zones of need', targeting areas and communities with the highest levels of health inequality and deprivation in the UK.

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- Our targeted sessions aim to engage groups with specific needs (Health conditions, ladies only, men only, service users of local charities/organisations, SEND, key workers).
- Our events celebrate the hard work and dedication of the team and our service users. These include, walks, 5km runs, sports days etc.

#### *Sport – Summary*

MSADH multisport has focused on engaging and sustaining local communities in sport activity. This has been achieved by creating age bespoke sport participation opportunities to those as young as 5, through to 50 plus. This has enabled us to achieve set objectives, engage and retain participants, and support community cohesion in some of the hardest to reach areas of London.

Session types include:

- Football Tournaments, aimed at over 50's (Walking Football, SEND Groups, Women's, and Men's tournaments.)
- Female targeted sessions: 'Wildcats' for age 5-11, Next Generation for age 12 plus, Just Play for ages 18 plus, Women's Walking football for 40 plus, and quarterly Women & Girls festivals held for the whole local community, aiming to increase female participation in football. Participants from our Next Generation session have been signposted to our 'Spurred2Coach' project (a coaching course which supports aspiring coaches to attain the 'Introduction in Coaching' football qualification – previously FA Level 1)
- Men's Walking Football for age 50 plus.
- Sporting Memories sessions in care homes.
- Sports Leaders qualification for both mainstream and SEND schools. Upon qualification, participants can become volunteers, providing further opportunities to grow and enhance skills.

#### ***Walking football – a case study:***

*The Tottenham Hotspur Foundation runs a hugely successful walking football programme under the guidance of Renee Hector, the project co-ordinator.*

*We caught up with two of the players to find out about their experience of the initiative.*

*Marsha Evans, 47, signed up for the women's team to give her a focus outside of work and family life.*

*"It gave me an opportunity to do something outside of my work," she said. "It made me feel alive again."*

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*But when she was diagnosed with breast cancer the sport took on a whole new significance.*

*"That was quite a difficult time for me and my family. One of the things that made me feel really positive was that I wanted to come back to play football," she said.*

*"During the time a lot of the coaches were in contact with me, checking that I was OK while I was having my treatment which was really impressive. When I came back to training it just felt like I had a purpose, I had something to fight for and aim for because when you are diagnosed with breast cancer it's upsetting and unnerving. You don't know what the future's going to bring.*

*"I couldn't wait to get back to playing with my team-mates, being around them. Everyone who was part of this journey was in my corner supporting me. I felt like I wasn't alone. I got the all clear from my consultant and I was able to come out to compete in a tournament in Barcelona. It's given me a sense of purpose. I feel alive. Now I feel fantastic.*

*"We are like a little family and that's been amazing. It's fun, it's competitive. The THF and everything it's opened up for us is amazing. We have a team of fantastic coaches. It's been really uplifting. I just feel fit again. I'm very grateful.*

*"For people in the community who can't afford to do things the THF makes a massive difference. If I can do anything to encourage more people to take part and reap the benefits it'll be fantastic. It's really doing a lot for the community."*

*Another player, Terry Grant, 54, thought that walking football sounded a bit slow, a bit boring and something for old folk.*

*"I came and tried it out and it's been one of the best experiences I've had in a long time. It's brought football back to life for me," he said.*

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*“I used to try to play 11-a-side, but it was a bit too much for me — my hamstrings were popping, and my groin was going. This is much easier on my body. I’ve got to really love football again. I’m playing for my team, Tottenham Hotspur, I’ve always supported Spurs.*



*“I really enjoy the camaraderie. I’m living my childhood dream at 54, I feel truly blessed. I’m actually in the Southeast regional squad for England. That’s mad in itself. It’s been a crazy year. I’m now in Spain playing for Tottenham Hotspur what could anybody else ask for?*

*“It doesn’t matter if you’re 15 or 53, you still want to play for Spurs if you’re a true supporter. I’m well, well happy about it.”*

MSADH - Summary

Across the financial year, MSADH has expanded geographically, and has reached more UP’s than any previous financial year (2,347).

There has been an increase in the number of people who sustain regular activity than recorded in previous seasons (204) and the mechanisms for identifying inactive residents have developed. We have increased our number of delivery locations by >36% over our highest previous total (34 > 25).

| Output                                      | Health & Wellbeing | Sport | MSADH Total |
|---|--------------------|-------|-------------|
| Sessions delivered                          | 763                | 663   | 1426        |
| Unique participants (attended)              | 621                | 1469  | 2090        |
| Participants from diverse ethnic background | >67%               | >64%  | >65%        |
| % Of Women                                  | 74%                | 50%   | 58%         |
| % Of Men                                    | 21%                | 49%   | 41%         |
| % Of other                                  | 5%                 | 1%    | 1%          |

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#### Performance against KPIs:

While having achieved most expected targets across the financial year, some aspects have proven more difficult to achieve for the following reasons:

**1. Number of people who sustain regular activity (target = 1,000)** – This goal was a substantive increase from the previous year (200) and on reflection it was too ambitious, as we aim to deliver a deeper and more meaningful programme. Our current position of 204 for the year would have seen us successfully complete this KPI in previous seasons.

**2. Number of previously inactive residents who sustain participation (target = 240)** – Historical approach to data capture made it difficult to authenticate 'self-reported' data from inactive participants (<150mins activity per week). In February 2023, an audit was conducted on all data collection methods and a new, more streamlined method was introduced. Since the implementation of our new questionnaire/methodology, our measuring and tracking has been more efficient and improved how we identify inactivity. The new methods were implemented in April 2023, so totals going forward will be more accurate and the target will be achieved (current = 103, expected = >200).

**3. Number of people engaging in tournaments (target = 1,500)** – Currently at 684, however, is expected to achieve approximately 1000 by the end of the reporting year, with five tournaments planned during the school summer holidays. We acknowledge that the target of 1500 was hugely ambitious and at the time of target setting, the increase in the rising cost of venue hire, and other operational costs related to tournament events were not fully considered.

**4. Schools engaged in Tournaments (Target= 30)** - Currently at 26, however, we have engaged a larger cohort of schools in other non-competitive ways, through park events in collaboration with Enfield Council. Our ability to work with our local schools, involving them in tournaments, was impacted by school closures because of teacher strike action.

| Key Performance Indicator (KPI)                                   | Annual target output | Actual annual output (24th July) |
|---|----------------------|----------------------------------|
| Total Participants Engaged  | 2,000                | 2,347                            |
| Total Engaged in Tournaments                                      | 1,500                | 708                              |
| Schools Engaged in Tournaments                                    | 30                   | 26                               |
| Locations Available   | 25                   | 34                               |
| Number of previously inactive residents who sustain participation | 240                  | 103*                             |
| Number of people who sustain regular activity                     | 1,000                | 204                              |
| Number of people who report an increase in activity levels        | 780                  | 415*                             |

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|  |    |    |
|--|----|----|
| Number of male sports/football/fitness coaches (playmakers to L1 equivalent)   | 60 | 68 |
| Number of female sports/football/fitness coaches (playmakers to L1 equivalent) | 36 | 43 |
| Delivered sporting memories sessions in the community per quarter              | 4  | 5  |

*\*Figures from April 2023 – July 2023 – New data collection method.*

#### **Health Checks**

A programme to reduce health inequalities and the life expectancy gap in north London. The Community NHS Health Checks scheme aims to improve early diagnosis, raise awareness, and help to prevent cardiovascular disease and is delivered from community settings two days per week. During the year we delivered health checks to 361 individuals.



## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

#### Youth, Employment & Skills

##### Employment support

This program is designed to support residents across North London with essential employability support to explore their career options with the Club and enable them to meet employers. As a major employer in North London, with roles in retail, hospitality, stewarding, administration and more, the employment team aims to raise awareness and provide residents with support to help them get into work. Each employment advisor works in the community to provide residents with CV support, preparing for interviews, applying for jobs, and hosting group employability workshops across colleges, community organisations and job centres. Many of the residents that access this support are individuals who have never been in employment (e.g., college students, university students or young adults not in employment or education) or individuals who need additional support with finding a job (e.g., single parents, those accessing benefits, those with SEND, immigrants or with a past criminal record). This provides essential support to individuals who have found it difficult to get their first steps into employment. During the financial year we have been able to support 291 residents of which 120 have gained employment through the Club/Foundation.

##### Jobs Fairs



During the financial year the opportunity for in-person events began growing again. The Foundation identified a need for exposure to job opportunities and partnered up with local and national employers and employment agencies (e.g., Department of work & pensions, Haringey Council and Stansted Airport) to enable residents across North London to meet with both local and national employers and training providers. Across 2022/23, this work resulted in:

- 2x Job Fairs coordinated, in partnership with Department of Work & Pensions and Stansted Airport.
- 1,507 participants attended our Jobs Fairs
- 100 employers attended our jobs fairs including Haringey Council, Stansted Airport, Sainsburys, NHS and more.
- 450 participants received a positive outcome (Interview offer, Trial shift offer or Job offer)



## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

#### *To Care is To Do (Children in Care & Leaving Care)*

The Foundation has consistently prioritised enhancing the lives of children in care and providing support to young adults as they transition out of the care system. This effort primarily operates in collaboration with the London Borough of Haringey. The program addresses the needs of children of school age, offering a wide spectrum of activities, including festive celebrations during Christmas and end-of-school-year events. Throughout the year, the program facilitates enrichment activities, cultural visits, and supplementary support for personal development and extracurricular activities.

Moreover, the initiative caters to older children, typically aged 17, and young adults who are either on the verge of leaving the care system or have recently transitioned out. For this demographic, the program focuses on imparting crucial independent living skills, such as cooking, budgeting, and nurturing healthy relationships. Additionally, it extends support where needed for further education pursuits or to secure quality employment opportunities, aligning with their individual needs and aspirations.

During the year the Foundation hosted the Education Achievement Awards in partnership with Haringey Virtual School, to recognise the outstanding contribution and achievements the young people in care had made during the prior academic year.

Presenting an awards show to an audience of 60 people was beyond the wildest dreams of two teenage refugees who arrived in the United Kingdom as asylum seekers from war-torn Sierra Leone.

The Tottenham Hotspur Foundation made it happen through the care leavers' programme.



*Fatima Barrie and Fatima Sowe, both 17, have just emerged from care in Haringey and last year were taken under the wing of the THF. Lauren Black runs the children in care and care leavers' programmes. She explained how the two Fatimas got involved with the programme.*

*"It started off initially when their social worker put them forward and said these are two girls who are both new to the country," she said. "Their social worker said it would be like a great confidence boost for them.*

*"So, they came to the first initial session. I remember they both sat there, and they were quiet and didn't want to join in, lacking in confidence it seemed. But they were*

*the only two that ended up actually remaining until the end.*

*"They struck me as two young girls who they just needed that confidence boost, I think. And now they've got it and then got gone on to amazing things so. They took the opportunity and ran with it."*

*Hosting an awards show for the Foundation was the culmination of their transformation.*

*Fatima Barrie said: "When we hosted the show, I was really nervous. The Foundation has helped a lot in so many different ways because before getting involved I was getting into difficulties. There were so many*

## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

*things that I didn't know, but when I got involved with the THF they help a lot, they helped taking us around, helped us in our education. So much support.*

*"It would have been very difficult without the support of the Foundation. I would really encourage other people to get involved with the programme. It's been so helpful."*

*And Fatima Sowe said: "It's really boosted my confidence because before I didn't really have that or much self-esteem. When I did the hosting, it really helped me a lot."*

*So, what message do they have for the THF staff?*

*Fatima Barrie said: "I will tell them you're doing a really great job. And they should keep doing it because it helps a lot. I would tell other young people out there to join us because it's quite fun and helpful for us. It has transformed our lives."*

*Both young women are now studying Health and Social Care at The College of Haringey, Enfield and North East London (CONEL).*

*The THF also helps the pair with finding work experience and are due to help out the club on a matchday with roles in hospitality and catering.*

#### Project Search

This employment initiative focuses on supporting young individuals aged 18 to 24 with SEND. The primary objective is to facilitate competitive employment opportunities for each participant. The project offers real-world work experience coupled with training sessions focused on enhancing employability and independent-living skills. This holistic approach aims to assist these individuals in transitioning effectively into successful adult lives.

Operating from North Middlesex University Hospital NHS Trust in collaboration with the College of Haringey Enfield & North-East London (CONEL), the program accommodates up to 12 students. The Foundation operates under a contract with the college, providing Job Coaching support to the students. Typically, these courses span an academic year, providing sustained guidance and assistance to these young individuals throughout their learning and skill-building journey.

The curriculum over the 12-month period for participants include:

- A life skills curriculum covering areas such as independent travelling, communication, hygiene, and teamwork.
- A bi-weekly Jobs Club that teaches and supports interns with creating a CV, preparing for interviews, job searching and applying for jobs.
- 3x 10-week rotations across departments that suit the interns' interests and skillsets, which includes a mentor in each rotation.
- A job coach that supports the interns with learning the skills needed for each rotation they take on.
- Exposure to career professional and employers, including guest speakers, insight days and job fairs.

In the reporting period eight participants started, six graduated and four were offered a paid job within six-months of graduation.

## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

#### National Citizen Service (NCS)



The NCS programme is designed to engage, unite, and empower young people from diverse backgrounds. Its main goal is to increase the confidence of teenagers to help them achieve their objectives. By developing life skills and friendships, NCS enables teenagers to unlock their potential, builds their self-confidence, and prepares them for life after school.

During the financial year, the Foundation delivered the NCS programme, for young people (age 16- 19) from Haringey, Enfield, Barnet, Chene, and City & Islington College. The total number of participants on the NCS programme was 136.

This included:

- The recruitment of the participants - working with schools to attend school assemblies and colleges to set up pop-up station, drop-in sessions, and employability/career workshops to advertise the programme and register participant interest.
- Conducting 'Keep Warm' sessions – pre-engagement with recruited cohort before the main activity was delivered.
- Delivery of the NCS Summer program, which included workshops and a residential component.

#### Key Outcomes

- The young people were able to describe, very clearly, why reflection has been such an integral part of the programme and how they anticipated including the areas of skills they had developed during this programme in their Curriculum Vitae (CVs) and applications for university.
- During discussions with young people and the final reflections presentations the young people were able to articulate what they had learned about themselves.
- For example: "I have learned that I don't have to compare myself to others, because I have something of my own to give".
- "I like to do things by myself, but working in a group has shown me how others feel".
- "I have learned to treat people better, living with them last week has taught me to be more tolerant".
- "I have set up my own business already and this programme has helped me to develop people skills, especially listening to what others have to say".

## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

#### *Diversity, Equity & Inclusion (DEI)*

The Foundation's DEI strategy focuses on ensuring that all initiatives prioritise access and inclusion. This involves developing bespoke projects designed for individuals with SEND, while also fostering integration for everyone.

#### *Future Plans*

The newly appointed Chief Executive Officer assumed the role at the Foundation on May 2<sup>nd</sup>, 2023, and this presents an opportune moment to assess and reevaluate the current strategy, which was in its final year. This juncture facilitated a comprehensive review and allowed for all staff members to delineate new aims and objectives. These initiatives are strategically designed to foster continued growth, building upon the Foundation's existing accomplishments. The outcome of this collective effort is encapsulated in a revised strategy aimed at propelling the Foundation toward further advancements in its mission and impact. As part of the revised strategy, a key initiative involves strengthening the Foundation's leadership structure through the appointment of four key positions:

- Head of Programmes.
- Education Manager.
- Youth and Community Manager.
- Communications Manager.

These strategic placements aim to bolster the Foundation's operations and ensure focused attention on crucial areas vital to our mission and impact.

As a part of a new strategic approach to rebuild and refocus the organisation we have or are in the process of accomplishing several key priorities.

- Developing a new theory of change and outcomes measurement framework.
- Developing a new strategic business plan.
- Identifying a flagship programme or programmes that The Foundation becomes recognised for.
- Appointing new staff to the key positions.
- Growing awareness of, and support for our work, primarily focusing on the communities in our boroughs and fans of the Club.
- Diversifying and increasing our income.

#### *Environmental Sustainability*

Further emphasis on Environmental Sustainability, involving an educational campaign for all our staff, was undertaken in the financial year. This initiative aimed to raise awareness among our team regarding their pivotal role in fostering sustainable communities. It includes initiatives to educate and sensitise staff members about their impact on sustainable practices, encompassing activity delivery, waste management strategies, responsible energy usage, and other related actions. This concerted effort aligns with our commitment to making substantive contributions toward a more sustainable future.

## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

#### Safeguarding

Safeguarding stands as the cornerstone of our operations, guiding our commitment to empowering our staff to make protective decisions for themselves and our participants. Ensuring their safety remains a paramount business priority. Our plans include:

- The elevation of three more staff members to the Designated Safeguarding Officer level, augmenting our capacity in this critical area.
- Establishing monthly safeguarding surgeries to bolster our risk planning and mitigation strategies, fostering a proactive approach to safeguarding.
- Moreover, our commitment to safeguarding will be steadfastly demonstrated through sustained representation within 'the Club's' safeguarding governance structure, actively contributing at both strategic and operational levels to ensure comprehensive safeguarding measures.

During the year an annual audit of the Club was undertaken by Barnardos, which included the Foundation. An action plan was developed and any areas for improvement identified. Alongside this the annual PLCF Capability Code of Practice, which includes safeguarding standards, was completed.

#### Plans for Programme Delivery

To inform future delivery we will:

- Review our existing programmes to ensure they still address the needs of our local communities and fulfil our stated aims and objectives.
- Deepen our impact in the areas we believe we can make the most difference.
- Identify a flagship programme or programmes that The Foundation becomes recognised for.
- Explore using the stadium as an opportunity to 'learn outside the classroom' through STEM-related activities.
- Focus more of our delivery in our home boroughs of Haringey and Enfield.
- Work with key local partners to increase our reach.
- Launch The Huddle – a joint project between Tottenham Hotspur Foundation, NFL, and Nike.
- Launch a creative writing project aimed at engaging local schools with the Club and the stadium.

#### Principal Risks & Uncertainties

The Foundation's principal risks & uncertainties that are owned and overseen by the Board:

- Strategic / Governance: including mission & vision creep; socio-economic, political, and other environmental factors.
- Financial Resources: including sources of funding, and the efficiency and efficacy of use.
- Business Development including investor & stakeholder relations — in particular, being aware of the impact of economic downturns on the business and our plans.
- Operational: including organisation structure & people; project performance; funding terms & conditions.

## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

- Regulatory & Compliance: including Diversity, Equity & Inclusion; GDPR; Health & Safety; Safeguarding; Foundation policies, procedures, and internal controls; Charity & Company law.
- Brand Reputation & Quality Standards: including stakeholder engagement, the importance of participant voice, and processes in place for quality assuring everything we do.

The principal financial risks and uncertainties in no particular order, relate to:

- The continued reliance on core funding from three primary sources; the Club, the PLCF and PPL. We manage and mitigate this risk through a close working relationship with our stakeholders and fulfilling their expectations of us. We have a comprehensive Service Level Agreement (SLA) with the Club, multi-year funding agreements with the PLCF, and PPL. A new income generation strategy is in development to diversify and increase our income.
- Safeguarding, health & safety, and quality standards. The safety of all our participants, the protection of our good name and the quality of our product delivery continue to be a key priority for the Foundation. These are standing agenda points at meetings throughout the business (including the Board), and we have designated staff responsible for each area with performance dashboards which are tracked on a minimum of a monthly basis.
- Recruitment of new staff. During this reporting year, the Foundation experienced a significant level of staff turnover. Mitigating the impact of this turnover on the effectiveness of our service delivery necessitated meticulous planning and astute management. Balancing the need to maintain operational effectiveness while actively backfilling key positions and roles required a strategic and carefully orchestrated approach. A workforce development plan is in development to support the development and retention of our staff team, and a workforce recruitment plan to support the development of a future pipeline of talent.

The Foundation employs a dynamic risk management approach, where strategic risks are under the ownership and regular review of the Foundation Board of Trustees. Operational risks are the responsibility of the Chief Executive and are managed in conjunction with the senior leadership team. Project risks fall within the responsibility of the respective project manager.

Risks undergo an initial assessment based on their assessed inherent risk, determined by evaluating potential impact (ranging from insignificant to catastrophic) multiplied by the likelihood of the risk arising (ranging from remote to highly probable). Subsequently, the residual risk is determined through the identification, implementation, and management of mitigation measures, all aimed at reducing exposure to a minimum. This strategic approach ensures a comprehensive evaluation and proactive management of risks across all levels of the Foundation's operations.

## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

#### Financial Review of the Year

##### Income (See Note 2)

The Foundation received central funding towards core costs and for other non-specified uses of £0.7m (2022: £1.1m). This funding is mainly from the PPL and the PLCF with an additional one-off grant in 2022 from PPL to assist in Covid recovery. Value-in-Kind core services are provided and funded by the Club.

Income relating directly to the Foundation's specific programme areas of Football, Sports, Health & Well-being and of Youth, Employment and Skills was a further £1.5m (2022: £1.5m).

This combined income for the Financial Year of £2.2m (2022: £2.6m).

Income from Donations totalled £0.1m (2022: £0.3m). This variance is mainly due to a charity match held in the Stadium in previous financial year.

##### Costs (See Note 3)

Staff costs relating to delivery coaches were £0.8m of the total staffing costs of £1.6m for the Financial Year. This compares to £0.7m and £1.7m respectively for the previous financial year.

Total expenditure on charitable activities for the Financial Year was £2.5m. This compares to £2.6m in the previous year.

##### Net Year End

The net year-end result was a deficit of £0.3m for 2023 compared to a surplus of £0.06m for 2022.

##### Fundraising

The Foundation engaged in minimal fundraising activities, receiving donations as part of a commercial deal for match worn shirts through the Club and for mascot places, totalling £0.14m (2022: £0.3m). The new CEO will develop a comprehensive fundraising strategy for roll-out in 23/24 and onwards. No person or company was engaged by or acted on behalf of the Foundation for its fundraising activities, and no pressure was applied to any person to donate. No complaints were received regarding the Foundation's fundraising efforts.

##### Investment policy

The Foundation received a £4.5 million donation from the Club in 2006, the year of incorporation. This donation has been used to help fund the Foundation's activities. The Foundation keeps its cash reserves in a low-risk money market deposit account. This is reviewed monthly.

##### Reserves policy

The Board of Trustees updated the Foundation's reserves policy in February 2022.

Previously the policy was to retain adequate reserves to cover expenditure arising from standard operations for at least twelve months. This was estimated at a minimum of £1.8m per annum. The policy has been in place since the Foundation was established as a registered charity.

## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

The new policy applicable for the Financial Year and until next reviewed is that the level of free reserves (i.e. unrestricted and undesignated funds) held at the financial year end be sufficient (a) to continue all primary operations for at least eighteen months (b) to be able to put in place arrangements where-by, if necessary and where appropriate, another entity can be positioned to continue existing services and those planned for and expected but delayed.

In this context, primary operations refer to core business operations – accounting & finance, human resources, marketing, I.T, regulatory compliance, product delivery (which in this case would be our charitable activities)

The work that the Foundation carries out is relational and collaborative built upon partnerships with other organisations, across all industry sectors. Where it is deemed appropriate activities can be sub-contracted to another charity.

The Foundation's reserves cover Restricted Reserves and Unrestricted Reserves (being General and Designated). These are set out in Note 11

- Restricted Funds to be carried forward on 30<sup>th</sup> June 2022 are £0.3m (2022: £0.2m).
- The General Reserves to be carried forward on 30<sup>th</sup> June 2022 are £2.5m (2022: £2.7m).
- The Designated Funds to be carried forward on 30<sup>th</sup> June 2022 are £2.8m (2022: £3m). Designated Funds are made up of tangible fixed assets - mainly improvements at our headquarters Percy House and Enfield Section 106. Percy House is held on a 25-year lease and was significantly developed in 2017/18 with support from the Heritage Lottery Fund to become a central space for the Foundation activities. After 10 years the Enfield Section 106 project has ended, and the funds remain earmarked for future expenditure to deliver sports, physical activities and community and other Foundation programmes in Enfield.

Principal funding sources and expenditure in the year under review have been carefully monitored to ensure that the funding sources and expenditure has supported the key objectives of the Foundation and aligns with the Medium-Term Strategy.

#### Going Concern

The Board of Trustees continually monitors the Foundation's exposure to its principle risks and uncertainties which includes Financial Risks. The Board mitigates the potential for the risk to arise and the potential impact through regular monitoring of the Foundation's finances. The monitoring compares on a cumulative quarterly basis the actual and the forecast financial performance for the year with the planned performance according to the budget. Monitoring also includes the cashflow position.

As part of the annual budget setting and decision-making process the Board of Trustees considers going concern status with the main factors being the sources, nature, and quantum of income to be generated to enable the Foundation to pursue and to achieve the ambitions set out in its strategy. Prudent assumptions are made in setting the annual budget for the year's operations and within the context of a three-year perspective of potential impact on Foundation's general reserves.



## Tottenham Hotspur Foundation

### Report of the Trustees (incorporating the Directors' Report and the Strategic Report) for the year ended 30<sup>th</sup> June 2023

It is in the above context that the Trustees are of the view that the Foundation has adequate resources to continue as a going concern for the foreseeable future, being a minimum of eighteen months from the signing of these accounts and, as such, the financial statements have been prepared on the going concern basis.

The Trustees' Report (including the Directors' Report and the Strategic Report) is approved by the Board of Trustees and signed on behalf of the Foundation:

M J Collecott

Trustee

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29 March 2024 | 2:08 AM PDT

## Statement of Trustees responsibilities

The trustees (who are also directors of Tottenham Hotspur 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), including FRS 102 "the Financial Reporting Standard applicable in the UK and Republic of Ireland".

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;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that 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.

### Auditor

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.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006. The Board of Trustees intend to go out to tender for an auditor for the 23/24 financial year.

Approved by the Board of Trustees and signed on behalf of the Foundation:

M J Collecott

Trustee

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## **Independent auditor's report to the members of Tottenham Hotspur Foundation**

### **Report on the audit of the financial statements as at 30 June 2023**

#### **Opinion**

In our opinion the financial statements of Tottenham Hotspur Foundation (the 'charitable company')

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2023 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, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of financial activities (incorporating an income and expenditure account);
- the balance sheet;
- the cash flow statement;
- the related notes 1 to 16

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).

#### **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 Financial Reporting Council's (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.

## **Independent auditor's report to the members of Tottenham Hotspur Foundation**

### **Report on the audit of the financial statements as at 30 June 2023**

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 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.

#### **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 purpose 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.

## Independent auditor's report to the members of Tottenham Hotspur Foundation

### Report on the audit of the financial statements as at 30 June 2023

#### 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 FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Extent to which the audit was considered capable of detecting irregularities, including fraud.

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

We considered the nature of the charitable company's industry and its control environment and reviewed the charitable company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and the trustees about their own identification and assessment of the risks of irregularities, including those that are specific to the charitable company's business sector.

We obtained an understanding of the legal and regulatory framework that the charitable company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Charities Act and UK Companies Act and;
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty. These included Charity Commission for England and Wales (Charity Commission) regulations and Fundraising regulations.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in the following areas, and our procedures performed to address them are described below:

## **Independent auditor's report to the members of Tottenham Hotspur Foundation**

### **Report on the audit of the financial statements as at 30 June 2023**

- Income recognition on PLCF (Premier League Charitable Fund): we reviewed the funding agreements and any additional communication to formulate an expectation of income to be recognised and compared that expectation to the total income recognised on the ledger.
- Restricted Funds Monitoring: we reviewed the evidence of approval for allocation between funds and the spreadsheet of annual fund allocation.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and in-house legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance.

### **Report on other legal and regulatory requirements**

#### **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 strategic report and 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 strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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 any material misstatements in the strategic report or the directors' report included within the trustees' report.

#### **Matters on which we are required to report by exception.**

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

## Independent auditor's report to the members of Tottenham Hotspur Foundation

### Report on the audit of the financial statements as at 30 June 2023

- 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.

We have nothing to report in respect of these matters.

### 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.

DocuSigned by:  
  
7EB54235A1DF4F0...

Michelle Hopton, FCA (Senior statutory auditor)

For and on behalf of Deloitte LLP

Statutory Auditor

Bristol, United Kingdom

29 March 2024 | 9:28 AM GMT

## Statement of financial activities

|  | Notes | Restricted funds<br>2023<br>£ | Unrestricted funds<br>2023<br>£ | Total funds<br>2023<br>£ | Restrict ed funds<br>2022<br>£ | Unrestricted funds<br>2022<br>£ | Total funds<br>2022<br>£ |
|--|-------|-------------------------------|---------------------------------|--------------------------|--------------------------------|---------------------------------|--------------------------|
| <b>Income from</b>                     |       |                               |                                 |                          |                                |                                 |                          |
| Donations                              |       | 81,152                        | 57,625                          | 138,777                  | 51,458                         | 252,812                         | 304,270                  |
| Investments                            | 5     | -                             | 47,242                          | 47,242                   | -                              | 3,218                           | 3,218                    |
|  |       | <u>81,152</u>                 | <u>104,867</u>                  | <u>186,019</u>           | <u>51,458</u>                  | <u>256,030</u>                  | <u>307,488</u>           |
| Income from charitable activities      | 2     | 934,502                       | 1,094,228                       | 2,028,730                | 965,356                        | 1,334,259                       | 2,299,615                |
|  |       | <u>1,015,654</u>              | <u>1,119,095</u>                | <u>2,214,749</u>         | <u>1,016,814</u>               | <u>1,590,289</u>                | <u>2,607,103</u>         |
| <b>Total income</b>                    |       |                               |                                 |                          |                                |                                 |                          |
| <b>Expenditure</b>                     |       |                               |                                 |                          |                                |                                 |                          |
| Charitable activities                  | 3     | 1,145,112                     | 1,391,652                       | 2,536,764                | 1,579,595                      | 965,339                         | 2,544,934                |
|  |       | <u>1,145,112</u>              | <u>1,391,652</u>                | <u>2,536,764</u>         | <u>1,579,595</u>               | <u>965,339</u>                  | <u>2,544,934</u>         |
| <b>Total expenditure</b>               |       |                               |                                 |                          |                                |                                 |                          |
| <b>Net income<br/>/(expenditure)</b>   |       | (129,458)                     | (192,557)                       | (322,015)                | (562,781)                      | 624,950                         | 62,169                   |
| Funds brought forward                  |       | 211,492                       | 5,711,859                       | 5,923,351                | 151,210                        | 5,709,972                       | 5,861,182                |
| Transfer to/from<br>unrestricted funds | 11    | 189,933                       | (189,933)                       | -                        | 623,063                        | (623,063)                       | -                        |
|  |       | <u>271,967</u>                | <u>5,329,369</u>                | <u>5,601,336</u>         | <u>211,492</u>                 | <u>5,711,859</u>                | <u>5,923,351</u>         |
| Funds carried forward                  | 11    |                               |                                 |                          |                                |                                 |                          |

The above results all derive from continuing operations.

There were no items of income and expense in the current or prior year other than as set out in the statement of financial activities above, and accordingly no separate statement of other comprehensive income is presented.

The notes on pages 53 to 64 form part of these financial statements.



Tottenham Hotspur Foundation

Balance sheet as at 30 June 2023

|   | Notes | 2023<br>£ | 2022<br>£ |
|---|-------|-----------|-----------|
| Fixed assets  |       |           |           |
| Tangible assets   | 8     | 2,721,363 | 2,918,343 |
| Current assets  |       |           |           |
| Debtors   | 9     | 135,553   | 253,233   |
| Cash at bank and in hand                                |       | 3,078,753 | 3,269,819 |
|   |       | 3,214,306 | 3,523,052 |
| Creditors: amounts falling due within one year          | 10    | (334,333) | (518,044) |
| Net current assets                                      |       | 2,879,973 | 3,005,008 |
| Total assets less current liabilities, being net assets |       | 5,601,336 | 5,923,351 |
| Restricted funds  |       | 271,967   | 211,492   |
| Unrestricted funds                                      |       | 5,329,369 | 5,711,859 |
| Total funds   | 11    | 5,601,336 | 5,923,351 |

The notes on pages 53 to 64 form part of these financial statements.

The financial statements of Tottenham Hotspur Foundation registered number 05760570 were approved and authorised for issue by the Board of Trustees on 29 March 2024 | 2:08 AM PDT.

Signed on behalf of the Board of Trustees

M J Collecott  
Trustee

DocuSigned by:  
Matthew Collecott  
49B4563BAF484DE...

29 March 2024 | 2:08 AM PDT

## Tottenham Hotspur Foundation

## Cash flow statement for the year ended 30 June 2023

|  | Notes | 2023<br>£               | 2022<br>£            |
|--|-------|-------------------------|----------------------|
| Net cash inflow/(outflow) from operating activities                    | (a)   | <u>(209,335)</u>        | <u>57,838</u>        |
| Cashflows from investing activities                                    |       |                         |                      |
| Interest received  | 5     | 47,242                  | 3,218                |
| Purchase of tangible fixed assets                                      | 8     | <u>(28,973)</u>         | <u>(9,189)</u>       |
| Net cash (outflow) from return on investments and servicing of finance |       | 18,269                  | (5, 971)             |
| Increase/(Decrease) in cash and cash equivalents                       | (b)   | <u><u>(191,066)</u></u> | <u><u>51,867</u></u> |

## (a) Net cash inflow from operating activities

|   |    | 2023<br>£               | 2022<br>£            |
|---|----|-------------------------|----------------------|
| Net income /(expenditure)                           |    | (322,015)               | 62,169               |
| Interest income                                     | 5  | (47,242)                | (3,218)              |
| Depreciation of tangible fixed assets               | 6  | 185,068                 | 179,954              |
| Loss on disposal of tangible fixed assets           | 8  | 40,885                  | -                    |
| Decrease /(Increase) in debtors                     | 9  | 117,679                 | (107,803)            |
| Decrease in creditors                               | 10 | <u>(183,710)</u>        | <u>(73,264)</u>      |
| Net cash inflow/(outflow) from operating activities |    | <u><u>(209,335)</u></u> | <u><u>57,838</u></u> |

## (b) Reconciliation of net cash flow to movement in net cash

|                                       | 2023<br>£               | 2022<br>£               |
|---------------------------------------|-------------------------|-------------------------|
| Increase/(decrease) in cash           | (191,066)               | 51,868                  |
| Net cash at the beginning of the year | <u>3,269,819</u>        | <u>3,217,951</u>        |
| Net cash at 30 June 2023/2022         | <u><u>3,078,753</u></u> | <u><u>3,269,819</u></u> |

The above consists entirely of cash, and there are no cash equivalents held.

# Tottenham Hotspur Foundation

## Notes to the accounts for the year ended 30<sup>th</sup> June 2023

### 1. 2023 Accounting policies

#### Basis of Preparation

The financial statements of Tottenham Hotspur Foundation, a private company limited by guarantee, incorporated and registered in England and Wales, company number 05760570, have been prepared on a going concern basis (see page 14 of the Trustees' report for further detail) and in compliance with applicable UK accounting standards (UK General Accepted Accounting Practice), including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102"). In particular, they comply with the Charities Act 2011 and Companies Act 2006, and the Statement of Recommended Practice "Accounting and Reporting by Charities" effective 1 January 2019 as subsequently amended (the "SORP").

#### Accounting convention

The Charity meets the definition of a public benefit entity under FRS 102 as our primary objective is to provide services for the community within our four boroughs of Haringey, Enfield, Barnet & Waltham Forest. The financial statements have been prepared under the historical cost convention.

#### Going Concern

The Board of Trustees continually monitors the Foundation's exposure to its principle risks and uncertainties which includes Financial Risks. The Board mitigates the potential for the risk to arise and the potential impact through regular monitoring of the Foundation's finances. The monitoring compares on a cumulative quarterly basis the actual and the forecast financial performance for the year with the planned performance according to the budget. Monitoring also includes the cashflow position and a sensitivity analysis of future funding sources.

As part of the annual budget setting and decision-making process the Board of Trustees considers Going Concern status with the main factors being the sources, nature, and quantum of income to be generated to enable the Foundation to pursue and to achieve the ambitions set out in its strategy. Prudent assumptions are made in setting the annual budget for the year's operations and within the context of a three-year perspective of potential impact on Foundation's general reserves.

It is in the above context that the Trustees are of the view that the Foundation has adequate resources to continue as a going concern for the foreseeable future, being a minimum of eighteen months from the signing of these accounts and, as such, the financial statements have been prepared on the going concern basis.

#### Functional currency

The functional and presentation currency of the Charity is considered to be pounds sterling because that is the currency of the primary economic environment in which the Charity operates.

## Tottenham Hotspur Foundation

### Notes to the accounts for the year ended 30<sup>th</sup> June 2023

#### Income

All income is included in the Statement of Financial Activities ('SOFA') when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy and receipt is probable. The following specific policies apply to categories of income:

Donations are recognised in the SOFA when receivable unless the donor specifies that the grant or donation must only be used in particular financial accounting periods or the donor has imposed conditions which must be met before the charity has unconditional entitlement, in which case the income is deferred.

Grants related to performance and specific deliverables are accounted for as the Foundation earns the right to consideration by performance. Where income is received in advance of its recognition it is deferred and included in creditors. Where entitlement occurs before income is received, the income is accrued.

Grants which are contributions to existing projects are deferred where there are insufficient costs to allow for drawdown and recognition of income. Investment income is recognised on a receivable basis.

#### Expenditure on charitable activities

This includes all expenditure directly related to the objects of the Charity. It also includes support costs representing staffing and associated costs.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities based on the consumption of direct resources.

Expenditure is recognised when there is a present legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Support costs have been apportioned among charitable activities on an appropriate basis.

#### Other expenditure

Other expenditure comprises all costs, including staffing and associated costs, included in the management of the Charity's assets, organisational administration, and compliance with constitutional and statutory requirements. Governance costs are the costs associated with the governance arrangements of the Charity which relate to the general running of the Charity as opposed to those costs associated with fundraising or charitable activity. Included within this category are costs associated with the strategic as opposed to day-to-day management of the Charity's activities. Some services are donated by the Club to support day-to-day administration, events, or other fundraising activities, including access to elite players; these services are impractical to quantify, and a value has not been included in the financial statements.

Governance costs are allocated within support costs in line with the Charities SORP 2019.

#### Irrecoverable VAT

## Tottenham Hotspur Foundation

### Notes to the accounts for the year ended 30<sup>th</sup> June 2023

Irrecoverable VAT is charged as an expense in the statement of financial activities.

#### **Fixed assets**

Fixed assets include plant and equipment, the cost of which is written off over three to five years on a straight-line basis. Furniture is written off on a straight-line basis over ten years.

Leasehold property improvements are depreciated over the life of the lease of twenty-five years on a straight-line basis.

#### **Operating leases**

Rentals under operating leases are charged on a straight-line basis over the lease term.

#### **Fund accounting**

The Charity's general fund is unrestricted and consists of funds which the Charity may use for its purposes at the discretion of the trustees in the furtherance of the objects of the Charity. Such funds may be held to finance both working capital and capital investment. Restricted funds are funds which are used for specific functions or projects according to terms and restrictions imposed by donors or funding bodies. Designated funds are funds earmarked by the Trustees for particular purposes.

#### **Restricted funds**

Restricted funds are funds subject to specific trusts, which may be declared by the donors or with their authority or created through legal process, but still within the wider objects of the charity. Restricted funds may be restricted income funds, which are expendable at the discretion of the trustees in furtherance of some particular aspects of the objects of the charity. Or they may be capital (i.e., endowment) funds, where the assets are required to be invested, or retained for actual use, rather than expended.

#### **Designated funds**

Designated funds are unrestricted funds. If part of an unrestricted fund is earmarked for a particular project it may be designated as a separate fund, but the designation has an administrative purpose only, and does not legally restrict the trustees' discretion to apply the fund.

#### **Critical accounting judgements**

In the application of the Charity's accounting policies, which are described in this note, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

## Tottenham Hotspur Foundation

### Notes to the accounts for the year ended 30<sup>th</sup> June 2023

#### Key sources of estimated uncertainty

There are no critical accounting judgments or key sources of estimation uncertainty at the reporting date.

#### Financial assets and liabilities

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument.

Financial assets which qualify as basic financial instruments as laid out in FRS 102 paragraph 11.8, including trade and other receivables and cash and bank balances. These are valued at amortised cost and assessed for impairment at the end of each reporting period.

Financial assets are derecognised when and only when (a) the contractual right to the cash flows from the financial asset expire or are settled, (b) the Charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or (c) the Charity, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are classified according to the substance of the contractual arrangements entered into. All financial assets and liabilities are initially measured at transaction price (including transaction costs) unless the arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled, or expires.

#### Cash, debtors, and creditors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

# Tottenham Hotspur Foundation

## Notes to the accounts for the year ended 30<sup>th</sup> June 2023

### 2. Income from charitable activities

Income from charitable activities comprises:

|  | 2023<br>£        | 2022<br>£        |
|--|------------------|------------------|
| Football, Sport, and Heath & Wellbeing | 960,956          | 871,476          |
| Youth, Employment and Skills           | 574,322          | 642,494          |
| Central Funding                        | 679,471          | 1,093,133        |
|  | <u>2,214,749</u> | <u>2,607,103</u> |

### 3. Expenditure on charitable activities

|  | Direct costs<br>£ | Staff costs<br>£ | Support costs<br>£ | Total at<br>30 June<br>2023<br>£ |
|--|-------------------|------------------|--------------------|----------------------------------|
| Football, Sport, and Heath & Wellbeing | 813,333           | 516,661          | 290,811            | 1,620,805                        |
| Youth, Employment and Skills           | <u>459,441</u>    | <u>295,894</u>   | <u>160,624</u>     | <u>915,959</u>                   |
|  | <u>1,272,774</u>  | <u>812,555</u>   | <u>451,435</u>     | <u>2,536,764</u>                 |
|  | Direct costs<br>£ | Staff costs<br>£ | Support costs<br>£ | Total at<br>30 June<br>2022<br>£ |
| Football, Sport, and Heath & Wellbeing | 654,123           | 580,042          | 246,038            | 1,480,203                        |
| Youth, Employment and Skills           | <u>495,872</u>    | <u>396,094</u>   | <u>172,765</u>     | <u>1,064,731</u>                 |
|  | <u>1,149,995</u>  | <u>976,136</u>   | <u>418,803</u>     | <u>2,544,934</u>                 |

### 4. Support costs

|                         | 2023<br>£        | 2022<br>£        |
|-------------------------|------------------|------------------|
| Support costs comprise: |                  |                  |
| Staff costs             | 812,555          | 976,136          |
| Other expenses          | <u>451,435</u>   | <u>418,803</u>   |
|                         | <u>1,263,990</u> | <u>1,394,939</u> |

Included in support costs are £40,020 of governance costs (2022: £36,000).

# Tottenham Hotspur Foundation

## Notes to the accounts for the year ended 30<sup>th</sup> June 2023

Support costs are allocated over projects based on the percentage of expenditure before support costs.

### 5. Investment income

|                   | 2023<br>£     | 2022<br>£    |
|-------------------|---------------|--------------|
| Interest received | <u>47,242</u> | <u>3,218</u> |

### 6. Expenditure

This is stated after charging:

|   | 2023<br>£     | 2022<br>£     |
|---|---------------|---------------|
| Depreciation  | 185,068       | 179,954       |
| Operating lease – land and buildings  | 5,622         | 5,622         |
| Fees payable to the Charity's auditor for the audit of these financial statements | <u>40,020</u> | <u>36,000</u> |

### 7. Staff costs and numbers

|   | 2023<br>£        | 2022<br>£        |
|---|------------------|------------------|
| Wages and salaries  | 544,719          | 673,661          |
| Delivery coaches staff costs (included in direct costs in note 3) | 840,395          | 748,668          |
| Social security costs   | 131,641          | 138,288          |
| Pension   | 39,015           | 39,389           |
| Other costs   | <u>169,805</u>   | <u>115,307</u>   |
|   | <u>1,725,575</u> | <u>1,715,313</u> |

Recognised within other costs is redundancy payments of £14,169 (2022: £Nil). Redundancy payments are recognised when an obligation exists to the employee for an amount that can be measured, and settlement of this obligation is probable. Both social security and pension costs include all staff.



## Tottenham Hotspur Foundation

### Notes to the accounts for the year ended 30<sup>th</sup> June 2023

The average monthly number of persons employed analysed by function was:

|   | 2023<br>No. | 2022<br>No. |
|---|-------------|-------------|
| Football, Sport, and Health & Wellbeing | 22          | 21          |
| Youth, Employment and Skills            | 10          | 14          |
| Administration                          | 16          | 14          |
|   | <u>48</u>   | <u>49</u>   |

In addition, there were, on average, eight (8) active casual members of staff (2022: 8). Coaches are employed to deliver the programmes and are included in charitable expenditure direct costs.

As a result of the Automatic Enrolment scheme, all employees are offered a self-administered group money purchase pension scheme. The assets of this scheme are held separately from those of the Charity, being invested with insurance companies.

During the year, one employee was considered to be the key management personnel. This employee's emoluments fell between the band £120,000 to £125,000 annually with actual costs of £65,929 (2022: one employee between the band £115,000 to £120,000) excluding employer pension contributions. The new CEO was appointed on the 2<sup>nd</sup> of May 2023 and is now an employee of the Club and their services donated to the Foundation. An ex-gratia payment of £29,705 was made to the Foundation's retiring CEO, approved by the Board as a gesture of goodwill.

No other employee received emoluments of more than £75,000.

No trustee received any remuneration during the year or prior year.

No trustee was reimbursed for any expenses incurred during the current or prior year, nor were any expenses paid by the charity on their behalf.

# Tottenham Hotspur Foundation

## Notes to the accounts for the year ended 30<sup>th</sup> June 2023

### 8. Tangible fixed assets

|                       | Short Leasehold<br>Property<br>Improvements<br>£ | General<br>plant and<br>equipmen<br>t<br>£ | Total<br>£ |
|-----------------------|--|--|------------|
| <b>Cost</b>           |  |  |            |
| At 1 July 2022        | 3,448,463  | 269,621                                    | 3,718,084  |
| Additions             | -  | 28,973                                     | 28,973     |
| Less Disposal         | -  | (145,132)                                  | (145,132)  |
|                       | <hr/>  | <hr/>                                      | <hr/>      |
| At 30 June 2023       | 3,448,463  | 153,462                                    | 3,601,925  |
|                       | <hr/>  | <hr/>                                      | <hr/>      |
| <b>Depreciation</b>   |  |  |            |
| At 1 July 2022        | 633,776  | 165,965                                    | 799,741    |
| Charge for the year   | 154,156  | 30,911                                     | 185,067    |
| Less Disposal         | -  | (104,246)                                  | (104,246)  |
|                       | <hr/>  | <hr/>                                      | <hr/>      |
| At 30 June 2023       | 787,932  | 92,630                                     | 880,562    |
|                       | <hr/>  | <hr/>                                      | <hr/>      |
| <b>Net book value</b> |  |  |            |
| At 30 June 2023       | 2,660,531  | 60,832                                     | 2,721,363  |
|                       | <hr/>  | <hr/>                                      | <hr/>      |
| At 30 June 2022       | 2,814,687  | 103,656                                    | 2,918,343  |
|                       | <hr/>  | <hr/>                                      | <hr/>      |

### 9. Debtors

|                | 2023<br>£ | 2022<br>£ |
|----------------|-----------|-----------|
| Trade debtors  | 19,088    | 138,916   |
| Prepayments    | 15,279    | 25,977    |
| Accrued income | 101,186   | 88,340    |
|                | <hr/>     | <hr/>     |
|                | 135,553   | 253,233   |
|                | <hr/>     | <hr/>     |

# Tottenham Hotspur Foundation

## Notes to the accounts for the year ended 30<sup>th</sup> June 2023

### 10. Creditors: amounts falling due within one year

|                         | 2023<br>£      | 2022<br>£      |
|-------------------------|----------------|----------------|
| Trade creditors         | 33,766         | 38,319         |
| Tax and Social Security | 31,297         | 37,398         |
| Accruals                | 92,339         | 157,370        |
| Other Creditors         | 64,524         | 67,869         |
| Deferred Income         | 112,407        | 217,088        |
|                         | <u>334,333</u> | <u>518,044</u> |

Deferred income consists of grants and funding that relate to the next financial year. All income deferred in 2022 was recognised in 2023 (all income deferred in 2021 was recognised in 2022).

|  | 2023<br>£      | 2022<br>£      |
|--|----------------|----------------|
| Deferred income brought forward at 1 July 2019/2022  | 217,088        | 289,143        |
| Recognised in the year                               | (217,088)      | (289,143)      |
| Revenue deferred in the year                         | 112,407        | 217,088        |
|  | <u>112,407</u> | <u>217,088</u> |
| Deferred income carried forward at 30 June 2020/2023 |                |                |

# Tottenham Hotspur Foundation

## Notes to the accounts for the year ended 30<sup>th</sup> June 2023

### 11. Reconciliation of Funds

|  | Restrict<br>ed funds<br>£ | Designated<br>Funds<br>£ | General<br>Reserves<br>£ | Total<br>funds<br>£ |
|--|---------------------------|--------------------------|--------------------------|---------------------|
| Funds carried forward at 30 June 2021          | 151,210                   | 3,222,464                | 2,487,508                | 5,861,182           |
| Income   | 1,016,814                 | 36,000                   | 1,554,289                | 2,607,103           |
| Expenditure                                    | (1,579,595)               | (66,449)                 | (898,890)                | (2,544,934)         |
| Transfer from General to Designated Funds      | -                         | (170,766)                | 170,766                  | -                   |
| Transfer from Unrestricted to Restricted funds | 623,063                   | -                        | (623,063)                | -                   |
| Funds carried forward at 30 June 2022          | 211,492                   | 3,021,249                | 2,690,610                | 5,923,351           |
| Income   | 1,015,654                 | 36,000                   | 1,163,905                | 2,214,749           |
| Expenditure                                    | (1,145,112)               | (74,348)                 | (1,317,304)              | (2,536,764)         |
| Transfer from General to Designated Funds      | -                         | (156,095)                | 156,095                  | -                   |
| Transfer from Unrestricted to Restricted funds | 189,933                   | -                        | (189,933)                | -                   |
| Funds carried forward at 30 June 2023          | 271,967                   | 2,826,806                | 2,502,563                | 5,601,336           |

Within Designated Funds, £64,558 (2022: £102,906) relate to the Section 106 Projects which run for 10 years in conjunction with the local Councils. The trustees designated the Tangible Fixed Assets at £2,721,363 (2022: £2,918,343) in the current year, as the funds are not immediately available.

Restricted funds are funds received which are to be used for specific projects according to terms and restrictions imposed by the donors and funding bodies. They relate to several short-term projects, the activities of which are in line with our objectives, covering two programme areas Football, Sport, Health & Well-Being and Youth, Employment & Skills. Most of the restricted funds will be utilised within the next three to twelve months.

The transfer between restricted, designated, and unrestricted funds relates to the transfer of the spending of unrestricted funds on areas where there is restricted income, to reflect the correct carried forward balance of restricted funds.

# Tottenham Hotspur Foundation

## Notes to the accounts for the year ended 30<sup>th</sup> June 2023

### 12 Company net assets by fund

| 2023       | Tangible<br>assets<br>£ | Current<br>assets<br>£ | Current<br>liabilities<br>£ | Total<br>£       |
|------------|-------------------------|------------------------|-----------------------------|------------------|
| General    | -                       | 2,877,871              | (334,333)                   | 2,543,448        |
| Designated | 2,721,363               | 64,558                 | -                           | 2,785,921        |
| Restricted | -                       | 271,967                | -                           | 271,967          |
| Total      | <u>2,721,363</u>        | <u>3,214,306</u>       | <u>(334,333)</u>            | <u>5,601,336</u> |
| 2022       | Tangible<br>assets<br>£ | Current<br>assets<br>£ | Current<br>liabilities<br>£ | Total<br>£       |
| General    | -                       | 3,208,654              | (518,044)                   | 2,690,610        |
| Designated | 2,918,343               | 102,906                | -                           | 3,021,249        |
| Restricted | -                       | 211,492                | -                           | 211,492          |
| Total      | <u>2,918,343</u>        | <u>3,523,052</u>       | <u>(518,044)</u>            | <u>5,923,351</u> |

### 13 Taxation

Tottenham Hotspur Foundation is a charity registered under the Charities Act 1993 (as amended by the Charities Act 2011) and is therefore exempt from taxation on their income and gains falling within Part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to their charitable purposes.

### 14 Related parties

Mr M J Collecott and Ms D Cullen are trustees of the Foundation and are paid directors of Tottenham Hotspur Limited and Tottenham Hotspur Football & Athletic Co. Limited. No trustee received any remuneration or was reimbursed expenses during the year (2022: £0).

An agreement is in place between the Foundation and the Club which provides for a level of general support which is impractical to quantify. During the year, the Tottenham Hotspur Limited group was reimbursed from the Foundation for expenses paid on their behalf of £107,875 (2022: £107,875). At the balance sheet date £0 (2022: £10,374) was due from the Foundation to Tottenham Hotspur Limited) was due from the Foundation to the Tottenham Hotspur Limited. Nil was owed to the Foundation by Tottenham Hotspur Football and Athletic Company (2022: £Nil was owed to the Foundation by Tottenham Hotspur Football and Athletic Company).

The Foundation's transactions with Stardare Limited, a subsidiary of Tottenham Hotspur Limited (included in the above balance), and a related party with directors in common with both the

## Tottenham Hotspur Foundation

### Notes to the accounts for the year ended 30<sup>th</sup> June 2023

Foundation and Tottenham Hotspur Limited, are included in note 16. During the year, income was recognised by the Foundation from Tottenham Hotspur Football and Athletic Company of £36,000 (2022: £36,000).

Ms S Ebanja (resigned Dec 22) was a governor of Capital City College Group, for whom the Foundation had previously provided educational and training services under several agreements. The Capital City College Group has taken over a College the Foundation has been running a supported employment project with since 19/20 (Project Search). During the year, the Foundation received income of £85,000 (2022: £nil), of which £nil is owed to the Foundation at the year-end.

There are no other related party transactions.

#### 15 Ultimate controlling party

The trustees are the ultimate controlling party of the Foundation. Tottenham Hotspur Ltd, in return for granting the Foundation rights to the use of its brand and intellectual property rights, is entitled to appoint up to four trustees (currently two) with the intention that the number of nominated trustees should not be greater than the independent trustees.

#### 16 Operating Lease

The Foundation entered a twenty-five-year lease, dated 2 September 2016, with Stardare Limited, related company, for renting Percy House. The initial rent is £4,685 per annum, excluding VAT.

Amounts due under non-cancellable operating lease:

|                  | 2023           | 2022           |
|------------------|----------------|----------------|
|                  | £              | £              |
| Less than 1 year | 5,622          | 5,622          |
| 1 – 2 years      | 5,622          | 5,622          |
| 2 – 5 years      | 16,866         | 16,866         |
| Over 5 years     | 82,925         | 88,547         |
| Total            | <u>111,035</u> | <u>116,657</u> |