

# WEST HAM UNITED FOUNDATION

England & Wales · Charity number 1114458

## Details

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Other names	WEST HAM UNITED COMMUNITY SPORTS TRUST, WEST HAM UNITED IN THE COMMUNITY
Status	Registered
Legal form	Charitable company
Company number	<a href="#">05731045</a>
Registered	2006-06-01
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	60A Albatross Close Off Woolwich Manor Way London E6 5NX
Phone	02085482768
Email	<a href="mailto:community@westhamunited.co.uk">community@westhamunited.co.uk</a>
Website	<a href="http://www.whufc.com">www.whufc.com</a>

## Activities

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**Objects:** The Charity's objects (Objects) are for the benefit of the public generally in the United Kingdom and overseas and, in particular, the inhabitants of London and its surrounding areas:1. to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health (facilities in this Article 3 means land, buildings, equipment and organising sporting activities);2. to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life; and3. to advance the education of the public and in particular children and young people through such means as the trustees think fit in accordance with the law of charity; and4. for such other wholly charitable purposes for the public benefit under the laws of England and Wales as the Trustees may from time to time determine.

**Activities:** To promote community participation in healthy recreation by providing facilities for the playing of football and other sports capable of improving health.To provide facilities for sport of such persons who have need by reason of their age, infirmity or disablement, social and economic, in the interests of social welfare

and with the object of improving their conditions of life.

## Classification

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- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Disability, The Prevention Or Relief Of Poverty, Amateur Sport, Recreation
- **Who:** Children/young People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

## Geography

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- **Area of benefit:** LONDON AND ITS SURROUNDING AREAS
- Essex
- Throughout London

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-05-31	£3,901,150	£3,844,895	£507,484	138
2024-05-31	£3,206,262	£3,364,252	£451,229	119
2023-05-31	£3,612,603	£3,536,585	£609,219	108
2022-05-31	£3,613,200	£3,343,986	£583,537	147
2021-05-31	£3,341,239	£3,164,600	£314,323	144

## Trustees

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Name	Role	Appointed
ANDY MOLLETT	Chair	2013-03-04
Henri Brandman		2015-12-16
JEREMY CROOK		2014-03-14
Jackie Ferdinand		2018-03-19
Jeffrey Hayes		2019-12-19
MARIE GABRIEL		2013-03-04

**WEST HAM UNITED FOUNDATION**

England & Wales - Charity number 1114458

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# Accounts

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**FOUNDATION**

**WEST HAM UNITED FOUNDATION**

**(A Company Limited by Guarantee)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MAY 2025**

**Charity registration number 1114458**

**Company registration number 05731045 (England and Wales)**

# WEST HAM UNITED FOUNDATION

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Andrew Mollett (Chair) Marie Gabriel Jeremy Crook Henri Brandman Jackie Ferdinand Jeffrey Hayes Isaac Borquaye Fatima Jollah  Emaan Zia	(Appointed 23 May 2025) (Appointed 28 November 2024)  (Appointed 28 November 2024)
<b>Chief Executive</b>	Joseph Lyons	
<b>Secretary</b>	Andrew Mollett	
<b>Charity number</b>	1114458	
<b>Company number</b>	05731045	
<b>Registered office</b>	60a Albatross Close Beckton London E6 5NX	
<b>Auditor</b>	F Winter & Co LLP Statutory Auditors & Chartered Accountants Ramillies House 2 Ramillies Street London W1F 7LN	
<b>Bankers</b>	Barclays Bank 1 Churchill Place London E14 5HP	

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# WEST HAM UNITED FOUNDATION

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# WEST HAM UNITED FOUNDATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

*FOR THE YEAR ENDED 31 MAY 2025*

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We, the Trustees, are pleased to present the annual Trustees' Report and the consolidated financial statements of the Charity and its subsidiary for the year ended 31 May 2025, which have been prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. These financial statements comply with West Ham United Foundation's governing document, and the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### **Objectives and activities**

The company's memorandum of association defines its objects as being for the benefit of the public generally and, in particular, the inhabitants of London and its surrounding areas:

1. to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health (facilities in Article 3 means land, buildings, equipment and organising sporting activities).
2. to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.
3. to advance the education of children and young people through such means as the Trustees think fit in accordance with the law of charity.

### **Vision**

As the outreach vehicle of West Ham United Football Club, the Foundation's vision is to harness the power of football to maximise life chances and inspire better future for all.

### **Mission**

To provide an innovative approach to understanding and meeting the needs of our community; building partnerships and utilising insight and technology to create an environment where all can thrive - from the heart of east London.

The Foundation will work to achieve the following targets:

- Providing Opportunities
- Creating Pathways
- Changing Lives

### **Strategic Objectives**

- Responding to local need - Engaging our community to understand local needs and to ensure that our programmes, facilities and reporting structures are designed around them.
- Uniting our community - Understanding our community, what works and how innovative thinking across our stakeholders is essential to support fitter and healthier lifestyle choices.
- Providing an environment for all to thrive - Shaping the programmes we run and our ways of working to create effective, efficient and innovative mechanisms that support anyone in need of help for as long as they need it.

The company's constitution is set out in its articles of association published on incorporation and as subsequently modified. This document defines the terms of reference for the board of Trustees and the company's corporate governance procedures.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2025**

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#### **Directors and Trustees**

The Trustees, who are also directors for the purposes of company law, who held office during the year and since the year end, are as follows:

- Andrew Mollett (Chair)
- Marie Gabriel
- Jeremy Crook
- Henri Brandman
- Jackie Ferdinand
- Jeffrey Hayes
- Isaac Borquaye
- Fatima Jollah
- Emaan Zia

The board of Trustees meets periodically and receives reports from operational staff and determines strategy and policy for the company.

The board of Trustees has an ongoing commitment to assess the skill set required at board level and, as the company develops, to ensure that, where necessary, additional Trustees are recruited.

#### **Relationship with West Ham United Football Club Limited**

The company delivers all community sports and charitable activities on behalf of West Ham United Football Club Limited. However, it operates independently of the football club and, although some of the company's Trustees are also employees of the football club, this is balanced by the presence of independent Trustees on the board and the articles of association confer no ability by the club to exercise control over the company.

The terms of the relationship between the company and the football club are codified in a Service Level Agreement. This agreement enshrines the practices already being observed in terms of the provision of services by the football club to the company at no cost to the company. A separate licence agreement grants the company a right of occupancy, of the Club's wholly owned freehold premises at 60a Albatross Close, Woolwich Manor Way, London E6 5NX. As indicated in note 19 to the financial statement the charity entered a new twenty five year lease on 28 May 2024 with an anticipated minimum annual rent of £25,000.

We have referred to guidance contained in the Charity Commission and complied with the duty in section 4 of the Charities Act 2011 to have due regard to public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Embracing fully the spirit of West Ham United, the Club and Foundation work closely together and the Foundation endeavours to be a force for social good; being a welcoming and safe space for all, inspiring others and addressing a range of issues facing society.

# WEST HAM UNITED FOUNDATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2025*

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### **Achievements and performance**

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the trustees to present a strategic report.

### **Achievements and performance**

As a community-focused football club, the West Ham United Foundation remains dedicated to harnessing the influence of our club and the power of the West Ham United badge to educate, motivate, and inspire individuals and groups across our community. We continue to act in the best interests of the people we serve, striving to create positive and lasting change amid an evolving social landscape. Our work addresses long-standing inequalities while responding to new challenges arising from the pandemic and the current economic and social environment.

### **Activity**

With more than 35 impactful projects, the Foundation supports over 50,000 people of all ages and abilities across five key areas: Education, Employability, Football Development, Health and Youth & Community.

#### A Landmark Year: Building for the Future

One of the Foundation's most transformative developments is The Foundry – a new £5 million community headquarters in Beckton, Newham. Opened in October 2025, this purpose-built hub draws inspiration from Thames Ironworks FC, West Ham United's original identity. Its mission: to forge stronger futures by creating opportunity, delivering life skills, and changing lives.

The Foundry will serve as an inspirational, safe, and inclusive space for people of all ages, expanding the Foundation's reach and enhancing the quality of services offered across the region.

Beyond The Foundry, the Foundation's presence continues to progress through a network of established satellite sites. These community bases have cemented key partnerships, expanded access to opportunity, and fostered innovative collaborations that amplify the Foundation's impact across local communities.

#### Rising to Meet Complex Challenges

Across the communities served, entrenched inequality, health disparities, educational gaps, and rising youth violence present real and urgent challenges. Yet there is also immense potential – in the energy of young people, the strength of families, and the dedication of local partners.

In response, the Foundation has deepened its role as an anchor organisation, launching new satellite sites, partnerships, and targeted interventions. Collaborations with the Metropolitan Police, the Premier League, the Old Bailey, Institute for Healthcare Improvement, and other frontline services have strengthened initiatives focused on prevention, intervention, and positive pathways.

New programmes such as Hammers for Hope and the New Path Project use data-led, place-based approaches to break down barriers and support personal development.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2025*

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#### Measurable Impact

Independent evaluations conducted by programme funders during the 2024/25 period have reaffirmed the Foundation's significant positive impact, demonstrating:

- Increased levels of confidence, health, and wellbeing among participants
- Clear and sustained pathways into education, training, and employment

Following Futureproof CIC's impact report on the 23/24 season, which evidenced that the Foundation generated £33 million in social value, continued development of services and the opening of the new community hub are expected to drive this figure even higher.

The same report also projected that the new hub alone would contribute an additional £75 million in social value over its first five years of operation – further amplifying the Foundation's ability to create impact, strengthen community connections, and expand opportunities through its life-changing work.

#### Sport as a Catalyst for Growth

The Foundation continues to expand pathways on and off the pitch. There has been significant growth, particularly across female football, with more programmes and opportunities enabling girls and women to engage at every level of the game.

This includes the advancement of the Foundation's Player Pathway Programme, which supports young people to develop football and life skills. The programme now comprises three tiers for boys and four for girls, engaging around 500 young people each week, with an even 50:50 gender balance.

#### Looking Ahead

Guided by the values of resilience, pride, and diversity, the West Ham United Foundation remains steadfast in its mission to stand alongside individuals at every stage of their journey – delivering meaningful and lasting change through the power of sport, education, and community.

The official launch of The Foundry in the 25/26 season will be a defining milestone in this journey. The new community hub will nearly triple the size of the Foundation's space, introducing dedicated zones focused on education, enterprise, mentoring, and health and wellbeing.

A key addition is E6 Kitchen, a new social kitchen created in partnership with Beyond Food. Operating on a cost-plus model, all proceeds are reinvested into the Foundation to support free meals for local people in need – ensuring that every plate served helps sustain the mission to empower the community.

Through continued collaboration with partners, funders, and local stakeholders, the Foundation will build on its proven track record of delivering measurable social value – inspiring better futures, and creating a legacy of hope, opportunity, and belonging for generations to come.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2025*

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#### **Activity Examples**

An overview of some current services with details from this season's delivery can be found below:

##### **Advantage**

Advantage is a mentoring programme for young people aged 14-21 who have been referred to Child and Adolescent Mental Health Services (CAMHS) and don't meet threshold or do not want to engage with CAMHS. It focuses on supporting young people with key interventions and assistance to help them re-establish aspirations and a sense of connection. Current contract concluded March 2025.

The Advantage initiative in North East London is delivered in partnership between West Ham United Foundation (Barking & Dagenham, Newham, Havering, Tower Hamlets), Arsenal in the Community (Hackney), Leyton Orient Trust (Redbridge, Waltham Forest) and East London NHS Foundation Trust and Northeast London NHS Foundation Trust.

Referrals into the programme come via: NHS, Mac Panel (Newham), PG referrals (via internal programmes and Advantage website), Schools

Participants receive weekly individual mentoring support from a trained youth worker, who is in turn supported by CAMHS practitioners.

- Total number of young people engaged in this period: 51
- Significant number of participants engaged are from ethnic diverse backgrounds; 68% of participants being people of colour vs 46% within local population.
- 29% of participants were from the 20% more deprived areas, supporting our ambition to contribute towards the NHS wider efforts towards Core20+5.
- WHO-5 Wellbeing Score: 70% of young people reporting a 3-point progress towards their goal.
- 100% of young people have made progress towards their primary goal.

##### **Football Literacy Club**

Through the Football Literacy Club we aim to develop young people's literacy skills through reading, writing, and oracy interventions whilst promoting reading and writing for pleasure amongst pupils who demonstrate a reluctance to read. We provide partner secondary schools with an engaging curriculum that can be delivered to groups of pupils weekly throughout the year. We have a 36 week programme which covers reading, writing, and oracy interventions.

Targeting young people aged 11-15 who either have reading ages below their chronological age, who are struggling to access the curriculum due to low literacy levels or possess an apathy towards reading and writing.

90+ participants engaged with 300+ contact hours delivered from 4 partner schools.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2025*

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#### **Higher Education**

In collaboration with the University of East London we deliver the exciting degree programme, BSc Sports Coaching and Performance. Our programme aims to support Undergraduate degree students into careers in sport, in a range of disciplines, including coaching, performance analysis, strength and conditioning and sports psychology.

- 95 students enrolled across three levels.
- Community Outreach: Over 700 students and children from FE backgrounds and primary/secondary schools engaged through programme outreach initiatives.
- Partnerships: 36 sporting organisations connected, providing students with a wide range of potential employers.
- Case Study : Mollie, aged 20, is a third-year university student who works part-time with WHUF alongside her studies. She has supported WHUW matchdays and contributed to the female football pathway, working closely with the U16 Women's Youth Team to deliver strength and conditioning (S&C) support. She aspires to become a strength and conditioning coach at an elite level. She credits her experience with WHUF as transformational, saying it has "changed my life and shaped my career through a specific lens." She describes the environment as overwhelmingly positive and one that feels like home — an experience that has not only developed her professionally but also helped her grow personally.

#### **Moore Family Foundation**

MFF works specifically with young people aged 11-16 outside mainstream education, providing them with unique opportunities to enrich their life experiences and prospects. We provide participants with the chance to gain additional qualifications to increase their options when they leave school and assign them with a mentor who will create a personal development plan for all participants. We work with low numbers of young people intensively.

Project runs throughout the academic year Monday-Friday 9am-3pm at partner schools and at University of East London Tuesday, Wednesday and Thursday 10am-12:30pm.

Moore Family Foundation expanded to work with 3 key partners located in Tower Hamlets, Newham, and Havering with provision 4/5 days per week.

- Engaged 47 participants weekly from 4 Alternative Provisions.
- 11 participants completed their Level 1 Sports Leadership Qualification
- 2 participants completed their Level 1 Business Administration Qualification
- 2 participants completed their FA Playmaker course.
- One young person was awarded with the Rising Star Award

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2025*

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#### **MyEnds**

Funded through the Violence Reduction Unit (VRU), which is part of the Mayor's office, WHUF leads the consortium of 5 community organisations in Barking & Dagenham. The project aims to support Children & Young People (CYP) affected by violence and includes four key strands:

- Delivery of primary, secondary and tertiary interventions that includes positive youth activities, outreach and targeted mentoring.
- Promote community cohesion through partnerships & networks.
- Youth voice.
- Micro-grants supporting grass-roots organisations.

#### **During Year 1**

- Handed out £24k worth of micro-grants for local grassroots organisations.
- Engaged with 863 across project activities.
- Established services 6 days/week, that include; Football, Basketball, Roller-Skating, 1-2-1 Mentoring, Boxing, Detached and Outreach.

#### **Premier League Inspires**

Uses the power of football to inspire young people aged 11-18 at risk of not reaching their potential, to develop the personal skills and positive attitudes needed to succeed in life. WHUF work with a range of mainstream schools and alternative provision to inspire participants through regular face-to-face group sessions, mentoring, workshops and social-action projects.

- WHUF worked with 10 schools in 2024/25 academic year – across mainstream and alternative provision.
- Engages 170 participants weekly through cohort interventions (group sessions).
- 50 participants receive individual mentoring.
- 8 careers focused events are delivered annually.
- 1,500 participants take part in events and takeover days.
- 40 participants engaged in social action projects.
- Project having a significant impact on: Behaviour & engagement in learning, Attendance, Wellbeing
- 73% of participants demonstrated more positive behaviours.
- 68% of participants have improved attendance and attainment at school.
- 84% of participants felt inspired and engaged.

#### **PCN Mentoring**

Over the past year, the PCN project has further grown and is now operating across five East London Boroughs. PCNs (Primary Care Networks) are the model of integrated healthcare across localities with the ambition to connect community and NHS services for a more holistic approach.

The project takes a public health approach to supporting at risk CYP, referred via GPs. One-to-one mentoring focuses on positive wellbeing along with a reduction in negative/violent behaviour. The Youth Mentors have been working with Young People at risk of violence affecting young people, as well as supporting those with other vulnerabilities (including bullying, mental health concerns, school engagement/risk of exclusion, Social Emotional Mental Health needs).

- Supports those aged between 11-18 years old.
- Mentoring consists of once-a-week sessions, for up to 60 minutes long, for around 3-6 months.
- Sessions take place at GP Practices, Schools, WHUF/WHU sites, and other community organisations.
- Anna Freud project report suggests the programme is filling a gap in the provision that is currently available from statutory services, and the flexibility of the programme, both in terms of where the sessions can take place and organising the programme.
- 75% of young people engaged in the service have reported positive changes of behaviour. Positive differences are reported relatively quickly (6-8 weeks).

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2025*

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#### **Player Pathway**

Providing structured opportunities for young football players to develop both on and off the pitch. Operates across three tiers for boys and four tiers for girls, the pathway offers routes from grassroots participation to elite-level performance — all aligned with The West Ham Way.

- Engaging with 500+ players each week across London and Essex.
- Approx. 50:50 boys and girls.
- Supports link between Foundation and Academy: Aligned through staff CPD, coaching methodology and talent identification.
- Our Women's Youth Team, now officially aligned with West Ham United Women, provides a direct pathway into the Women's Academy U21s.
- Genuine route for talented female players to progress into the professional game, reinforcing our commitment to equality and opportunity.

#### **Post 16 Football & Education**

The Post 16 Football & Education programme is a two-year development programme for footballers aged 16-19-years who have completed Year 11 school education.

The programme offers participants four weekly training sessions plus a weekly fixture.

Alongside football training, participants also study for academic, coaching and fitness qualifications, such as Level 1-3 BTEC/NCFE sports courses, with some students even progressing into higher education, such as University and Scholarships in the USA.

We have continued to see success stories being developed from within the programme, such as students now working for the Foundation and players securing contracts within the football pyramid.

The programme has established a player pathway tiered system, meaning each player competes within their current standard.

- Around 2500 participants through the programme since start.
- Supports positive pathways into a range of Education, Employment, Training (EET):
  - Routes into HE
  - Playing scholarships (in USA)
  - Routes into semi-pro/pro football

#### **Choices International Post 16 & U23 Football & Education**

The Post 16 Football & Education programme is a 12-month development programme for footballers aged 16-23-years.

The programme provides participants with four training sessions each week, along with a weekly fixture.

In addition to football training, they also take part in academic, coaching, and language courses and sessions.

We continue to see success stories emerge from the programme, including players being selected for international training camps and others earning contracts with clubs across Europe.

- Around 80 participants through the programme since start.
- Supports positive pathways into a higher standard football (semi pro and professional)
- Pathways into University

# WEST HAM UNITED FOUNDATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2025*

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### Year 14 PT Course

This is in its first year launch and it is a part-time program combining football training with a NCFE Level 3 Diploma in Gym Instructing & Personal Training.

- Pathways into higher education
- Scholarships in USA
- Volunteer coaching
- Paid coaching roles
- Semi-professional and professional football

### International

West Ham Foundation collaborates with partners and travel tour operators to deliver international programmes both in the UK and overseas. These offerings include international tours, coaching clinics, coach CPD, player workshops, and a range of West Ham Foundation experiences.

- 30 x coaches working across 5 countries in 2025
- 800 male and female international players coached at WHUF aged 7-18
- Active partnerships in 10 countries
- Over 5,000 male and female players aged 5-18 reached through international partnerships

### Premier League Kicks

Premier League Kicks is a programme which uses the reach and appeal of the Premier League and football to regularly engage children and young people of all backgrounds and abilities in football, sport and personal development opportunities.

Provision available for 8 to 18-year-olds (or those aged 19 to 25-years in structured volunteering) at hub and satellite venues.

We had several external providers run workshops with our young people (Met police (stop and search/ music & podcasting/ cooking/ recycling)

Lyca mobile community programme engaged 700+ young people & coaches from across East London.

- Engaged 1800+ young people annually.
- Intelligence and information sharing with MPS Gangs Unit, Safer Neighbourhood Teams, Youth Justice Service allow WHUF to provide CYP with tailored support.
- Kicks Jigsaw offers mentoring programme for CYP at risk of becoming involved in criminal activity and anti-social behaviour.
- CYP said:
  - 94% feel they get along better with people from different backgrounds.
  - 82% feel they get along better with adults.
  - 96% feel more positive about their future

### The Training Ground

The Training Ground is a football themed Personal & Professional development programme for young people aged 16 to 25-years old from across East London. The programme provides participants with core employability skills such as: CV masterclass, job searching, job application, networking, interview skills, communication skills, professional workplace, and employer insight experience.

- A structured 10-week programme delivered at the West Ham United Foundation which encourages and enables personal development and growth
- Supporting 120+ NEET (Not in Education Employment or Training) young people aged 18–25 using personal development curriculum, physical activity, and mentoring.
- Includes targeted referrals for YP at risk of violence.
- 65% progress into EET outcomes.
- 95% increased confidence.
- 78% improved physical/mental health

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

#### Financial review

	2024/2025	2023/2024
	£	£
Income	3,901,150	3,206,262
The group' incoming resources can be analysed as follows:		
Donations	811,556	402,915
Football Development	644,905	737,883
Community	1,194,939	738,100
Learning	775,789	776,986
Trading activities	473,961	550,378
The group recorded a net increase (decrease) in funds of:		
	56,255	(157,990)
At the year end the group had net assets of:		
	507,484	451,229

The income generated by the trading subsidiary which is responsible for services rendered to partners, clients and candidates requiring sports workshops, general consultancy services, provision of coaching, pitch booking facilities and sporting events. The Trustees are fully confident that the trading activities will maintain the charity's reserves in the future.

The board of Trustees is responsible for drawing up the accounts on a going concern basis and in doing so has considered the period for at least 12 months from the date of signing these accounts. The principal risks to the company's going concern status are twofold.

Firstly, as a relatively small company, it is dependent on a sustainable level of income from its operations. This risk is mitigated in part by the fact that an increasing proportion of its grant funding is for a period in excess of one year and therefore subject to considerable certainty, and in part by the fact that much of the company's expenditure is variable and significant cost savings could quickly be achieved in the event of a shortfall in turnover.

Secondly, although it is a separate legal entity from West Ham United Football Club Limited, the company is inevitably dependent to some extent on the status and continued operations of the football club. Moreover, to the extent necessary, the club has also undertaken to provide the company with such financial support as it may require continuing trading and to meet its debts as they fall due for a year of at least twelve months from the date of these accounts. The board of Trustees is satisfied that West Ham United Football Club Limited is in a position to provide that financial support if needed.

Consequently, after making enquiries and taking account of the uncertainties described above, the Board of Trustees has a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the board of Trustees continue to adopt the going concern basis in preparing the annual report and accounts for the company.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 MAY 2025**

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#### Reserves Policy

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

Reserves serve the crucial function of bridging the gap between resource allocation and acquisition, as well as covering unforeseen declines in income and unexpected increases in other expenditures. The Trustees consider that the ideal reserve level for the next five years is between £200,000 - £500,000.

As at 31 May 2025 the Group's level of reserves was £507,484 (2023/2024: £451,229).

The net movement in funds of West Ham United Foundation (WHUF) as at 31 May 2025 was a surplus of £56,255, (31 May 2024: £157,990 deficit).

Following a transfer of £6,250 from general reserve, designated funds increased to £125,000 for long term maintenance of the Pitch.

The Board keeps the level of reserves under regular review to ensure that it is adequate and appropriate to meet the requirement of the organisation.

#### Risk Review

The Trustees have undertaken an initial assessment of the major risks to which the company is exposed, in particular those related to finances and how it operates generally.

During the year, we continued to develop strategic groups and consolidated forums to maintain a continuous evaluation of risk factors. These groups convene on a monthly basis. These groups are:

##### Strategic Groups (+lead)

- Operations Management (Head of Ops)
- Business Development (Director of Programmes)
- Equality Group (Head of Community Development)
- Project Managers Group (Director of Programmes)

##### Forums

- Foundation Forum (chaired by CEO)
- Training & Workforce
- Environmental Sustainability
- Staff & Wellbeing
- Youth Forum

The Group's Finance Sub Committee is fully active, however, the entire board carries fiduciary responsibility for the organisation, the finance committee serves as a leadership role in this area, making sure appropriate internal control procedures for all financial transactions are documented. The Finance committee will ensure compliance and/or develop other policies that further serve to protect the WHUF and manage its exposure to risk.

Ways in managing this financial risk include:

- Having detailed financial planning, policies and processes in place to ensure oversight and ongoing monitoring of the financial position with all Heads of Departments and Budget Holders.
- Detailed contract planning and financial risk analysis has been assessed within the Foundations Forum - Business Development section.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

***FOR THE YEAR ENDED 31 MAY 2025***

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The Trustees meet quarterly to monitor the spending. Generally, we look at various ways to streamline costs without impacting on the delivery of the quality of services supplied, ensuring awareness and compliance of regulatory standards that impact the different activities carried out by the Group.

Grants received from Premier League programmes still form a material sum of the financial performance, the Board recognises that its financial performance would be materially affected in the event of West Ham United Football Club Limited being relegated from the Premier League with an associated reduction in the availability of funding from central resources.

In order to mitigate any loss of income careful planning and, promotional and fundraising events are being instigated. Also, the group prepares budgets three seasons in advance which include an evaluation of the impact of relegation and associated contingency plans.

Financial assets that expose the company to financial risk consist principally of cash, trade receivables and other receivables. Financial liabilities that expose the company to financial risk consist principally of trade payables and other payables. The financial risks associated with financial instruments are considered minimal.

The company is not exposed to any foreign exchange risks.

The company places its cash with creditworthy institutions. The company performs ongoing credit evaluation of its debtor's financial condition. The carrying amount of cash, trade receivables and other receivables represent the maximum credit risk that the company is exposed to.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2025*

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#### Plans for future periods

##### 2025-2026

As a charity deeply rooted in our community, we remain committed to creating an environment where everyone can thrive. The 25/26 period marks a transformative moment in this mission.

Our new £5-million, state-of-the-art community hub, named The Foundry, will be the focal point of this next chapter. Located in Beckton, Newham, the hub triples the size of our current headquarters and enable us to double weekly footfall from 2,000 to up to 4,000 people. This expanded space allows us to enhance the reach and impact of our multi-layered delivery model, strengthening existing partnerships while opening the door to new collaborations across areas of critical need.

A key priority for 2025–26 will be the rollout of an expanded programme of workshops and community learning opportunities delivered directly from the hub. These will cover a wide range of social needs, including employability, life skills, physical and mental wellbeing, digital literacy, community safety, and positive pathways for young people. The dedicated workshop spaces within the hub will enable us to host more frequent sessions, accommodate larger groups, and offer tailored support in a safe, welcoming, and modern environment.

This year will also see us welcome new groups and community organisations onto the site, creating a vibrant, shared space that brings people together. By opening our doors to local clubs, voluntary groups, youth organisations, cultural associations, and specialist support partners, the hub will become a true community anchor - encouraging collaboration, building confidence and connection, and helping residents feel at home from the moment they arrive.

We will continue to grow services that address violence affecting young people, building on our established relationship with the Mayor of London's Violence Reduction Unit and collaborating with the Metropolitan Police, The Old Bailey, and other partners to deliver meaningful interventions and prevention programmes.

Our mental-health provision will continue to grow, with a particular focus on suicide-prevention support, following this season's charity football tournament in partnership with R;pple Suicide Prevention.

Additionally, we are exploring the introduction of a night shelter for rough sleepers, working closely with the Newham Homeless Forum to utilise our new hub and social kitchen to offer warmth, safety, and essential support. New dedicated mentoring rooms will further strengthen our one-to-one and group work, helping to break down barriers and build lasting relationships.

The year will also mark the 10-year anniversary of Any Old Irons, our social-inclusion programme for residents aged 60 and over. This milestone provides an opportunity to celebrate a decade of tackling loneliness by bringing people together through a shared passion for West Ham United.

The Foundry was formally opened in October 2025 with a major community launch event that acted as a springboard for activity throughout the year. The launch included football tournaments, community celebrations, free food initiatives for residents in need, and a dedicated home men's matchday at London Stadium to raise awareness of the Foundation's work, highlighting the opportunities and impact enabled by the new community hub.

Collectively, these developments mark an important step forward for the Foundation. It also cements our continued dedication to delivering high-quality support that genuinely benefits our community and strengthens the relationships we value. Alongside this, we have developed a 2025–28 business strategy to guide our progress, sharpen our priorities, and ensure our resources are targeted where they can achieve the greatest impact.

The Foundry will continue to serve as a welcoming centre for this work, enabling us to grow responsibly while making a positive, long-term difference.

#### Auditor

In accordance with the company's articles, a resolution proposing that F Winter & Co LLP be reappointed as auditor of the company will be put at a General Meeting.

**WEST HAM UNITED FOUNDATION**

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)  
(CONTINUED)**

***FOR THE YEAR ENDED 31 MAY 2025***

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**Disclosure of information to auditor**

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

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the groups auditor is unaware, and
- the Trustees, having made enquiries of fellow directors and the group' s auditor that they ought to have individually taken, have each taken all steps that's he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees' report, including the directors' report and the strategic report, was approved by the Board of Trustees.

*A J Mollett*

Andrew Mollett (Chair)

**Trustee**

Date: *24/3/26*

## WEST HAM UNITED FOUNDATION

### STATEMENT OF TRUSTEES' RESPONSIBILITIES

**FOR THE YEAR ENDED 31 MAY 2025**

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The Trustees, who are also the directors of West Ham United Foundation for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



Andrew Mollett (Chair)

**Trustee**

Date: 24/3/26

# WEST HAM UNITED FOUNDATION

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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#### Opinion

We have audited the financial statements of West Ham United Foundation (the 'charity') for the year ended 31 May 2025 which comprise the consolidated statement of financial activities, the consolidated and parent balance sheet, the consolidated statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable group and parent's affairs as at 31 May 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees report for the financial year for which the financial statements are prepared, which includes the directors' report and the strategic report prepared for the purposes of company law, 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.

## WEST HAM UNITED FOUNDATION

### INDEPENDENT AUDITOR'S REPORT (CONTINUED)

#### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

##### **Responsibilities of Trustees**

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the charity 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

##### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulation. We design procedures in line with our responsibilities outlined above, to detect material misstatements in respect of irregularities, including fraud.

## WEST HAM UNITED FOUNDATION

### INDEPENDENT AUDITOR'S REPORT (CONTINUED)

#### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Our approach was as follows:**

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity by discussions with management and those charged with governance, experience from previous audits of the entity and experience of other charitable clients.

We assessed the risk of material misstatement in respect of fraud by discussions with management and assessments against accepted risk factors.

We corroborated our enquiries through our substantive audit testing, review of client procedures and of minutes of Trustee meetings.

We determined that the most significant laws and regulations that relate which have a direct impact on the determination of material amounts and disclosures in the financial statements are company law, charitable law, the charitable objectives of the Foundation and accounting standards, including FRS 102 and the Charities SORP.

The terms and conditions under which grants and other income, in particular those of the Premier League, are significant because non-compliance would have a material effect on the financial statements.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above.

We considered the risk of fraud through management override, and in response, we incorporated testing of manual journal entries into our audit approach.

The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with laws and regulations.

Identified fraud risk factors were discussed during the audit team briefing and professional scepticism exercised throughout the audit.

Because of the inherent limitations of an audit there is a risk that we will not detect all misstatements due to irregularities, including fraud. The more removed the laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment, forgery, omission, misrepresentation and collusion. Audit standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiries of management and inspection of regulatory and legal correspondence, if any, in the absence of identified or suspected non-compliance.

# WEST HAM UNITED FOUNDATION

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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#### 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.



Sunil Patel  
**(Senior Statutory Auditor)**  
for and on behalf of F Winter & Co LLP

24th March 2026

**Chartered Accountants**  
**Statutory Auditor**

Statutory Auditors & Chartered  
Accountants  
Ramillies House  
2 Ramillies Street  
London  
W1F 7LN

## WEST HAM UNITED FOUNDATION

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
<b>Income from:</b>							
Donations and similar income	3	511,556	300,000	811,556	402,915	-	402,915
Income from Charitable Activities	4	831,790	1,783,843	2,615,633	710,755	1,542,214	2,252,969
Other trading activities	5	473,961	-	473,961	550,378	-	550,378
<b>Total income</b>		<u>1,817,307</u>	<u>2,083,843</u>	<u>3,901,150</u>	<u>1,664,048</u>	<u>1,542,214</u>	<u>3,206,262</u>
<b>Expenditure on:</b>							
Expenditure on trading activities	6	326,708	-	326,708	391,608	-	391,608
Charitable activities	7	1,434,344	1,783,843	3,218,187	1,430,430	1,542,214	2,972,644
Grants and Donations	11	-	300,000	300,000	-	-	-
<b>Total expenditure</b>		<u>1,761,052</u>	<u>2,083,843</u>	<u>3,844,895</u>	<u>1,822,038</u>	<u>1,542,214</u>	<u>3,364,252</u>
<b>Net income/(expenditure) for the year/</b>							
<b>Net movement in funds</b>		56,255	-	56,255	(157,990)	-	(157,990)
Fund balances at 1 June 2024		451,229	-	451,229	609,219	-	609,219
<b>Fund balances at 31 May 2025</b>		<u>507,484</u>	<u>-</u>	<u>507,484</u>	<u>451,229</u>	<u>-</u>	<u>451,229</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

# WEST HAM UNITED FOUNDATION


## CONSOLIDATED AND PARENT COMPANY BALANCE SHEET

AS AT 31 MAY 2025

	Notes	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
<b>Fixed assets</b>					
Tangible assets	12	26,963	26,963	15,465	15,465
Investments	23	-	1	-	1
		<u>26,963</u>	<u>26,964</u>	<u>15,465</u>	<u>15,466</u>
<b>Current assets</b>					
Debtors	13	1,852,698	1,840,857	760,702	758,122
Cash at bank and in hand		103,501	96,208	222,371	208,324
		<u>1,956,199</u>	<u>1,937,065</u>	<u>983,073</u>	<u>966,446</u>
<b>Creditors: amounts falling due within one year</b>	15	<u>(750,678)</u>	<u>(731,545)</u>	<u>(547,309)</u>	<u>(530,683)</u>
Net current assets		<u>1,205,521</u>	<u>1,205,520</u>	<u>435,764</u>	<u>435,763</u>
<b>Total assets less current liabilities</b>		<u>1,232,484</u>	<u>1,232,484</u>	<u>451,229</u>	<u>451,229</u>
<b>Creditors: amounts falling due after more than one year</b>	16	<u>(725,000)</u>	<u>(725,000)</u>	-	-
<b>Net assets</b>		<u><u>507,484</u></u>	<u><u>507,484</u></u>	<u><u>451,229</u></u>	<u><u>451,229</u></u>
<b>Income funds</b>					
<u>Unrestricted funds</u>					
Designated funds		125,000	125,000	118,750	118,750
General unrestricted funds		382,484	382,484	332,479	332,479
		<u>507,484</u>	<u>507,484</u>	<u>451,229</u>	<u>451,229</u>

The company has taken advantage of the exemption under company law not to present its parent company statement of financial activities, including its income and expenditure account. The amount of group surplus for the year dealt with in the company's accounts was £56,255 (2024 - £157,990 deficit)

The financial statements were approved and authorized for issue by the board of Trustees on 24/3/26.



Andrew Mollett (Chair)  
Trustee

Company registration number 05731045

# WEST HAM UNITED FOUNDATION

## CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MAY 2025

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	Notes	2025 £	£	2024 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	24		(837,075)		(36,611)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(24,840)		(3,022)	
<b>Net cash used in investing activities</b>			(24,840)		(3,022)
<b>Financing activities</b>					
Proceeds from new bank loans		750,000		-	
Repayment of bank loans		(6,953)		-	
<b>Net cash generated from/(used in) financing activities</b>			743,047		-
<b>Net decrease in cash and cash equivalents</b>			(118,868)		(39,633)
Cash and cash equivalents at beginning of year			222,371		262,004
<b>Cash and cash equivalents at end of year</b>			103,501		222,371

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# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2025

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### 1 Accounting policies

#### Charity information

West Ham United Foundation is a private company limited by guarantee (Companies House No. 5731045) and a registered charity (Registered Charity No. 1114458) incorporated in England and Wales. The registered office is 60a Albatross Close, Beckton, London, E6 5NX. The principal activities of the company are described in the Trustees Report.

#### 1.1 Basis of Preparation

##### Accounting convention

The financial statements have been prepared in accordance with the the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The company is a qualifying entity as defined by FRS102 and has taken advantage of the provisions in FRS 102 whereby a parent is not required to present a cash flow statement for the charity. Endif} The principal accounting policies adopted are set out below.

##### Basis of Consolidation

The consolidated financial statements incorporate the results of West Ham United Foundation and its subsidiary from the date that control commences to the date it ceases.

Subsidiary undertaking is consolidated on a line-by-line basis using the acquisition method of accounting in accordance with Section 9 "Consolidated and Separate Financial Statements" of FRS 102.

Details of West Ham United Foundations subsidiary undertaking can be found in Note 20.

#### 1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Board of Directors of West Ham United Football Club Limited (Club) have confirmed the Clubs ongoing intention of operational and financial support to the Trust for a minimum period of 12 months from the date of approval of these financial statements, and in addition the Club will not seek foreclosure of the intercompany loan.

Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds are amounts set aside by the Trustees for a specific purpose and may be transferred back to unrestricted funds by decision of the Trustees at their discretion

Restricted funds are subject to specific conditions by donors as to how they may be used. At the year end, the balances on all restricted funds are Nil.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

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### 1 Accounting policies

(Continued)

#### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donations and similar income includes donations, legacies and the income from all non-charitable incidental fundraising activities.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

The Foundation does not include donated services and facilities in the Statement of Financial Activities as it is unable to reasonably quantify or measure the value of these services. Donated services are provided by West Ham United FC to the extent that premises and support functions are provided free of any charges. Details of transactions with West Ham United FC are included in note 18.

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Plant & Machinery	20% reducing balance
Computer Software	33.3% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Investment in subsidiary undertaking

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities. Investment in subsidiaries are included at cost.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

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### 1 Accounting policies

(Continued)

#### 1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.9 Cash and cash equivalents

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

#### 1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Debtors**

Trade and other debtors are recognized at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Creditors and provisions**

Creditors and provisions are recognized where the charity has a present obligation resulting from a past event that could 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 recognized at their settlement amount after allowing for any trade discount due.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

### 1 Accounting policies

(Continued)

#### 1.11 Taxation

The Charity is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. The income of the trading subsidiary is gift aided to the parent charity such that no tax liabilities are due.

#### 1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 2 Critical accounting estimates and judgements

The principal estimates and judgements relate to the assessment of accrued and deferred income relating to restricted fund projects as determined by the conditions of the grant and the accounting requirements of FRS 102 and the SORP.

The allocation of support costs needs to take account of the restrictions imposed by donors on the ability to recover cost (see Note 8).

### 3 Donations and similar income

	Unrestricted funds general 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds general 2024 £
Grants	230,000	180,000	410,000	230,000
Donations	60,087	120,000	180,087	28,407
Legacies	-	-	-	40,000
Fundraising	221,469	-	221,469	104,508
	<u>511,556</u>	<u>300,000</u>	<u>811,556</u>	<u>402,915</u>

WEST HAM UNITED FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

4 Income from Charitable Activities

	Football Development 2025 £	Community 2025 £	Learning 2025 £	Total 2025 £	Football Development 2024 £	Community 2024 £	Learning 2024 £	Total 2024 £
Charitable activities	<u>644,905</u>	<u>1,194,939</u>	<u>775,789</u>	<u>2,615,633</u>	<u>737,883</u>	<u>738,100</u>	<u>776,986</u>	<u>2,252,969</u>
Analysis by fund								
Unrestricted funds - general	184,635	143,546	503,609	831,790	203,895	135,329	371,531	710,755
Restricted funds	<u>460,270</u>	<u>1,051,393</u>	<u>272,180</u>	<u>1,783,843</u>	<u>533,988</u>	<u>602,771</u>	<u>405,455</u>	<u>1,542,214</u>
	<u>644,905</u>	<u>1,194,939</u>	<u>775,789</u>	<u>2,615,633</u>	<u>737,883</u>	<u>738,100</u>	<u>776,986</u>	<u>2,252,969</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

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### 5 Other trading activities

	Unrestricted funds general 2025 £	Unrestricted funds general 2024 £
Football development	440,511	510,826
Other trading income	33,450	39,552
	<hr/>	<hr/>
Other trading activities	473,961	550,378
	<hr/> <hr/>	<hr/> <hr/>

### 6 Expenditure on trading activities

	Unrestricted funds general 2025 £	Unrestricted funds general 2024 £
<u>Trading costs</u>		
Football Development	326,708	310,608
Other trading cost	-	81,000
	<hr/>	<hr/>
	326,708	391,608
	<hr/> <hr/>	<hr/> <hr/>

WEST HAM UNITED FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

7 Charitable activities

	Football Development	Community	Learning	Total	Football Development	Community	Learning	Total
	2025	2025	2025	2025	2024	2024	2024	2024
	£	£	£	£	£	£	£	£
Charitable expenditure	593,461	939,644	565,280	2,098,385	630,946	547,437	490,976	1,669,359
Share of support costs (see note 8)	321,417	347,480	400,850	1,069,747	453,703	334,836	470,775	1,259,314
Share of governance costs (see note 8)	16,685	16,685	16,685	50,054	14,657	14,657	14,657	43,970
	<u>931,563</u>	<u>1,303,809</u>	<u>982,815</u>	<u>3,218,187</u>	<u>1,099,306</u>	<u>896,930</u>	<u>976,408</u>	<u>2,972,644</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	466,898	249,476	717,970	1,434,344	487,172	297,175	646,083	1,430,430
Restricted funds	464,665	1,054,333	264,845	1,783,843	612,134	599,755	330,325	1,542,214
	<u>931,563</u>	<u>1,303,809</u>	<u>982,815</u>	<u>3,218,187</u>	<u>1,099,306</u>	<u>896,930</u>	<u>976,408</u>	<u>2,972,644</u>

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

#### 8 Support costs

	Support costs	Governance costs	2025	Support costs	Governance costs	2024
	£	£	£	£	£	£
Football Development	321,417	-	321,417	453,703	-	453,703
Community	347,480	-	347,480	334,836	-	334,836
Learning	400,850	-	400,850	470,775	-	470,775
Audit fees	-	10,000	10,000	-	8,810	8,810
Other fees payable to auditors	-	7,000	7,000	-	7,910	7,910
Legal and professional	-	33,054	33,054	-	27,250	27,250
	<u>1,069,746</u>	<u>50,054</u>	<u>1,119,800</u>	<u>1,259,314</u>	<u>43,970</u>	<u>1,303,284</u>
Analysed between Charitable activities	<u>1,069,746</u>	<u>50,054</u>	<u>1,119,800</u>	<u>1,259,314</u>	<u>43,970</u>	<u>1,303,284</u>

#### 9 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

No Trustee (or any person associated with them) received any expenses from the charity during the year.

#### 10 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Full time employees	48	47
Part time employees	90	72
Total	<u>138</u>	<u>119</u>
<b>Employment costs</b>	<b>2025 £</b>	<b>2024 £</b>
Wages and salaries	1,964,555	1,900,149
Social security costs	253,730	235,184
Other pension costs	60,055	58,151
	<u>2,278,340</u>	<u>2,193,484</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MAY 2025

#### 10 Employees

(Continued)

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£170,001-£180,000	1	1
£70,001-£80,000	2	2
£60,001-£70,000	1	1
	<u>          </u>	<u>          </u>

#### 11 Grants and Donations

	Restricted funds	Total
	2025	£ 2024
Grants	204,000	-
Donations	96,000	-
	<u>          </u>	<u>          </u>
	300,000	-
	<u>          </u>	<u>          </u>

#### 12 Tangible fixed assets

	Plant & Machinery £
<b>Cost</b>	
At 1 June 2024	36,483
Additions	24,840
	<u>          </u>
At 31 May 2025	61,323
	<u>          </u>
<b>Depreciation and impairment</b>	
At 1 June 2024	21,018
Depreciation charged in the year	13,342
	<u>          </u>
At 31 May 2025	34,360
	<u>          </u>
<b>Carrying amount</b>	
At 31 May 2025	26,963
	<u>          </u>
At 31 May 2024	15,465
	<u>          </u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

13 Debtors	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
<b>Amounts falling due within one year:</b>				
Trade debtors	835,719	772,759	514,352	468,979
West Ham United Foundation Enterprises (WHUFE)	-	166,219	-	144,503
Other debtors	5,136	5,136	8,784	8,784
Prepayments and accrued income	1,011,843	896,743	237,566	135,856
	<u>1,852,698</u>	<u>1,840,857</u>	<u>760,702</u>	<u>758,122</u>

14 Loans and overdrafts	2025 £	2024 £
Bank loans	743,046	-
Payable within one year	18,046	-
Payable between two and five years	100,000	-
Payable after five years	625,000	-
Amounts included above which fall due after more than one and five years:		
Payable by instalments	725,000	-

At the balance sheet date, the charity had the following loans outstanding:

### Trust for London (TFL)

During the year, the Charity drew £500,000 from the Trust for London. This loan is repayable over 10 years with monthly repayments of capital and interest at the Bank of England base rate plus 0.5% and capped at 4% by 2034.

### Charity Bank

On 18 December 2024, the Charity drew £250,000 from the Charity Bank Limited. This loan is repayable over a 10 years with monthly repayment of capital and interest at the Bank of England base rate plus 4% by 2034.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

### 15 Creditors: amounts falling due within one year

	Notes	Group 2025 £	Charity 2025 £	Group 2024 £	Charity 2024 £
Bank loans	14	18,046	18,046	-	-
Other taxation and social security		96,423	87,574	73,523	65,342
Deferred income	17	437,275	437,275	397,088	397,088
Trade creditors		107,426	106,217	23,218	21,273
Accruals		91,508	82,433	53,480	46,980
		<u>750,678</u>	<u>731,545</u>	<u>547,309</u>	<u>530,683</u>

### 16 Creditors: amounts falling due after more than one year

	Notes	2025 £	2024 £
Bank loans	14	<u>725,000</u>	<u>-</u>

### 17 Deferred income

	2025 £	2024 £
Other deferred income	<u>437,275</u>	<u>397,088</u>
	<b>2025 £</b>	<b>2024 £</b>
Deferred income is included within:		
Current liabilities	<u>437,275</u>	<u>397,088</u>
Deferred income at 1 June 2024	397,088	253,319
Released from previous periods	(397,088)	(253,319)
Resources deferred in the year	<u>437,275</u>	<u>397,088</u>
Deferred income at 31 May 2025	<u>437,275</u>	<u>397,088</u>

Deferred income represents income which the charity is required to retain to meet the balance of expenditure under the terms of funding agreements.

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

#### 18 Funds

	General Reserve	Designated Funds	Total Unrestricted	Restricted Funds	Total Funds
	£	£	£	£	£
<b>At 1 June 2023</b>	509,219	100,000	609,219	-	609,219
Incoming resources	1,664,048		1,664,048	1,542,214	3,206,262
Resources expended	(1,822,038)	-	(1,822,038)	(1,542,214)	(3,364,252)
Transfer	(18,750)	18,750			
<b>At 31 May 2024</b>	<u>332,479</u>	<u>118,750</u>	<u>451,229</u>	<u>-</u>	<u>451,229</u>
<b>At 1 June 2024</b>	332,479	118,750	451,229	-	451,229
Incoming resources	1,817,307		1,817,307	2,083,843	3,901,150
Resources expended	(1,761,053)	-	(1,761,053)	(2,083,843)	(3,844,895)
Transfer	(6,250)	6,250			
<b>At 31 May 2025</b>	<u>382,484</u>	<u>125,000</u>	<u>507,484</u>	<u>-</u>	<u>507,484</u>

Funds are held for use of the following purposes.

#### General reserve

General reserve represents funds available for use at the discretion of Board to further the Charity's objectives.

#### Designated funds

Designated funds are amounts set aside by the Trustees for specific purposes. During the year the Trustees transferred an additional £6,250 into a separate designated fund for the maintenance and improvement of the pitches made available to the Foundation by West Ham United Football Club.

#### Restricted funds

Restricted funds include grants given to the Charity for specific purposes to be expended in accordance with the terms of donation or grants.

These funds consist of grants and funding in various bodies including Premier League. They are to be used for specific projects according to terms and restrictions imposed by the donors and funding bodies. They relate to a large number of short-term projects the activities which are in line with our objectives, covering areas in Football Development, Learning and Community.

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 MAY 2025

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#### 19 Operating lease commitments

At 31 May 2025 the group had operating lease commitments under which the minimum commitments are payable as follows

- i. Within one year £25,000 (2024 : £25,000)
- ii. Within years two and five £100,000 (2024 : £100,000)
- iii. After more than five years £500,000 (2024 : £500,000)

#### 20 Analysis of net assets between funds

	General reserve	Designated funds	Total unrestricted funds	General reserve	Designated funds	Total unrestricted funds
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Fund balances at 31 May 2025 are represented by:						
Tangible assets	26,963	-	26,963	15,465	-	15,465
Current assets/(liabilities)	1,080,521	125,000	1,205,521	317,014	118,750	435,764
Long term liabilities	(725,000)	-	(725,000)	-	-	-
	<u>382,484</u>	<u>125,000</u>	<u>507,484</u>	<u>332,480</u>	<u>118,750</u>	<u>451,229</u>

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 MAY 2025

#### 21 Related party transactions

##### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2025	2024
	£	£
Aggregate compensation	466,210	438,937

##### Transactions with related parties

Sports equipment, stationery and children's toys were purchased from West Ham United Football Club Limited.

	Purchase of goods	
	2025	2024
	£	£
West Ham United Football Club	53,118	63,750

Other trading income (Note 6) includes salary and other recharges to West Ham United Football Club for the use of staff and hospitality.

	Recharges	
	2025	2024
	£	£
West Ham United Football Club	37,180	164,566

The following amounts were outstanding at the reporting end date:

£387,885 (2024: £177,232) due from West Ham United Football Club Group.

A number of other goods and services were supplied to the company by West Ham United Football Club Limited on a complimentary basis, as explained in the section headed "Relationship with West Ham United Football Club Limited" in the Trustees' Report, pages 1 to 14 of these financial statements. The Trustees consider that it is impracticable to value these goods and services.

On 28 May 2024, the charity entered into an operating lease with West Ham United Football Club for a period of twenty five years for the occupation of the redeveloped premises at Beckton at a minimum rent of £25,000 per annum. The previous lease allowed rent free occupation.

#### 22 Controlling Party

The company is limited by guarantee and therefore does not have any share capital. Any liability of its members is limited to £10 per member

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2025

#### 23 Subsidiaries

Details of the charity's subsidiaries at 31 May 2025 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
West Ham United Foundation Enterprises (WHUFE) Limited	England and Wales	Provision of Sports Services	Ordinary	100.00	
Share Capital Held £1					

#### 24 Cash generated from operations

	2025 £	2024 £
Surplus/(deficit) for the year	56,255	(157,990)
Depreciation and impairment of tangible fixed assets	13,342	10,893
Movements in working capital:		
(Increase)/decrease in debtors	(1,091,996)	238,429
Increase/(decrease) in creditors	145,138	(271,712)
Increase in deferred income	40,187	143,769
<b>Cash absorbed by operations</b>	<u>(837,074)</u>	<u>(36,611)</u>

#### 25 Analysis of changes in net debt

	At 1 June 2024 £	Cash flows £	At 31 May 2025 £
Cash and cash equivalents	222,371	(118,870)	103,501
Debts falling due within one year	-	(6,954)	(6,954)
Debts falling due after one year	-	(743,046)	(743,046)
<b>Net Debt</b>	<u>222,371</u>	<u>(868,870)</u>	<u>(646,499)</u>

#### 26 Corresponding amounts

In certain cases, the Trustees have reanalysed the corresponding amounts in order to make their disclosures more meaningful.

**WEST HAM UNITED FOUNDATION**

England & Wales - Charity number 1114458

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# Accounts

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**FOUNDATION**

**WEST HAM UNITED FOUNDATION**

**(A Company Limited by Guarantee)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MAY 2024**

**Charity registration number 1114458**

**Company registration number 05731045 (England and Wales)**

# WEST HAM UNITED FOUNDATION

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Andrew Mollett (Chair) Marie Gabriel Jeremy Crook Henri Brandman Jackie Ferdinand Jeffrey Hayes
<b>Chief Executive</b>	Joseph Lyons
<b>Secretary</b>	Andrew Mollett
<b>Charity number</b>	1114458
<b>Company number</b>	05731045
<b>Registered office</b>	60a Albatross Close Beckton London E6 5NX
<b>Auditor</b>	F Winter & Co LLP Statutory Auditors & Chartered Accountants Ramillies House 2 Ramillies Street London W1F 7LN
<b>Bankers</b>	Barclays Bank 1 Churchill Place London E14 5HP

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# WEST HAM UNITED FOUNDATION

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# WEST HAM UNITED FOUNDATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MAY 2024

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We, the Trustees, are pleased to present the annual Trustees' Report and the consolidated financial statements of the Charity and its subsidiary for the year ended 31 May 2024, which have been prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. These financial statements comply with West Ham United Foundation's governing document, and the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### Objectives and activities

The company's memorandum of association defines its objects as being for the benefit of the public generally and, in particular, the inhabitants of London and its surrounding areas:

1. to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health (facilities in Article 3 means land, buildings, equipment and organising sporting activities).
2. to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.
3. to advance the education of children and young people through such means as the Trustees think fit in accordance with the law of charity.

### Vision

As the outreach vehicle of West Ham United Football Club, the Foundation's vision is to harness the power of football to maximise life chances and inspire better future for all.

### Mission

To provide an innovative approach to understanding and meeting the needs of our community; building partnerships and utilising insight and technology to create an environment where all can thrive - from the heart of east London.

The Foundation will work to achieve the following targets:

- Providing Opportunities
- Creating Pathways
- Changing Lives

The Foundation will work to achieve the following strategic objectives:

- Responding to local need - Engaging our community to understand local needs and to ensure that our programmes, facilities and reporting structures are designed around them.
- Uniting our community - Understanding our community, what works and how innovative thinking across our stakeholders is essential to support fitter and healthier lifestyle choices.
- Providing an environment for all to thrive - Shaping the programmes we run and our ways of working to create effective, efficient and innovative mechanisms that support anyone in need of help for as long as they need it.

### Strategic Objectives

- Responding to local need - Engaging our community to understand local needs and to ensure that our programmes, facilities and reporting structures are designed around them.
- Uniting our community - Understanding our community, what works and how innovative thinking across our stakeholders is essential to support fitter and healthier lifestyle choices.
- Providing an environment for all to thrive - Shaping the programmes we run and our ways of working to create effective, efficient and innovative mechanisms that support anyone in need of help for as long as they need it.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2024**

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The company's constitution is set out in its articles of association published on incorporation and as subsequently modified. This document defines the terms of reference for the board of Trustees and the company's corporate governance procedures.

#### **Directors and Trustees**

The Trustees, who are also directors for the purposes of company law, who held office during the year and since the year end, are as follows:

- Andrew Mollett (Chair)
- Marie Gabriel
- Jeremy Crook
- Henri Brandman
- Jackie Ferdinand
- Jeffrey Hayes

The board of Trustees meets periodically and receives reports from operational staff and determines strategy and policy for the company.

The board of Trustees has an ongoing commitment to assess the skill set required at board level and, as the company develops, to ensure that, where necessary, additional Trustees are recruited.

#### **Relationship with West Ham United Football Club Limited**

The company delivers all community sports and charitable activities on behalf of West Ham United Football Club Limited. However, it operates independently of the football club and, although some of the company's Trustees are also employees of the football club, this is balanced by the presence of independent Trustees on the board and the articles of association confer no ability by the club to exercise control over the company.

The terms of the relationship between the company and the football club are codified in a Service Level Agreement. This agreement enshrines the practices already being observed in terms of the provision of services by the football club to the company at no cost to the company. A separate licence agreement grants the company a right of occupancy, of the Club's wholly owned freehold premises at 60a Albatross Close, Woolwich Manor Way, London E6 5NX. As indicated in note 18 to the financial statement the charity entered a new twenty five year lease on 28 May 2024 at an annual rent of £20,000.

We have referred to guidance contained in the Charity Commission and complied with the duty in section 4 of the Charities Act 2011 to have due regard to public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Embracing fully the spirit of West Ham United, the Club and Foundation work closely together and the Foundation endeavours to be a force for social good; being a welcoming and safe space for all, inspiring others and addressing a range of issues facing society.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2024**

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#### **Achievements and performance**

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the Trustees to present a strategic report.

#### **Achievements and performance**

As a community focused football club, we are committed to utilising our position and the power of our West Ham United badge to educate, motivate and inspire individuals and groups across our community. We continue to act in the best interest and for the benefit of the communities we serve, with the backdrop of a changing societal landscape, tackling long standing inequalities and emerging challenges brought on by the pandemic and the current environment.

#### **Activity**

Over the past season, the Football Club's efforts on the pitch have given the Foundation an even bigger platform to share awareness of our work and advocate for key issues challenging communities we engage with.

Continuing from the historic 22/23 UEFA Conference League men's first team campaign and the subsequent effervescent parade which filled the streets of Newham, through this season we have been proud to continue to be represented on the matchday kit during the team's Europa League campaign.

Placed just below the players' shirt numbers, our emblem signified the unity between the Club and the Foundation and embodied our shared mission to empower and uplift communities. It stands as a powerful reminder of football's incredible ability to inspire and drive positive change across those we reach.

Beyond the pitch, the Foundation's work has continued to act as a catalyst for change and bring aspiration and hope by driving collaboration, sharing knowledge and experiences, and performing as an enabler for people and communities across East London, Essex and internationally.

This has placed the organisation at the heart of social inequalities; overcoming entrenched views; tackling often hidden health issues; creating opportunities for personal development and growth; and ultimately transforming lives.

Strategically, the Foundation has been supporting a variety of conversations, ranging from health and wellbeing needs with partners through the NHS; unpicking and strengthening learning and employability opportunities with education providers; evaluating and growing footballing pathways across our networks, and much more.

As part of this, the Foundation also helped to lead key conversations regarding the high rates of violence affecting young people - joining forces with Senior Circuit Judge Sarah Munro KC for a series of roundtables at the Old Bailey involving third, private and public sectors. Key to this has been the Foundation's work developing and delivering initiatives focusing on prevention, intervention and partnership working.

In addition to initiatives which have continued to be agile and person-centred, the Foundation has been driving plans for the state-of-the-art redevelopment of the Beckton headquarters. In recent years, as the Foundation's services have grown, the headquarters has become restrictive. As such, with the ambition of establishing a thriving community hub at the heart of east London, the new facility – set for Spring 2025 opening – will continue to build on impact being delivered.

The new facility will allow for increased delivery of youth activities, health programmes and learning and development schemes whilst fostering social cohesion; creating a Community Hub, with the facilities and services to meet the needs of the local community; and generate more opportunities to change lives in east London and beyond.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 MAY 2024**

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An overview of some current services with details from this season's delivery can be found below:

#### **Advantage**

Advantage is a mentoring programme for young people aged 14-21 who have been referred to Child and Adolescent Mental Health Services (CAMHS) and don't meet threshold or do not want to engage with CAMHS.

- It focuses on supporting young people with key interventions and assistance to help them re-establish aspirations and a sense of connection.
- The Advantage initiative in North East London is delivered in partnership between West Ham United Foundation (Barking & Dagenham, Newham, Havering, Tower Hamlets), Arsenal in the Community (Hackney), Leyton Orient Trust (Redbridge, Waltham Forest) and East London NHS Foundation Trust and Northeast London NHS Foundation Trust.
- Referrals into the programme come via: NHS, Mac Panel (Newham), PG referrals (via internal programmes and Advantage website), Schools
- Participants receive weekly individual mentoring support from a trained youth worker, who is in turn supported by CAMHS practitioners.

#### Advantage Delivery Stats

- Total number of young people engaged: 52
- Total number of live cases: 12
- WHO-5 Wellbeing Score:
  - Average Entry Score: 10 (assessed before starting the program)
  - Average Exit Score: 14 (improvement in mental health wellbeing after engagement)

#### **Higher Education**

In collaboration with the University of East London we deliver the exciting degree programme, BSc Sports Coaching and Performance. Our programme aims to support Undergraduate degree students into careers in sport, in a range of disciplines, including coaching, performance analysis, strength and conditioning and sports psychology.

Number students (enrolled & graduated)

- 93 students enrolled in our course.
- +20% more students selecting us as a 'unconditional firm' choice.

#### NSS scores

- Improvement in each of the metrics across the most recent National Student Survey:
- Organisation/Management, +18.57%
- Learning Resources, +13.37%
- Assessment and Feedback, +8.31%
- Quality of Teaching, +13.69%

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2024**

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#### **Inclusive Hammers**

The Inclusive Hammers project provides physical activity sessions for 16-18 yrs with a physical and/or learning disability living in Newham. Young people will have access to physical activity, informal advice & guidance sessions. The project supports young people into focus workshops and identifying any additional relevant services.

#### **Key Stats for 2023-24**

- Worked in partnership with Ambition Aspire Achieve over 9 months to run sessions for YPs in Newham. Focused on YPs that were not currently accessing physical activity sessions.
- We also supported students from NewVic college (studying Btec sport) with focus workshops around employability and leadership across the academic year. In addition, we supported with one of their mixed SEND football tournaments hosted at the college.
- We delivered regular sessions to 30 YP across the season.

#### **Premier League Inspires**

Premier League Inspires uses the power of football to inspire young people to develop the personal skills and positive attitudes needed to succeed in life. Project provides secondary schools in East London and Essex with an engaging curriculum to support their vulnerable, at risk, and struggling pupils. Project runs Monday-Friday, 9am-3pm.

Who is it targeting: Young people aged 11-18 at risk of not reaching their full potential

Participants and schools engaged with:

- Engaged a total of 1,331 participants in the programme. This engagement took place across 1:1 mentoring, small group sessions, collapsed curriculum activity, and events.
- Each participant engaged in the programme for an average of 15 hours across the academic year.
- Worked with 11 unique partner schools across East London and Essex.
- All partner schools signed partnership agreements to continue working together into the 2024/25 academic year.

Participants engaged in targeted interventions achieved the following impact:

- 100% of participants developed their skills and knowledge
- 100% of participants have improved confidence and self esteem
- 87.50% of participants have improved mental wellbeing
- 73% of participants have improved interpersonal relationships
- 62.50% of participants have improved physical wellbeing
- 62.50% of participants demonstrated more positive behaviours
- 62.50% have improved attendance at school and/or attainment

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 MAY 2024**

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#### **Moore Family Foundation**

MFF works specifically with young people aged 11-16 outside mainstream education, providing them with unique opportunities to enrich their life experiences and prospects. We provide participants with the chance to gain additional qualifications to increase their options when they leave school and assign them with a mentor who will create a personal development plan for all participants. We work with low numbers of young people intensively.

Project runs throughout the academic year Monday-Friday 9am-3pm at partner schools and at University of East London Tuesday, Wednesday and Thursday 10am-12:30pm.

Partners:

- In the 2023/24 academic year, Moore Family Foundation expanded to work with 3 key partners located in Tower Hamlets, Newham, and Haverling. For the first time our primary partner, London East Alternative Provision, grew their provision to 3 days a week. This represents a 23% growth from the 2022/23 year.

Number of young people engaged:

- 20 young people engaged weekly across the academic year. These young people take part in a variety of courses including Sports Leadership, Mentoring/Personal Development, and Business Administration.

Qualifications gained by participants:

- 12 participants completed the Sports Leaders Level 1 Qualification.
- 4 participants completed the FA Playmaker qualification.
- 2 participants completed the business administration qualification.

#### **Moving on Up**

Moving On Up is a careers development programme supporting young black men, aged 16 to 25 within Newham who are unemployed/underemployed.

- The programme includes bespoke workshops, one-to-one support, and professional mentoring. The aim of this engagement is to increase participant's employment skills and connect them with prospective employers.
- The programme works with participants with the aim to secure employment or career progressions for those involved.
- Collaborative approach partners include ELBA, Newham Workplace, Newham College, NLP Sports, New Direction.
- All participants receive a personal development plan and attend industry insight events.

In the final year of Moving on Up delivery, we achieved the following outcomes:

- Engaged with 27 young black men in Newham.
- We have matched all 27 participants with West Ham United Foundation mentors.
- All 27 participants took part in career development workshops, improving their employability skills.
- 5 of these participants progressed into employment at LLW.
- 3 Industry Insight events delivered which provided MoU beneficiaries with information around careers in industries that interest them, in a supportive way.
- Through our partnership with The Prince's Trust, we were able to offer bespoke employability events including a football themed employability scheme at our Community Hub in Beckton, and a Health and Social Care Recruitment Roadshow event at West Ham United's London Stadium.
- 6 MoU beneficiaries were interested in a career in football and sports coaching; therefore, we supported them to achieve their FA Playmaker and FA Level 1 in Talent Identification.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 MAY 2024**

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#### **PCN Mentoring (Primary Care Network)**

Over the past year, the PCN project has grown in Newham and Baring & Dagenham, with a full time Youth Mentor (Young Persons Link Worker) being recruited in both boroughs. PCNs (Primary Care Networks), are the model of integrated healthcare across localities. Community and NHS services link up to provide more holistic care to the community.

The Youth Mentors have been working with Young People at risk of violence affecting young people, as well as supporting those with other vulnerabilities (including bullying, mental health concerns, school engagement/risk of exclusion, SEMH needs).

The Youth Mentor offers a supportive role to help children and young people engage in an open dialogue, explore aspirations, change mind sets, all whilst not being judged and in a safe space. The project supports those aged between 11-18 years old. Mentoring consists of once-a-week sessions, for up to 60 minutes long, for around 3-6 months. Sessions take place at GP Practices, Schools, WHUF/WHU sites, and other community organisations.

We have continued to develop our relationship with the Newham Central 1 PCN, attending regular meetings, sending monthly updates and forming positive working relationships with the individual Practices.

In B&D we reached out to established contacts in the borough and two close working PCN's were highlighted. Programme set up has gone well, with staff engaged and high numbers of referrals sent in.

Together with the PCN's, the project can encourage joined up working to help support those at risk of violence (both victims and perpetrators).

Key priority is developing impact measurement and implementing this.

#### **KEY STATS / IMPACT for 2023-24**

- 36 referrals and 18 young people completed support in Newham.
- Currently 25 active YP for B&D, 35 on the waitlist.
- 75% of young people engaged in the service have reported positive changes of behaviour. Positive differences are reported relatively quickly (6-8 weeks).
- "...Feels good coming here, being here and leaving feels good. It's better than I thought it would be."
- "You are someone I can talk to without feeling judged"

#### **Premier League Kicks**

Premier League Kicks is a programme which uses the reach and appeal of the Premier League and football to regularly engage children and young people of all backgrounds and abilities in football, sport and personal development opportunities.

- Provision available for 8 to18-year-olds (or those aged 19 to 25-years in structured volunteering) at hub and satellite venues.
- We had several external providers run workshops with our young people (Met police (stop and search/ music & podcasting/ cooking/ recycling)
- Lyca mobile tournament – engaged 700+ YPs across 5 Schools from; Newham, Waltham Forest, Barking & Dagenham, Rainham, Redbridge and Tower Hamlets- finals held @ Rush Green training ground

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 MAY 2024**

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#### Impact

- 2020 participants engaged.
- 98% of our young people feel more confident working in a team, and 76.5% feel better at solving problems.
- 91% of our young people feel more confident about themselves, 98% feel more confident working in a team and 84% feel more comfortable speaking in front of a group.
- K01 data has allowed us to gain further insight into our young people's experiences.
- 99% young people enjoy coming to sessions,
- 93.9% feel welcome,
- 83.7% feel more comfortable speaking in front of a group,
- 77.6% feel they are better at dealing with stressful situations, 91.9% feel they get along better with people from different backgrounds,
- 96% are playing sports and/ or being more active, and 58% feel close to other people.

#### The Training Ground

The Training Ground is a football themed Personal & Professional development programme for young people aged 16 to 25-years old from across East London. The programme provides participants with core employability skills such as: CV masterclass, job searching, job application, networking, interview skills, communication skills, professional workplace, and employer insight experience.

- A structured 10-week programme delivered at the West Ham United Foundation which encourages and enables personal development and growth
- Engaged with 69 participants over the season. 45 of the engaged participants are from diverse ethnic communities.
- 28 participants progressed on to a EET positive pathway.
- 71% reported enhanced motivation and progress in areas such as employment, training, and education.
- 100% experienced improvements in their physical and mental wellbeing
- Over 50% increased confidence in their skills

#### Twinning Literacy Project

The Twinning Project is a partnership between West Ham United Foundation and HMP Chelmsford. The aim is to engage with inmates in football-based programmes to improve their mental and physical health, wellbeing and obtain a qualification in FA Developing Leadership Through Football and Literacy Level 1 which will help improve their life chances and gain employment on release.

#### KEY STATS for 2023-24

- 44 were engaged on both FA Developing Leadership Through Football Course and Literacy Level 1 Course
- 26 successfully completed FA Developing Leadership Through football
- 25 entered Literacy Level 1 Course

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

#### Post 16 Football & Education

The Post 16 Football & Education programme is a two-year development programme for footballers aged 16-19-years who have completed Year 11 school education.

- The programme offers participants four weekly training sessions plus a weekly fixture.
- Alongside football training, participants also study for academic, coaching and fitness qualifications, such as Level 1-3 BTEC/NCFE sports courses, with some students even progressing into higher education, such as University and Scholarships in the USA.
- We have continued to see success stories being developed from within the programme, such as students now working for the Foundation and players securing contracts within the football pyramid.
- The programme has established a player pathway tiered system, meaning each player competes within their current standard.
- Our top tier level is called the Second Chance Programme and is delivered in partnership with the West Ham United Academy.

#### Holiday Activity Fund (HAF)

The Holiday Activity Fund has continued to be delivered across East London and Essex.

- The programme is delivered during half term holidays.
- We provide free sports delivery for children who are eligible for free school meals – age between 7-16 years old.
- We provide health and nutrition awareness workshops as well as providing key tools such recipe cards and ingredients linked to sustainable purchasing options.
- The activities provide a range of opportunities, participants engage within multiple multi-sports activities, learn about healthy living, participate in enrichment activities, and make new friends.
- We provide one hot meal as well as nutritious snacks throughout the day.

#### Financial review

	2023/2024	2022/2023
	£	£
Income	3,206,262	3,612,603
The group' incoming resources can be analysed as follows:		
Donations	402,915	447,469
Football Development	737,883	830,039
Community	738,100	896,843
Learning	776,986	806,501
Trading activities	550,378	631,751
The group recorded a net decrease in funds of:		
	157,990	76,018
At the year end the group had net assets of:		
	451,229	609,219

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 MAY 2024**

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The income generated by trading subsidiary which is responsible for services rendered to partners, clients and candidates requiring sports workshops, general consultancy services, provision of coaching, pitch booking facilities and sporting events. The Trustees are fully confident that the trading activities will maintain the charity's reserves in the future.

The board of Trustees is responsible for drawing up the accounts on a going concern basis and in doing so has considered the period for at least 12 months from the date of signing these accounts. The principal risks to the company's going concern status are twofold.

Firstly, as a relatively small company, it is dependent on a sustainable level of income from its operations. This risk is mitigated in part by the fact that an increasing proportion of its grant funding is for a period in excess of one year and therefore subject to considerable certainty, and in part by the fact that much of the company's expenditure is variable and significant cost savings could quickly be achieved in the event of a shortfall in turnover.

Secondly, although it is a separate legal entity from West Ham United Football Club Limited, the company is inevitably dependent to some extent on the status and continued operations of the football club. Moreover, to the extent necessary, the club has also undertaken to provide the company with such financial support as it may require continuing trading and to meet its debts as they fall due for a year of at least twelve months from the date of these accounts. The board of Trustees is satisfied that West Ham United Football Club Limited is in a position to provide that financial support if needed.

Consequently, after making enquiries and taking account of the uncertainties described above, the Board of Trustees has a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the board of Trustees continue to adopt the going concern basis in preparing the annual report and accounts for the company.

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

#### **Reserves Policy**

Taking into consideration the guidance provided by The Charity Commission for determining an appropriate reserve level, projections for the appropriate amount of reserves have been calculated on the basis that the reserves in our target range would provide short-term until long-term solutions can be established and are essential to ensure the Charity's capability to meet short-term obligations.

Reserves serve the crucial function of bridging the gap between resource allocation and acquisition, as well as covering unforeseen declines in income and unexpected increases in other expenditures. The Trustees consider that the ideal reserve level for the next five years is between £200,000 - £500,000.

As at 31 May 2024 the Group's level of reserves was £451,229 (2022/2023: £609,219).

The net movement in funds of West Ham United Foundation (WHUF) as at 31 May 2024 was a deficit of £157,990, (31 May 2023: £76,018 surplus).

Following a transfer of £18,750 from general reserve, designated funds increased to £118,750 for long term maintenance of the Pitch.

The Board keeps the level of reserves under regular review to ensure that it is adequate and appropriate to meet the requirement of the organisation.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2024*

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#### Risk Review

The Trustees have undertaken an initial assessment of the major risks to which the company is exposed, in particular those related to finances and how it operates generally.

During the year, we continued to develop strategic groups and consolidated forums to maintain a continuous evaluation of risk factors. These groups convene on a monthly basis. These groups are:

#### Strategic Groups (+lead)

- Operations Management (Head of Ops)
- Business Development (Director of Programmes)
- Equality Group (Head of Community Development)
- Project Managers Group (Director of Programmes)

#### Forums

- Foundation Forum (chaired by CEO)
- Training & Workforce
- Environmental Sustainability
- Staff & Wellbeing
- Youth Forum

The Group's Finance Sub Committee is fully active, however, the entire board carries fiduciary responsibility for the organisation, the finance committee serves as a leadership role in this area, making sure appropriate internal control procedures for all financial transactions are documented. The Finance committee will ensure compliance and/or develop other policies that further serve to protect the WHUF and manage its exposure to risk.

Ways in managing this financial risk include:

- Having detailed financial planning, policies and processes in place to ensure oversight and ongoing monitoring of the financial position with all Heads of Departments and Budget Holders.
- Detailed contract planning and financial risk analysis has been assessed within the Foundations Forum - Business Development section.

The Trustees meet quarterly to monitor the spending. Generally, we look at various ways to streamline costs without impacting on the delivery of the quality of services supplied, ensuring awareness and compliance of regulatory standards that impact the different activities carried out by the Group.

Grants received from Premier League programmes still form a material sum of the financial performance, the Board recognises that its financial performance would be materially affected in the event of West Ham United Football Club Limited being relegated from the Premier League with an associated reduction in the availability of funding from central resources.

In order to mitigate any loss of income careful planning and, promotional and fundraising events are being instigated. Also, the group prepares budgets three seasons in advance which include an evaluation of the impact of relegation and associated contingency plans.

Financial assets that expose the company to financial risk consist principally of cash, trade receivables and other receivables. Financial liabilities that expose the company to financial risk consist principally of trade payables and other payables. The financial risks associated with financial instruments are considered minimal.

The company is not exposed to any foreign exchange risks.

The company places its cash with creditworthy institutions. The company performs ongoing credit evaluation of its debtor's financial condition. The carrying amount of cash, trade receivables and other receivables represent the maximum credit risk that the company is exposed to.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

***FOR THE YEAR ENDED 31 MAY 2024***

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#### **Plans for future periods**

##### **2024-2025**

At the heart of our Foundation's efforts is a deep understanding of the people and communities we reach. We invest time into understanding their needs and aspirations and work collaboratively, alongside our networks, to support where we can.

This multi-layered model has enabled us to sharpen our attention on key areas impacting the individuals, groups and communities we serve. With prevention, intervention and partnership being crucial to our efforts, we are working hard to tackle some of the most prevalent issues in society today.

Times continue to be tough, and people and communities need our help more than ever. Despite these challenges, we have remained focused on our mission and objectives throughout. The Foundation continues to be an anchor in the community, and our agile approach allows us to be reactive within this ever-changing landscape. With themes such as food insecurity and youth violence rife, our initiatives have adapted to be able to support those most vulnerable.

As part of this, we are continuing to develop our work with children and families, progress mentoring and assistance for young people and enhance employability pathways: helping to create positive change and brighter futures.

In addition to programme delivery the Foundation has been driving plans for the state-of-the-art redevelopment of the Beckton headquarters. In recent years, as the Foundation's services have grown, the headquarters has become restrictive. As such, with the ambition of establishing a thriving community hub at the heart of east London, the new facility – set for Spring 2025 opening – will continue to build on impact being delivered.

The new facility will allow for increased delivery of youth activities, health programmes and learning and development schemes whilst fostering social cohesion; creating a Community Hub, with the facilities and services to meet the needs of the local community; and generate more opportunities to change lives in East London and beyond.

#### **Auditor**

In accordance with the company's articles, a resolution proposing that F Winter & Co LLP be reappointed as auditor of the company will be put at a General Meeting.

**WEST HAM UNITED FOUNDATION**

**TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)  
(CONTINUED)**

***FOR THE YEAR ENDED 31 MAY 2024***

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**Disclosure of information to auditor**

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

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the groups auditor is unaware, and
- the Trustees, having made enquiries of fellow directors and the group' s auditor that they ought to have individually taken, have each taken all steps that's he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees' report, including the directors' report and the strategic report, was approved by the Board of Trustees.



Andrew Mollett (Chair)  
**Trustee**

7 February 2025

## WEST HAM UNITED FOUNDATION

### STATEMENT OF TRUSTEES' RESPONSIBILITIES

*FOR THE YEAR ENDED 31 MAY 2024*

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The Trustees, who are also the directors of West Ham United Foundation for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



Andrew Mollett (Chair)  
**Trustee**

7 February 2025

# WEST HAM UNITED FOUNDATION

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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#### Opinion

We have audited the financial statements of West Ham United Foundation (the 'charity') for the year ended 31 May 2024 which comprise the consolidated statement of financial activities, the consolidated and parent balance sheet, the consolidated statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees report for the financial year for which the financial statements are prepared, which includes the directors' report and the strategic report prepared for the purposes of company law, 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.

## WEST HAM UNITED FOUNDATION

### INDEPENDENT AUDITOR'S REPORT (CONTINUED)

#### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

##### **Responsibilities of Trustees**

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the charity 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

##### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulation. We design procedures in line with our responsibilities outlined above, to detect material misstatements in respect of irregularities, including fraud.

## WEST HAM UNITED FOUNDATION

### INDEPENDENT AUDITOR'S REPORT (CONTINUED)

#### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Our approach was as follows:**

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity by discussions with management and those charged with governance, experience from previous audits of the entity and experience of other charitable clients.

We assessed the risk of material misstatement in respect of fraud by discussions with management and assessments against accepted risk factors.

We corroborated our enquiries through our substantive audit testing, review of client procedures and of minutes of Trustee meetings.

We determined that the most significant laws and regulations that relate which have a direct impact on the determination of material amounts and disclosures in the financial statements are company law, charitable law, the charitable objectives of the Foundation and accounting standards, including FRS 102 and the Charities SORP.

The terms and conditions under which grants and other income, in particular those of the Premier League, are significant because non-compliance would have a material effect on the financial statements.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above.

We considered the risk of fraud through management override, and in response, we incorporated testing of manual journal entries into our audit approach.

The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with laws and regulations.

Identified fraud risk factors were discussed during the audit team briefing and professional scepticism exercised throughout the audit.

Because of the inherent limitations of an audit there is a risk that we will not detect all misstatements due to irregularities, including fraud. The more removed the laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment, forgery, omission, misrepresentation and collusion. Audit standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiries of management and inspection of regulatory and legal correspondence, if any, in the absence of identified or suspected non-compliance.

# WEST HAM UNITED FOUNDATION

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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#### 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.



Sunil Patel

**(Senior Statutory Auditor)**

for and on behalf of F Winter & Co LLP

7 February 2025

**Chartered Accountants  
Statutory Auditor**

Statutory Auditors & Chartered  
Accountants  
Ramillies House  
2 Ramillies Street  
London  
W1F 7LN

## WEST HAM UNITED FOUNDATION

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MAY 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Income from:</b>							
Donations and similar income	3	402,915	-	402,915	447,469	-	447,469
Income from Charitable Activities	4	710,755	1,542,214	2,252,969	628,893	1,904,490	2,533,383
Other trading activities	5	550,378	-	550,378	631,751	-	631,751
<b>Total income</b>		<u>1,664,048</u>	<u>1,542,214</u>	<u>3,206,262</u>	<u>1,708,113</u>	<u>1,904,490</u>	<u>3,612,603</u>
<b>Expenditure on:</b>							
Expenditure on trading activities	6	391,608	-	391,608	356,035	-	356,035
Charitable activities	7	1,430,430	1,542,214	2,972,644	1,276,060	1,904,490	3,180,550
<b>Total expenditure</b>		<u>1,822,038</u>	<u>1,542,214</u>	<u>3,364,252</u>	<u>1,632,095</u>	<u>1,904,490</u>	<u>3,536,585</u>
<b>Net (expenditure)/income for the year/</b>							
<b>Net movement in funds</b>		(157,990)	-	(157,990)	76,018	-	76,018
Fund balances at 1 June 2023		609,219	-	609,219	533,201	-	533,201
<b>Fund balances at 31 May 2024</b>		<u>451,229</u>	<u>-</u>	<u>451,229</u>	<u>609,219</u>	<u>-</u>	<u>609,219</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

# WEST HAM UNITED FOUNDATION

## CONSOLIDATED AND PARENT COMPANY BALANCE SHEET

AS AT 31 MAY 2024

	Notes	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
<b>Fixed assets</b>					
Tangible assets	11	15,465	15,465	23,337	23,337
Investments	20	-	1	-	1
		<u>15,465</u>	<u>15,466</u>	<u>23,337</u>	<u>23,338</u>
<b>Current assets</b>					
Debtors	12	760,702	758,122	999,127	1,050,942
Cash at bank and in hand		222,371	208,324	262,004	159,832
		<u>983,073</u>	<u>966,446</u>	<u>1,261,131</u>	<u>1,210,774</u>
<b>Creditors: amounts falling due within one year</b>	14	(547,309)	(530,683)	(675,249)	(624,893)
Net current assets		<u>435,764</u>	<u>435,763</u>	<u>585,882</u>	<u>585,881</u>
<b>Total assets less current liabilities</b>		<u><u>451,229</u></u>	<u><u>451,229</u></u>	<u><u>609,219</u></u>	<u><u>609,219</u></u>
<b>Income funds</b>					
<u>Unrestricted funds</u>					
Designated funds		118,750	118,750	100,000	100,000
General unrestricted funds		332,479	332,479	509,219	509,219
		<u>451,229</u>	<u>451,229</u>	<u>609,219</u>	<u>609,219</u>

The company has taken advantage of the exemption under company law not to present its parent company statement of financial activities, including its income and expenditure account. The amount of group deficit for the year dealt with in the company's accounts was £157,990 (2023 - £76,018 surplus)

The financial statements were approved and authorized for issue by the board of Trustees on 7 February 2025



Andrew Mollett (Chair)  
Trustee

Company registration number 05731045

**WEST HAM UNITED FOUNDATION**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MAY 2024**

	Notes	2024		2023	
		£	£	£	£
<b>Cash flows from operating activities</b>					
Cash (absorbed by)/generated from operations	21		(36,611)		72,519
<b>Investing activities</b>					
Purchase of tangible fixed assets		(3,022)		(21,605)	
<b>Net cash used in investing activities</b>			(3,022)		(21,605)
<b>Net cash used in financing activities</b>			-		-
<b>Net (decrease)/increase in cash and cash equivalents</b>			(39,633)		50,914
Cash and cash equivalents at beginning of year			262,004		211,090
<b>Cash and cash equivalents at end of year</b>			<u>222,371</u>		<u>262,004</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2024

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### 1 Accounting policies

#### Charity information

West Ham United Foundation is a private company limited by guarantee (Companies House No. 5731045) and a registered charity (Registered Charity No. 1114458) incorporated in England and Wales. The registered office is 60a Albatross Close, Beckton, London, E6 5NX. The principal activities of the company are described in the Trustees Report.

### 1.1 Basis of Preparation

#### Accounting convention

The financial statements have been prepared in accordance with the the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The company is a qualifying entity as defined by FRS102 and has taken advantage of the provisions in FRS 102 whereby a parent is not required to present a cash flow statement for the charity. Endif} The principal accounting policies adopted are set out below.

#### Basis of Consolidation

The consolidated financial statements incorporate the results of West Ham United Foundation and its subsidiary from the date that control commences to the date it ceases.

Subsidiary undertaking is consolidated on a line-by-line basis using the acquisition method of accounting in accordance with Section 9 "Consolidated and Separate Financial Statements" of FRS 102.

Details of West Ham United Foundations subsidiary undertaking can be found in Note 20.

### 1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Board of Directors of West Ham United Football Club Limited (Club) have confirmed the Clubs ongoing intention of operational and financial support to the Trust for a minimum period of 12 months from the date of approval of these financial statements, and in addition the Club will not seek foreclosure of the intercompany loan. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds are amounts set aside by the Trustees for a specific purpose and may be transferred back to unrestricted funds by decision of the Trustees at their discretion

Restricted funds are subject to specific conditions by donors as to how they may be used. At the year end, the balances on all restricted funds are Nil.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

### 1 Accounting policies

(Continued)

#### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. Donations and similar income includes donations, legacies and the income from all non-charitable incidental fundraising activities.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

The Foundation does not include donated services and facilities in the Statement of Financial Activities as it is unable to reasonably quantify or measure the value of these services. Donated services are provided by West Ham United FC to the extent that premises and support functions are provided free of any charges. Details of transactions with West Ham United FC are included in note 18.

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Plant & Machinery	20% reducing balance
Computer Software	33.3% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Investment in subsidiary undertaking

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities. Investment in subsidiaries are included at cost.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

### 1 Accounting policies

(Continued)

#### 1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.9 Cash and cash equivalents

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

#### 1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Debtors**

Trade and other debtors are recognized at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Creditors and provisions**

Creditors and provisions are recognized where the charity has a present obligation resulting from a past event that could 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 recognized at their settlement amount after allowing for any trade discount due.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

### 1 Accounting policies

(Continued)

#### 1.11 Taxation

The Charity is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. The income of the trading subsidiary is gift aided to the parent charity such that no tax liabilities are due.

#### 1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 2 Critical accounting estimates and judgements

The principal estimates and judgements relate to the assessment of accrued and deferred income relating to restricted fund projects as determined by the conditions of the grant and the accounting requirements of FRS 102 and the SORP.

The allocation of support costs needs to take account of the restrictions imposed by donors on the ability to recover cost (see Note 8).

### 3 Donations and similar income

	Unrestricted funds general 2024 £	Unrestricted funds general 2023 £
Grants	230,000	234,500
Donations	28,407	91,329
Legacies	40,000	40,000
Fundraising	104,508	81,640
	<u>402,915</u>	<u>447,469</u>

WEST HAM UNITED FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

4 Income from Charitable Activities

	Football Development 2024 £	Community 2024 £	Learning 2024 £	Total 2024 £	Football Development 2023 £	Community 2023 £	Learning 2023 £	Total 2023 £
Charitable activities	<u>737,883</u>	<u>738,100</u>	<u>776,986</u>	<u>2,252,969</u>	<u>830,039</u>	<u>896,843</u>	<u>806,501</u>	<u>2,533,383</u>
Analysis by fund								
Unrestricted funds - general	203,895	135,329	371,531	710,755	184,476	20,527	423,890	628,893
Restricted funds	<u>533,988</u>	<u>602,771</u>	<u>405,455</u>	<u>1,542,214</u>	<u>645,563</u>	<u>876,316</u>	<u>382,611</u>	<u>1,904,490</u>
	<u>737,883</u>	<u>738,100</u>	<u>776,986</u>	<u>2,252,969</u>	<u>830,039</u>	<u>896,843</u>	<u>806,501</u>	<u>2,533,383</u>

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2024**

**5 Other trading activities**

	<b>Unrestricted funds general 2024 £</b>	<b>Unrestricted funds general 2023 £</b>
Football development	510,826	593,542
Other trading income	39,552	38,209
Other trading activities	<u>550,378</u>	<u>631,751</u>

**6 Expenditure on trading activities**

	<b>Unrestricted funds general 2024 £</b>	<b>Unrestricted funds general 2023 £</b>
<u>Trading costs</u>		
Football Development	310,608	356,035
Other trading cost	81,000	-
	<u>391,608</u>	<u>356,035</u>

WEST HAM UNITED FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

7 Charitable activities

	Football Development	Community	Learning	Total	Football Development	Community	Learning	Total
	2024	2024	2024	2024	2023	2023	2023	2023
	£	£	£	£	£	£	£	£
Charitable expenditure	630,946	547,437	490,976	1,669,359	744,566	607,988	534,500	1,887,054
Share of support costs (see note 8)	453,703	334,836	470,775	1,259,314	492,436	232,193	556,666	1,281,295
Share of governance costs (see note 8)	14,657	14,657	14,657	43,970	4,067	4,067	4,067	12,200
	<u>1,099,306</u>	<u>896,930</u>	<u>976,408</u>	<u>2,972,644</u>	<u>1,241,069</u>	<u>844,248</u>	<u>1,095,233</u>	<u>3,180,550</u>
<b>Analysis by fund</b>								
Unrestricted funds - general	487,172	297,175	646,083	1,430,430	476,219	18,136	781,705	1,276,060
Restricted funds	612,134	599,755	330,325	1,542,214	764,850	826,112	313,528	1,904,490
	<u>1,099,306</u>	<u>896,930</u>	<u>976,408</u>	<u>2,972,644</u>	<u>1,241,069</u>	<u>844,248</u>	<u>1,095,233</u>	<u>3,180,550</u>

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2024**

**8 Support costs**

	Support costs £	Governance costs £	2024 £	Support costs £	Governance costs £	2023 £
Football Development	453,703	-	453,703	492,435	-	492,435
Community Learning	334,836	-	334,836	232,193	-	232,193
	470,775	-	470,775	556,666	-	556,666
Audit fees	-	8,810	8,810	-	11,000	11,000
Other fees payable to auditors	-	7,910	7,910	-	1,200	1,200
Legal and professional	-	27,250	27,250	-	-	-
	<u>1,259,314</u>	<u>43,970</u>	<u>1,303,284</u>	<u>1,281,294</u>	<u>12,200</u>	<u>1,293,494</u>
Analysed between Charitable activities	<u>1,259,314</u>	<u>43,970</u>	<u>1,303,284</u>	<u>1,281,294</u>	<u>12,200</u>	<u>1,293,494</u>

**9 Trustees**

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

No Trustee (or any person associated with them) received any expenses from the charity during the year.

**10 Employees**

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Full time employees	47	47
Part time employees	72	61
Total	<u>119</u>	<u>108</u>

**Employment costs**

	2024 £	2023 £
Wages and salaries	1,900,149	1,973,279
Social security costs	235,184	242,546
Other pension costs	58,151	60,421
	<u>2,193,484</u>	<u>2,276,246</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

### 10 Employees

(Continued)

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 Number	2023 Number
£170,001-£180,000	1	1
£70,001-£80,000	2	-
£60,001-£70,000	1	2
	<u>          </u>	<u>          </u>

### 11 Tangible fixed assets

Plant & Machinery

	£
<b>Cost</b>	
At 1 June 2023	
Additions	33,462
	<u>3,022</u>
At 31 May 2024	<u>36,483</u>
<b>Depreciation and impairment</b>	
At 1 June 2023	
Depreciation charged in the year	10,125
	<u>10,894</u>
At 31 May 2024	<u>21,018</u>
<b>Carrying amount</b>	
At 31 May 2024	<u>15,465</u>
At 31 May 2023	<u>23,337</u>

### 12 Debtors

	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
<b>Amounts falling due within one year:</b>				
Trade debtors	514,352	468,979	447,107	368,647
West Ham United Foundation Enterprises (WHUFE)	-	144,503	-	419,344
Other debtors	8,784	8,784	1,816	1,816
Prepayments and accrued income	237,566	135,856	550,204	261,135
	<u>760,702</u>	<u>758,122</u>	<u>999,127</u>	<u>1,050,942</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

### 13 Operating lease commitments

At 31 May 2024 the group had operating lease commitments under which the minimum commitments are payable as follows

- i. Within one year £20,000
- ii. Within years two and five £80,000
- iii. After more than five years £400,000.

### 14 Creditors: amounts falling due within one year

	Notes	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Other taxation and social security		73,523	65,342	87,048	62,358
Deferred income	15	397,088	397,088	253,319	253,319
Trade creditors		23,218	21,273	188,759	174,535
Accruals		53,480	46,980	146,123	134,681
		<u>547,309</u>	<u>530,683</u>	<u>675,249</u>	<u>624,893</u>

### 15 Deferred income

	2024 £	2023 £
Other deferred income	<u>397,088</u>	<u>253,319</u>
Deferred income is included within:		
Current liabilities	<u>397,088</u>	<u>253,319</u>
Deferred income at 1 June 2023	<u>253,319</u>	<u>269,938</u>
Released from previous periods	(253,319)	(269,938)
Resources deferred in the year	<u>397,088</u>	<u>253,319</u>
Deferred income at 31 May 2024	<u>397,088</u>	<u>253,319</u>

Deferred income represents income which the charity is required to retain to meet the balance of expenditure under the terms of funding agreements.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

### 16 Funds

	General Reserve	Designated Funds	Total Unrestricted	Restricted Funds	Total Funds
	£	£	£	£	£
<b>At 1 June 2022</b>	458,201	75,000	533,201	-	533,201
Incoming resources	1,708,113		1,708,113	1,904,490	3,612,603
Resources expended	(1,632,095)	-	(1,632,095)	(1,904,490)	(3,536,585)
Transfer	(25,000)	25,000			
<b>At 31 May 2023</b>	<u>509,219</u>	<u>100,000</u>	<u>609,219</u>	<u>-</u>	<u>609,219</u>
<b>At 1 June 2023</b>	509,219	100,000	609,219	-	609,219
Incoming resources	1,664,048		1,664,048	1,542,214	3,206,262
Resources expended	(1,822,038)	-	(1,822,038)	(1,542,214)	(3,364,252)
Transfer	(18,750)	18,750			
<b>At 31 May 2024</b>	<u>332,479</u>	<u>118,750</u>	<u>451,229</u>	<u>-</u>	<u>451,229</u>

Funds are held for use of the following purposes.

#### General reserve

General reserve represents funds available for use at the discretion of Board to further the Charity's objectives.

#### Designated funds

Designated funds are amounts set aside by the Trustees for specific purposes. During the year the Trustees transferred an additional £18,750 into a separate designated fund for the maintenance and improvement of the pitches made available to the Foundation by West Ham United Football Club.

#### Restricted funds

Restricted funds include grants given to the Charity for specific purposes to be expended in accordance with the terms of donation or grants.

These funds consist of grants and funding in various bodies including Premier League. They are to be used for specific projects according to terms and restrictions imposed by the donors and funding bodies. They relate to a large number of short-term projects the activities which are in line with our objectives, covering areas in Football Development, Learning and Community.

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2024**

**17 Analysis of net assets between funds**

	General reserve	Designated funds	Total unrestricted funds	General reserve	Designated funds	Total unrestricted funds
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Fund balances at 31 May 2024 are represented by:						
Tangible assets	15,465	-	15,465	23,337	-	23,337
Current assets/(liabilities)	317,014	118,750	435,764	485,882	100,000	585,882
	<u>332,479</u>	<u>118,750</u>	<u>451,229</u>	<u>509,219</u>	<u>100,000</u>	<u>609,219</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

### 18 Related party transactions

#### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2024 £	2023 £
Aggregate compensation	438,937	477,248

#### Transactions with related parties

Sports equipment, stationery and children's toys were purchased from West Ham United Football Club Limited.

	Purchase of goods	
	2024 £	2023 £
West Ham United Football Club	63,750	56,271

Other trading income (Note 6) includes salary and other recharges to West Ham United Football Club for the use of staff and hospitality.

	Recharges	
	2024 £	2023 £
West Ham United Football Club	164,566	38,209

The following amounts were outstanding at the reporting end date:

£177,232 (2023: £117,356 credit) due from West Ham United Football Club Group.

A number of other goods and services were supplied to the company by West Ham United Football Club Limited on a complimentary basis, as explained in the section headed "Relationship with West Ham United Football Club Limited" in the Trustees' Report, pages 1 to 13 of these financial statements. The Trustees consider that it is impracticable to value these goods and services.

On 28 May 2024, the charity entered into an operating lease with West Ham United Football Club for a period of twenty five years for the occupation of the redeveloped premises at Beckton at a minimum rent of £20,000 per annum. The previous lease allowed rent free occupation.

### 19 Controlling Party

The company is limited by guarantee and therefore does not have any share capital. Any liability of its members is limited to £10 per member

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

### 20 Subsidiaries

Details of the charity's subsidiaries at 31 May 2024 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
West Ham United Foundation Enterprises (WHUFE) Limited	England and Wales	Provision of Sports Services	Ordinary	100.00	

Share Capital Held £1

### 21 Cash generated from operations

	2024 £	2023 £
(Deficit)/surplus for the year	(157,990)	76,018
Depreciation and impairment of tangible fixed assets	10,893	6,926
Movements in working capital:		
Decrease in debtors	238,429	459,207
(Decrease) in creditors	(271,712)	(453,013)
Increase/(decrease) in deferred income	143,769	(16,619)
<b>Cash (absorbed by)/generated from operations</b>	<b>(36,611)</b>	<b>72,519</b>

### 22 Corresponding amounts

In certain cases, the Trustees have reanalysed the corresponding amounts in order to make their disclosures more meaningful.

**WEST HAM UNITED FOUNDATION**

England & Wales - Charity number 1114458

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# Accounts

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**FOUNDATION**

**WEST HAM UNITED FOUNDATION**

**(A Company Limited by Guarantee)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MAY 2023**

**Charity registration number 1114458**

**Company registration number 05731045 (England and Wales)**

# WEST HAM UNITED FOUNDATION

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Andrew Mollett (Chair) Marie Gabriel Jeremy Crook Henri Brandman Jackie Ferdinand Jeffrey Hayes
<b>Chief Executive</b>	Joseph Lyons
<b>Secretary</b>	Andrew Mollett
<b>Charity number</b>	1114458
<b>Company number</b>	05731045
<b>Registered office</b>	60a Albatross Close Beckton London E6 5NX
<b>Auditor</b>	F Winter & Co LLP Statutory Auditors & Chartered Accountants Ramillies House 2 Ramillies Street London W1F 7LN
<b>Bankers</b>	Barclays Bank 1 Churchill Place London E14 5HP

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# WEST HAM UNITED FOUNDATION

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# WEST HAM UNITED FOUNDATION

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MAY 2023

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We, the Trustees, are pleased to present the annual Trustees' Report and the consolidated financial statements of the Charity and its subsidiary for the year ended 31 May 2023, which have been prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. These financial statements comply with West Ham United Foundation's governing document, and the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### Objectives and activities

The company's memorandum of association defines its objects as being for the benefit of the public generally and, in particular, the inhabitants of London and its surrounding areas:

1. to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health (facilities in Article 3 means land, buildings, equipment and organising sporting activities).
2. to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.
3. to advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity.

### Vision

As the outreach vehicle of West Ham United Football Club, the Foundation's vision is to harness the power of football to maximise life chances and inspire better future for all.

### Mission

To provide an innovative approach to understanding and meeting the needs of our community; building partnerships and utilising insight and technology to create an environment where all can thrive - from the heart of east London.

The Foundation will work to achieve the following targets:

- Providing Opportunities
- Creating Pathways
- Changing Lives

The Foundation will work to achieve the following strategic objectives:

- Responding to local need - Engaging our community to understand local needs and to ensure that our programmes, facilities and reporting structures are designed around them.
- Uniting our community - Understanding our community, what works and how innovative thinking across our stakeholders is essential to support fitter and healthier lifestyle choices.
- Providing an environment for all to thrive - Shaping the programmes we run and our ways of working to create effective, efficient and innovative mechanisms that support anyone in need of help for as long as they need it.

### Strategic Objectives

- Responding to local need - Engaging our community to understand local needs and to ensure that our programmes, facilities and reporting structures are designed around them.
- Uniting our community - Understanding our community, what works and how innovative thinking across our stakeholders is essential to support fitter and healthier lifestyle choices.
- Providing an environment for all to thrive - Shaping the programmes we run and our ways of working to create effective, efficient and innovative mechanisms that support anyone in need of help for as long as they need it.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2023*

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The company's constitution is set out in its articles of association published on incorporation and as subsequently modified. This document defines the terms of reference for the board of trustees and the company's corporate governance procedures.

#### **Directors and Trustees**

The trustees, who are also directors for the purposes of company law, who held office during the year and since the year end, are as follows:

- Andrew Mollett (Chair)
- Ben Illingworth (resigned 01/03/2023)
- Marie Gabriel
- Jeremy Crook
- Henri Brandman
- Jackie Ferdinand
- Jeffrey Hayes

The board of trustees meets periodically and receives reports from operational staff and determines strategy and policy for the company.

The board of trustees has an ongoing commitment to assess the skill set required at board level and, as the company develops, to ensure that, where necessary, additional trustees are recruited.

#### **Relationship with West Ham United Football Club Limited**

The company delivers all community sports and charitable activities on behalf of West Ham United Football Club Limited. However, it operates independently of the football club and, although some of the company's trustees are also employees of the football club, this is balanced by the presence of independent trustees on the board and the articles of association confer no ability by the club to exercise control over the company.

The terms of the relationship between the company and the football club are codified in a Service Level Agreement. This agreement enshrines the practices already being observed in terms of the provision of services by the football club to the company at no cost to the company. A separate licence agreement grants the company a right of occupancy, on a rent-free basis, of the Club's wholly owned freehold premises at 60a Albatross Close, Woolwich Manor Way, London E6 5NX.

We have referred to guidance contained in the Charity Commission and complied with the duty in section 4 of the Charities Act 2011 to have due regard to public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Embracing fully the spirit of West Ham United, the Club and Foundation work closely together and the Foundation endeavours to be a force for social good; being a welcoming and safe space for all, inspiring others and addressing a range of issues facing society.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

*FOR THE YEAR ENDED 31 MAY 2023*

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#### **Achievements and performance**

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the trustees to present a strategic report.

Our ongoing intention is to use the influence of sport to create real and accessible opportunities for education and employment which is a crucial element of some of the opportunities we are trying to support for the people with whom we engage. Collaborations have been vital to this, to add value and reach those who may be at risk of being disengaged; using our voice and platform, as the Club's community entity, to make a positive difference to individuals, groups and communities.

#### **Activity**

Our diverse and multi-layered approach keeps us focused on the needs of the communities we serve. Inequalities have been heightened, the cost of living is rising, all while consequences of the pandemic continue to emerge. By using the power of the West Ham United badge, we are able to provide aspiration and hope.

The fundamentals of our delivery consist of: health initiatives that support the most vulnerable, providing mentoring, education and employment opportunities; keeping children and young people engaged and challenged in sport and in the classroom, or providing the opportunity to follow their footballing dreams while also gaining qualifications off the pitch.

We reach thousands of people each week through over 30 initiatives that deliver against one or more of our key themes. Our work spans health, learning, grassroots sport, football development, employability, with equality, diversity and inclusion embedded.

Throughout the 22/23 season, despite continued hard times, we have worked tirelessly to fulfil our responsibilities. This includes raising awareness of our services, utilising our position to connect and develop networks, and do our utmost to help to combat some of the most complex issues facing our society.

As part of this, we have accessed a variety of media opportunities, however, at the forefront has been the incredibly positive exposure which was provided to the Foundation through the presence of our logo on the back of the men's shirts for their European campaign again. Re-asserting the community ethos approach of the football club, the Foundation continued to hold a position of prominence in the men's UEFA Conference League fixtures this season. This offered an influx of awareness on a global scale, especially with the team's momentous title win, assisting our overall ambitions.

At the centre of all of this sit our projects which have presented countless highlights. Here is a selection:

#### **Active United – Walking Sports**

- Our walking sports programme is delivered by our Health Department and throughout this year has developed new locations across East London with expansion plans in place for Essex.
- This is a physical activity programme providing a lower intensity level access to sport, currently delivering walking football and walking basketball
- Nearly 60 participants across both sports
- This programme is bringing people together to achieve what is impossible alone and empowering them to also tackle life off the pitch
- We have established teams who participate in mini-festivals and friendly fixtures

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

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#### **Advantage**

Run in collaboration with Football Club Community Organisations, Advantage is a mentoring programme for young people aged 14-21 who have been referred to Child and Adolescent Mental Health Services (CAMHS) and don't meet the threshold for clinical support or do not want to engage with CAMHS.

- It focuses on supporting young people with key interventions and assistance in order to help them re-establish aspirations and a sense of connection.
- The Advantage Initiative in North East London is delivered in partnership between West Ham United Foundation (Barking & Dagenham, Newham, Havering, Tower Hamlets), Arsenal in the Community (Hackney), Leyton Orient Trust (Redbridge, Waltham Forest) and East London NHS Foundation Trust and Northeast London NHS Foundation Trust.
- Participants receive weekly individual mentoring support from a trained youth worker, who is in turn supported by CAMHS practitioners.
- 70 young people engaged across all the boroughs
- Average age 16.4
- 75% participants of a non-white background
- 29% SEND
- 67% of participants are male
- Participants improved their life functioning by 32%
- Participants felt 52% less stressed and better able to handle stress
- Participants improved their overall everyday wellbeing by 30%

#### **Children in Care**

The Children in Care programme engages exclusively with care experienced young people in east London and Essex between the ages of 11-18 to provide them with an engaging personal development curriculum. This programme focuses on providing participants with enriching activities that they otherwise would not experience.

- Children in Care delivery takes place during out of school hours and holiday periods where we engage with Virtual Schools across east London.
- We provide care experienced young people with enriching experiences during the holiday periods that improve their confidence and employment opportunities.
- In April 2023 we delivered a 3-day programme with activities taking place at the London Stadium, University of East London, and West Ham United Foundation's Community Hub.
- 7 young people took part in this programme.
- The programme culminated in a visit from established author Dan Freedman, who emphasised the importance of literacy.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

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#### **Health and Social Care**

We deliver our Health and Social Care programme in partnership with The Prince's Trust. This programme aims to work with young people aged 18-30 who are interested in working in the Health and Social Care Sector.

- Through this programme we delivered a Health and Social Care focused careers development curriculum which aimed to provide young people with tangible skills that they could bring into the sector. This curriculum is delivered via weekly sessions over 6 weeks.
- Each participant was attached to a West Ham United Foundation mentor who provided each young person with bespoke support and a personal development plan.
- In partnership with The Prince's Trust we hosted a Recruitment Roadshow event at the London Stadium which attracted 100 young people.
- We delivered an employability themed football tournament at our community hub in Beckton, which 37 young people attended.
- Over the course of the year we provided bespoke individualised support to 60 young people.

#### **Higher Education**

We have been delivering Undergraduate degree programmes as a collaborative partner with the University of East London for seven years. The aim is to provide local people with the tools and education to support their continued development.

- Over the past two years we have had 40 graduates from our BSc Sports Coaching and Performance degree and 15 from our Foundation degree in FdSc Community Sport Management, with 100% of students moving from our Foundation degree to the third year top-up programme to achieve full honours.
- On our Sports Coaching programme our National Student Survey results have increased year on year
  - 93% of students strongly agreeing that there is a high quality of teaching delivery.
  - 100% for wellbeing support
  - +29% Increase in the quality of assessment and feedback
  - +25% Increase in the quality of academic support that students are offered
  - +26% Increase in the quality of learning resources that students are provided
  - +37% in student voice
  - The programme scored the highest in all metrics across the school of sport at the university.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

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#### **Holiday Activity Fund (HAF)**

- The Holiday Activity Fund has been delivered across East London and Essex.
- The programme is delivered across half term holidays.
- We provide free sports delivery for children who are eligible for free school meals – age between 7-16 years old.
- The activities provide a range of opportunities, participants engage within multiple multi-sports activities, learn about healthy living, participate in enrichment activities, and make new friends.
- One hot meal provided each day at each venue.

#### **Premier League Inspires**

The Premier League Inspires programme aims to provide secondary schools with an engaging curriculum for their vulnerable, at risk, and struggling students to support them with their personal and academic development.

- The programme supports progression towards their academic attainment, GCSE's, future employability and equip them with a set of principle life skills.
- The programme ranges from 12 weeks minimum to a maximum of 36 weeks depending on each school's requirements.
- The programme delivers a variety of interventions to meet the needs of the young people we work with, including 1-2-1 sessions, small group sessions to 8-12 students, and whole class activities.
- Each school who registers for the programme will also automatically be entered into our Heats with a chance to represent WHU Foundation at the National Schools Premier League Inspires Challenge Competition.
- 117 secondary school pupils engaged in the 22/23 academic year
- 10 participating schools
- 63% of participants have improved physical wellbeing
- 74% of participants have improved mental wellbeing
- 85% of participants demonstrate more positive behaviours
- 80% of participants improved confidence and self-esteem
- 77% of participants have improved interpersonal relationships since the project began
- 81% of participants felt inspired or engaged
- 82% of participants improved attendance or attainment

#### **Moore Family Foundation**

In Bobby Moore's name, Moore Family Foundation works specifically with young people aged 11-16 outside mainstream education, providing them with unique opportunities to enrich their life experiences and prospects. We aim to add value to Alternative Provision's existing curriculum.

- We provide participants with the opportunity to achieve additional qualifications in KS4 to increase their options when they leave education

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

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- Participants have the chance to achieve the FA Playmaker Award, FA Talent Identification Level 1, Sports Leaders Level 1, Sports Leaders Level 2, and Business Administration Level 1
- Participants attend our West Ham United Foundation's facility in Beckton once a week to take part in structured lessons both inside a classroom and outside on our football pitch
- Last year we engaged with 7 young people with all participants gaining the FA Playmaker Award, FA Talent Identification Level 1, and Sports Leaders Level 1
- One participant achieved all 5 qualifications and the FA Level 1 in Coaching Football.

#### **Moving on Up**

Moving On Up is a careers development programme supporting young black men, aged 16 to 25 within Newham who are unemployed/underemployed.

- The programme includes bespoke workshops, one-to-one support, and professional mentoring. The aim of this engagement is to increase each participant's employment skills and connect them with prospective employers.
- The programme works with participants with the aim to secure employment or career progressions for those involved.
- Collaborative approach partners include: ELBA, Newham Workplace, Newham College, NLP Sports, New Direction.
- All participants receive a personal development plan and attend industry insight events.
- Engaged with 31 participants in 2022-2023.

#### **NCS**

The NCS programme offers young people, aged 15-17, a unique personal development and life skills programme that includes a summer residential. As well as a chance to develop skills and take on new challenges young people also do something good for their local community, carrying out a social action project to support a cause they care about.

- 150+ young people on summer residential programme.
- 80+ hrs social action
- 80 young people attended skills booster workshops

#### **Post 16 Football & Education**

The Post 16 Football & Education programme is a two-year development programme for talented footballers aged 16-19-years who have completed Year 11 school education.

- The programme offers participants four weekly training sessions plus matchdays at weekends.
- Alongside football training, participants also study for academic, coaching and fitness qualifications, such as Level 1-3 BTEC/NCFE sports courses, with some students even progressing into higher education, such as University and Scholarships in the USA.
- Players are mentored by UEFA and FA qualified scouts and coaches.
- While progressing through the Player Pathway, players also get the opportunity to attend Premier League or Cup matches and hear from Premier League players.
- Previous players have gone on to sign professional contracts, play for their country and receive employment within the football industry.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

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#### Primary Care Network

Newham Central 1 PCN have appointed a Young Persons Link Worker to work with children and young people who may be at risk of knife crime (serious Youth Violence). The Young Persons Link Worker is a supportive role to help children and young people engage in an open dialogue and seek help without being judged. The Young Persons Link Worker is employed by WHUF and delivers mentoring support to referred young people

- Newham Central 1 Primary Care Network (PCN) are a group of GP practices working together with a range of stakeholders to tackle and prevent knife crime in children and young people prevent children and young people become victims.
- It focuses on supporting young people 11-18 through weekly mentoring and links to internal and external programmes as an intervention.
- 36 referrals and 18 young people completed support.

#### Premier League Kicks

Premier League Kicks is a programme which uses the reach and appeal of the Premier League and football to regularly engage children and young people of all backgrounds and abilities in football, sport and personal development opportunities.

- Provision available for 8 to 18-year-olds (or those aged 19 to 25-years in structured volunteering) at hub and satellite venues.
- We had several external providers run workshops with our young people (Met police (stop and search/ music & podcasting/ cooking/ recycling)
- Lyca mobile tournament – engaged 728 YPs across 5 Schools from; Newham, Waltham Forest, Barking & Dagenham, Rainham, Redbridge and Tower Hamlets- finals held @ Rush Green training ground
- 1751 participants engaged.
- Hub sessions across 4 boroughs
- 75% of YPs enjoying sessions and feeling it has benefited them
- Working with more community partners – Schools, Newham probation, NHS and local youth centres

#### Stop the Hate

Stop the Hate is a programme launched in 2015 in partnership with Show Racism the Red Card which provides preventative workshops for young people across both Primary and Secondary Schools and youth centres, to help them understand how to effectively and positively challenge racist and prejudicial ideas.

- The programme has engaged approximately 18,000 children and young people to date across 19 schools
- Shortlisted for Best Football Community Scheme at the 2021 Football Business Awards
- There was a 35% increase in high understanding of what the term racism means amongst participants.
- There was a 46% increase in high understanding of what the term extremism means.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

#### The Training Ground

The Training Ground is a football themed Personal & Professional development programme for young people aged 16 to 25-years old from across East London. The programme provides participants with core employability skills such as: CV masterclass, job searching, job application, networking, Interview skills, communication skills, professional workplace, and employer insight experience.

- A structured 10-week programme delivered at the West Ham United Foundation which encourages and enables personal development and growth
- 46 participants with 96 hours of engagement per participant. Totalling 4,416 hours of participant engagement
- Engaged with 60 participants over the season. 51 of the engaged participants are from diverse ethnic communities. 50 individuals worked on a Personal Development
- Provided both informal and formal mentoring to 46 sustained participants, 1-2-1 and group sessions
- 30 participants progressed on to a positive pathway. (15 employment, 15 education)
- Partnership with Street Soccer Academy to enhance and sustain existing TTG+ Project. 13 participants took part on a competition because of this partnership
- 50% referrals from our partners in East London boroughs
- 80% developed new skills
- 95% increased self-esteem and confidence
- 78% felt improved physical and mental health.

#### Financial review

	2022/2023	2021/2022
	£	£
Income	3,612,603	3,613,200
The group's incoming resources can be analysed as follows:		
Donations	447,469	321,739
Football Development	830,039	832,570
Community	896,843	897,724
Learning	806,501	900,989
Coronavirus Job Retention Scheme	-	52,297
Trading activities	631,751	607,881
The group recorded a net increase in funds of:	76,018	218,878
At the year end the group had net assets of:	609,219	533,201

The 2022 figures have been restated during the year (see note 3).

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

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The income generated by trading subsidiary which is responsible for services rendered to partners, clients and candidates requiring sports workshops, general consultancy services, provision of coaching, pitch booking facilities and sporting events. The trustees are fully confident that the trading activities will maintain the charity's reserves in the future.

The board of trustees is responsible for drawing up the accounts on a going concern basis and in doing so has considered the period for at least 12 months from the date of signing these accounts. The principal risks to the company's going concern status are twofold.

Firstly, as a relatively small company, it is dependent on a sustainable level of income from its operations. This risk is mitigated in part by the fact that an increasing proportion of its grant funding is for a period in excess of one year and therefore subject to considerable certainty, and in part by the fact that much of the company's expenditure is variable and significant cost savings could quickly be achieved in the event of a shortfall in turnover.

Secondly, although it is a separate legal entity from West Ham United Football Club Limited, the company is inevitably dependent to some extent on the status and continued operations of the football club. Moreover, to the extent necessary, the club has also undertaken to provide the company with such financial support as it may require continuing trading and to meet its debts as they fall due for a year of at least twelve months from the date of these accounts. The board of trustees is satisfied that West Ham United Football Club Limited is in a position to provide that financial support if needed.

Consequently, after making enquiries and taking account of the uncertainties described above, the Board of Trustees has a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the board of trustees continue to adopt the going concern basis in preparing the annual report and accounts for the company.

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

#### **Reserves Policy**

Taking into consideration the guidance provided by The Charity Commission for determining an appropriate reserve level, projections for the appropriate amount of reserves have been calculated on the basis that the reserves in our target range would provide short-term until long-term solutions can be established and are essential to ensure the Charity's capability to meet short-term obligations.

Reserves serve the crucial function of bridging the gap between resource allocation and acquisition, as well as covering unforeseen declines in income and unexpected increases in other expenditures. The Trustees consider that the ideal reserve level for the next five years is between £200,000 - £500,000.

As at 31 May 2023 the Group's level of reserves was £609,219 (2021/2022: £533,201).

The net movement in funds of West Ham United Foundation (WHUF) as at 31 May 2023 was £76,018, (31 May 2022: £218,878).

Following a transfer of £25,000 from general reserve, designated funds increased to £100,000 for long term maintenance of the Pitch.

The Board keeps the level of reserves under regular review to ensure that it is adequate and appropriate to meet the requirement of the organisation

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 MAY 2023**

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#### Risk Review

The Trustees have undertaken an initial assessment of the major risks to which the company is exposed, in particular those related to finances and how it operates generally.

During the year, we established new strategic groups and consolidated forums to maintain a continuous evaluation of risk factors. These groups convene on a monthly basis. These groups are:

#### Strategic Groups (+lead)

- Operations Management (Head of Ops)
- Business Development (Director of Programmes)
- Equality Group (Head of Community Development)
- Equality Group (EDI Lead)
- Project Managers Group (SLT)

#### Forums

- Training & Workforce
- Environmental Sustainability
- Staff & Wellbeing
- Youth Forum

The Group's Finance Sub Committee is fully active, however, the entire board carries fiduciary responsibility for the organisation, the finance committee serves as a leadership role in this area, making sure appropriate internal control procedures for all financial transactions are documented. The Finance committee will ensure compliance and/or develop other policies that further serve to protect the WHUF and manage its exposure to risk.

Ways in managing this financial risk include:

- Having detailed financial planning, policies and processes in place to ensure oversight and ongoing monitoring of the financial position with all Heads of Departments and Budget Holders.
- Detailed contract planning and financial risk analysis has been assessed within the Foundations Forum - Business Development section.

The Trustees meet quarterly to monitor the spending. Generally, we look at various ways to streamline costs without impacting on the delivery of the quality of services supplied, ensuring awareness and compliance of regulatory standards that impact the different activities carried out by the Group.

Grants received from Premier League programmes still form a material sum of the financial performance, the Board recognises that its financial performance would be materially affected in the event of West Ham United Football Club Limited being relegated from the Premier League with an associated reduction in the availability of funding from central resources.

In order to mitigate any loss of income careful planning and, promotional and fundraising events are being instigated. Also, the group prepares budgets three seasons in advance which include an evaluation of the impact of relegation and associated contingency plans.

Financial assets that expose the company to financial risk consist principally of cash, trade receivables and other receivables. Financial liabilities that expose the company to financial risk consist principally of trade payables and other payables. The financial risks associated with financial instruments are considered minimal.

The company is not exposed to any foreign exchange risks.

The company places its cash with creditworthy institutions. The company performs ongoing credit evaluation of its debtor's financial condition. The carrying amount of cash, trade receivables and other receivables represent the maximum credit risk that the company is exposed to.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

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#### Plans for future periods

##### 2023-2024

At the heart of our Foundation's efforts is a deep understanding of the people and communities we reach. We invest time into understanding their needs and aspirations and work collaboratively, alongside our networks, to support where we can.

This multi-layered model has enabled us to sharpen our attention on key areas impacting the individuals, groups and communities we serve. With prevention, intervention and partnership being crucial to our efforts, we are working hard to tackle some of the most prevalent issues in society today.

Times are tough right now, and with the mounting pressures of the cost-of-living-crisis, people need our help more than ever. However, despite these challenges, we have remained focused on our mission and objectives throughout.

As we navigate through these uncertain times, the Foundation continues to be an anchor in the community, and our agile approach allows us to be reactive within this ever-changing landscape. With themes such as food insecurity and youth violence rife, our initiatives have adapted to be able to support those most vulnerable.

As part of this, we are continuing to develop our work with children and families, progress mentoring and assistance for young people and enhance employability pathways: helping to create positive change and brighter futures.

#### Auditor

In accordance with the company's articles, a resolution proposing that F Winter & Co LLP be reappointed as auditor of the company will be put at a General Meeting.

#### Disclosure of information to auditor

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

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that's he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees' report, including the directors' report and the strategic report, was approved by the Board of Trustees.



Andrew Mollett (Chair)  
Trustee

16 February 2024

## WEST HAM UNITED FOUNDATION

### STATEMENT OF TRUSTEES' RESPONSIBILITIES

**FOR THE YEAR ENDED 31 MAY 2023**

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

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



Andrew Mollett (Chair)  
Trustee

16 February 2024

# WEST HAM UNITED FOUNDATION

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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#### Opinion

We have audited the financial statements of West Ham United Foundation (the 'charity') for the year ended 31 May 2023 which comprise the consolidated statement of financial activities, the consolidated and parent balance sheet, the consolidated statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report and the strategic report prepared for the purposes of company law, 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.

## WEST HAM UNITED FOUNDATION

### INDEPENDENT AUDITOR'S REPORT (CONTINUED)

#### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

##### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

##### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulation. We design procedures in line with our responsibilities outlined above, to detect material misstatements in respect of irregularities, including fraud.

## WEST HAM UNITED FOUNDATION

### INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Our approach was as follows:**

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity by discussions with management and those charged with governance, experience from previous audits of the entity and experience of other charitable clients.

We assessed the risk of material misstatement in respect of fraud by discussions with management and assessments against accepted risk factors.

We corroborated our enquiries through our substantive audit testing, review of client procedures and of minutes of trustee meetings.

We determined that the most significant laws and regulations that relate which have a direct impact on the determination of material amounts and disclosures in the financial statements are company law, charitable law, the charitable objectives of the Foundation and accounting standards, including FRS 102 and the Charities SORP.

The terms and conditions under which grants and other income, in particular those of the Premier League, are significant because non-compliance would have a material effect on the financial statements.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above.

We considered the risk of fraud through management override, and in response, we incorporated testing of manual journal entries into our audit approach.

The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with laws and regulations.

Identified fraud risk factors were discussed during the audit team briefing and professional scepticism exercised throughout the audit.

Because of the inherent limitations of an audit there is a risk that we will not detect all misstatements due to irregularities, including fraud. The more removed the laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment, forgery, omission, misrepresentation and collusion. Audit standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiries of management and inspection of regulatory and legal correspondence, if any, in the absence of identified or suspected non-compliance.

## WEST HAM UNITED FOUNDATION

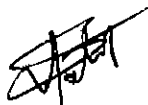
### INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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#### 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.



(Senior Statutory Auditor)  
for and on behalf of F Winter & Co LLP

16 February 2024

Chartered Accountants  
Statutory Auditor

Statutory Auditors & Chartered  
Accountants  
Ramillies House  
2 Ramillies Street  
London  
W1F 7LN

## WEST HAM UNITED FOUNDATION

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
<b>Income from:</b>							
Donations and similar Income	4	447,469	-	447,469	321,739	-	321,739
Income from Charitable Activities	5	628,893	1,904,490	2,533,383	792,204	1,891,376	2,683,580
Other trading activities	6	631,751	-	631,751	607,881	-	607,881
<b>Total income</b>		<u>1,708,113</u>	<u>1,904,490</u>	<u>3,612,603</u>	<u>1,721,824</u>	<u>1,891,376</u>	<u>3,613,200</u>
<b>Expenditure on:</b>							
Expenditure on trading activities	7	356,035	-	356,035	289,832	-	289,832
Charitable activities	8	1,276,060	1,904,490	3,180,550	1,213,114	1,891,376	3,104,490
<b>Total expenditure</b>		<u>1,632,095</u>	<u>1,904,490</u>	<u>3,536,585</u>	<u>1,502,946</u>	<u>1,891,376</u>	<u>3,394,322</u>
<b>Net income for the year/ Net movement in funds</b>		76,018	-	76,018	218,878	-	218,878
Fund balances at 1 June 2022		533,201	-	533,201	314,324	-	314,324
<b>Fund balances at 31 May 2023</b>		<u>609,219</u>	<u>-</u>	<u>609,219</u>	<u>533,201</u>	<u>-</u>	<u>533,201</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

# WEST HAM UNITED FOUNDATION

## CONSOLIDATED AND PARENT COMPANY BALANCE SHEET

AS AT 31 MAY 2023

	Notes	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
<b>Fixed assets</b>					
Tangible assets	12	23,337	23,337	8,659	8,659
Investments	20	-	1	-	1
		<u>23,337</u>	<u>23,338</u>	<u>8,659</u>	<u>8,660</u>
<b>Current assets</b>					
Debtors	13	999,127	1,050,942	1,458,333	1,411,364
Cash at bank and in hand		262,004	159,832	211,090	89,595
		<u>1,261,131</u>	<u>1,210,774</u>	<u>1,669,423</u>	<u>1,500,959</u>
<b>Creditors: amounts falling due within one year</b>	14	<u>(675,245)</u>	<u>(624,889)</u>	<u>(1,144,881)</u>	<u>(976,416)</u>
<b>Net current assets</b>		<u>585,882</u>	<u>585,882</u>	<u>524,541</u>	<u>524,541</u>
<b>Total assets less current liabilities</b>		<u>609,219</u>	<u>609,219</u>	<u>533,201</u>	<u>533,201</u>
<b>Income funds</b>					
<u>Unrestricted funds</u>					
Designated funds		100,000	100,000	75,000	75,000
General unrestricted funds		509,219	509,219	458,201	458,201
		<u>609,219</u>	<u>609,219</u>	<u>533,201</u>	<u>533,201</u>

The company has taken advantage of the exemption under company law not to present its parent company statement of financial activities, including its income and expenditure account. The amount of group net income for the year dealt with in the company's accounts was £76,018 (2022 - £218,878)

The financial statements were approved and authorized for issue by the board of trustees on 16 February 2024



Andrew Mollett (Chair)  
Trustee

Company registration number 05731045

## WEST HAM UNITED FOUNDATION

### CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MAY 2023

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	Notes	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	21		72,519		120,492
<b>Investing activities</b>					
Purchase of tangible fixed assets		(21,605)		(8,066)	
<b>Net cash used in investing activities</b>			(21,605)		(8,066)
<b>Net cash used in financing activities</b>			-		-
<b>Net increase in cash and cash equivalents</b>			50,914		112,426
Cash and cash equivalents at beginning of year			211,090		98,664
<b>Cash and cash equivalents at end of year</b>			<u>262,004</u>		<u>211,090</u>

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# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2023

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### 1 Accounting policies

#### Charity Information

West Ham United Foundation is a private company limited by guarantee (Companies House No. 5731045) and a registered charity (Registered Charity No. 1114458) incorporated in England and Wales. The registered office is 60a Albatross Close, Beckton, London, E8 5NX. The principal activities of the company are described in the Trustees Report.

#### 1.1 Basis of Preparation

##### Accounting convention

The financial statements have been prepared in accordance with the the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The company is a qualifying entity as defined by FRS102 and has taken advantage of the provisions in FRS 102 whereby a parent is not required to present a cash flow statement for the charity. Endif The principal accounting policies adopted are set out below.

##### Basis of Consolidation

The consolidated financial statements incorporate the results of West Ham United Foundation and its subsidiary from the date that control commences to the date it ceases.

Subsidiary undertaking is consolidated on a line-by-line basis using the acquisition method of accounting in accordance with Section 9 "Consolidated and Separate Financial Statements" of FRS 102.

Details of West Ham United Foundations subsidiary undertaking can be found in Note 20.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Board of Directors of West Ham United Football Club Limited (Club) have confirmed the Clubs ongoing intention of operational and financial support to the Trust for a minimum period of 12 months from the date of approval of these financial statements, and in addition the Club will not seek foreclosure of the intercompany loan.

Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds are amounts set aside by the trustees for a specific purpose and may be transferred back to unrestricted funds by decision of the trustees at their discretion

Restricted funds are subject to specific conditions by donors as to how they may be used. At the year end, the balances on all restricted funds are Nil.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

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### 1 Accounting policies

(Continued)

#### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donations and similar income includes donations, legacies and the income from all non-charitable incidental fundraising activities.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

The Foundation does not include donated services and facilities in the Statement of Financial Activities as it is unable to reasonably quantify or measure the value of these services. Donated services are provided by West Ham United FC to the extent that premises and support functions are provided free of any charges. Details of transactions with West Ham United FC are included in note 18.

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Plant & Machinery	20% reducing balance
Computer Software	33.3% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Investment in subsidiary undertaking

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities. Investment in subsidiaries are included at cost.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

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### 1 Accounting policies (Continued)

#### 1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.9 Cash and cash equivalents

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

#### 1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Debtors**

Trade and other debtors are recognized at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Creditors and provisions**

Creditors and provisions are recognized where the charity has a present obligation resulting from a past event that could 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 recognized at their settlement amount after allowing for any trade discount due.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

### 1 Accounting policies

(Continued)

#### 1.11 Taxation

The Charity is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. The income of the trading subsidiary is gift aided to the parent charity such that no tax liabilities are due.

#### 1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 2 Critical accounting estimates and judgements

The principal estimates and judgements relate to the assessment of accrued and deferred income relating to restricted fund projects as determined by the conditions of the grant and the accounting requirements of FRS 102 and the SORP.

The allocation of support costs needs to take account of the restrictions imposed by donors on the ability to recover cost (see Note 9).

### 3 Prior year adjustment

The 2022 financial statements understated expenditure on trading activities by £50,336. The trustees have amended the comparative figures and opening balances in accordance with FRS 102.

### 4 Donations and similar income

	Unrestricted funds general 2023 £	Unrestricted funds general 2022 £
Grants	234,500	230,000
Donations	91,329	77,114
Legacies	40,000	-
Fundraising	81,640	14,625
	<u>447,469</u>	<u>321,739</u>

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

5	Income from Charitable Activities	Football Development		Community		Learning		Total 2023		Football Development		Community		Learning		Coronavirus Job Retention Scheme		Total 2022		
		2023	£	2023	£	2023	£	2023	£	2022	£	2022	£	2022	£	2022	£	2022	£	
	Charitable activities	830,039		896,843		806,501		2,533,383		832,570		897,724		900,989		52,297		2,683,580		
	Analysis by fund																			
	Unrestricted funds - general	184,476		20,527		423,890		628,893		149,295		58,862		542,128		41,919		792,204		
	Restricted funds	645,563		876,316		382,611		1,904,490		683,275		838,862		358,861		10,378		1,891,376		
		830,039		896,843		806,501		2,533,383		832,570		897,724		900,989		52,297		2,683,580		

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

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**6 Other trading activities**

	Unrestricted funds general 2023 £	Unrestricted funds general 2022 £
Football development	593,542	467,518
Other trading income	38,209	125,404
Coronavirus Job Retention Scheme	-	14,959
	<u>        </u>	<u>        </u>
Other trading activities	<u>631,751</u>	<u>607,881</u>

**7 Expenditure on trading activities**

	Unrestricted funds general 2023 £	Unrestricted funds general 2022 £
<u>Trading costs</u>		
Football Development	<u>356,035</u>	<u>289,832</u>

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

8 Charitable activities	Football Development		Community		Learning		Football Development		Community		Learning		Total	
	2023	£	2023	£	2023	£	2022	£	2022	£	2022	£	2022	£
Charitable expenditure	744,566		607,988		534,500		748,640		701,407		594,501		2,044,548	
Share of support costs (see note 9)	492,436		232,193		556,666		328,063		210,557		510,912		1,049,532	
Share of governance costs (see note 9)	4,067		4,067		4,067		3,470		3,470		3,470		10,410	
	<u>1,241,069</u>		<u>844,248</u>		<u>1,095,233</u>		<u>1,080,173</u>		<u>915,434</u>		<u>1,108,883</u>		<u>3,104,490</u>	
<b>Analysis by fund</b>														
Unrestricted funds - general	476,219		18,136		781,705		354,672		109,179		749,263		1,213,114	
Restricted funds	<u>764,850</u>		<u>826,112</u>		<u>313,528</u>		<u>725,501</u>		<u>806,255</u>		<u>359,620</u>		<u>1,891,376</u>	
	<u>1,241,069</u>		<u>844,248</u>		<u>1,095,233</u>		<u>1,080,173</u>		<u>915,434</u>		<u>1,108,883</u>		<u>3,104,490</u>	

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

**9 Support costs**

	<b>Support costs</b>	<b>Governance costs</b>	<b>2023</b>	<b>Support costs</b>	<b>Governance costs</b>	<b>2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Football Development	492,435	-	492,435	328,063	-	328,063
Community	232,193	-	232,193	210,557	-	210,557
Learning	556,666	-	556,666	510,912	-	510,912
Audit fees	-	11,000	11,000	-	9,500	9,500
Other fees payable to auditors	-	1,200	1,200	-	910	910
	<u>1,281,294</u>	<u>12,200</u>	<u>1,293,494</u>	<u>1,049,532</u>	<u>10,410</u>	<u>1,059,942</u>
Analysed between Charitable activities	<u>1,281,294</u>	<u>12,200</u>	<u>1,293,494</u>	<u>1,049,532</u>	<u>10,410</u>	<u>1,059,942</u>

**10 Trustees**

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

No trustee (or any person associated with them) received any expenses from the charity during the year.

**11 Employees**

The average monthly number of employees during the year was:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
Full time employees	47	54
Part time employees	61	93
Total	<u>108</u>	<u>147</u>

**Employment costs**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	1,973,279	1,841,782
Social security costs	242,546	331,524
Other pension costs	60,421	65,084
	<u>2,276,246</u>	<u>2,238,390</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

### 11 Employees (Continued)

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2023 Number	2022 Number
£170,001-£180,000	1	1
£80,001-£90,000	-	1
£70,001-£80,000	-	1
£60,001-£70,000	2	2
	<u>2</u>	<u>2</u>

### 12 Tangible fixed assets

	Plant & Machinery £
<b>Cost</b>	
At 1 June 2022	42,853
Additions	21,605
Disposals	(30,996)
At 31 May 2023	<u>33,462</u>
<b>Depreciation and impairment</b>	
At 1 June 2022	34,195
Depreciation charged in the year	6,926
Eliminated in respect of disposals	(30,996)
At 31 May 2023	<u>10,125</u>
<b>Carrying amount</b>	
At 31 May 2023	<u>23,337</u>
At 31 May 2022	<u>8,659</u>

### 13 Debtors

	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
<b>Amounts falling due within one year:</b>				
Trade debtors	447,107	368,647	1,027,121	913,826
West Ham United Foundation Enterprises (WHUFE)	-	419,344	-	373,630
Other debtors	1,816	1,816	-	-
Prepayments and accrued income	550,204	261,135	431,212	124,108
	<u>999,127</u>	<u>1,050,942</u>	<u>1,458,333</u>	<u>1,411,364</u>

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

**14 Creditors: amounts falling due within one year**

	Notes	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Other taxation and social security		87,048	62,358	83,847	57,742
Deferred income	15	253,319	253,319	269,938	269,938
Trade creditors		188,759	174,535	433,407	428,332
Accruals and deferred income		146,119	134,677	357,689	220,404
		<u>675,245</u>	<u>624,889</u>	<u>1,144,881</u>	<u>976,416</u>

**15 Deferred income**

	2023 £	2022 £
Other deferred income	<u>253,319</u>	<u>269,938</u>
	2023 £	2022 £
Deferred income is included within:		
Current liabilities	<u>253,319</u>	<u>269,938</u>
Movements in the year:		
Deferred income at 1 June 2022	269,938	303,044
Released from previous periods	(269,938)	(303,044)
Resources deferred in the year	<u>253,319</u>	<u>269,938</u>
Deferred income at 31 May 2023	<u>253,319</u>	<u>269,938</u>

Deferred income represents income which the charity is required to retain to meet the balance of expenditure under the terms of funding agreements.

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

#### 16 Funds

	General Reserve	Designated Funds	Total Unrestricted	Restricted Funds	Total Funds
	£	£	£	£	£
At 1 June 2021	264,323	50,000	314,323	-	314,323
Incoming resources	1,721,824		1,721,824	1,891,376	3,613,200
Resources expended	(1,502,946)	-	(1,502,946)	(1,891,376)	(3,394,322)
Transfer	(25,000)	25,000			
<b>At 31 May 2022</b>	<b>458,201</b>	<b>75,000</b>	<b>533,201</b>	<b>-</b>	<b>533,201</b>
At 1 June 2022	458,201	75,000	533,201	-	533,201
Incoming resources	1,708,113		1,708,113	1,904,490	3,612,603
Resources expended	(1,632,095)	-	(1,632,095)	(1,904,490)	(3,536,585)
Transfer	(25,000)	25,000			
<b>At 31 May 2023</b>	<b>509,219</b>	<b>100,000</b>	<b>609,219</b>	<b>-</b>	<b>609,219</b>

Funds are held for use of the following purposes.

#### General reserve

General reserve represents funds available for use at the discretion of Board to further the Charity's objectives.

#### Designated funds

Designated funds are amounts set aside by the Trustees for specific purposes. During the year the Trustees transferred an additional £25,000 into a separate designated fund for the maintenance and improvement of the pitches made available to the Foundation by West Ham United Football Club.

#### Restricted funds

Restricted funds include grants given to the Charity for specific purposes to be expended in accordance with the terms of donation or grants.

These funds consist of grants and funding in various bodies including Premier League. They are to be used for specific projects according to terms and restrictions imposed by the donors and funding bodies. They relate to a large number of short-term projects the activities which are in line with our objectives, covering areas in Football Development, Learning and Community.

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2023**

**17 Analysis of net assets between funds**

	General reserve	Designated funds	Total unrestricted funds	General reserve	Designated funds	Total unrestricted funds
	2023	2023	2023	2022	2022	2022
	£	£	£	£	£	£
Fund balances at 31 May 2023 are represented by:						
Tangible assets	23,337	-	23,337	8,659	-	8,659
Investments	1	-	1	1	-	1
Current assets/(liabilities)	485,881	100,000	585,881	449,541	75,000	524,541
	<u>509,219</u>	<u>100,000</u>	<u>609,219</u>	<u>458,201</u>	<u>75,000</u>	<u>533,201</u>

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

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#### 18 Related party transactions

##### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023	2022
	£	£
Aggregate compensation	477,248	493,091

##### Transactions with related parties

Sports equipment, stationery and children's toys were purchased from West Ham United Football Club Limited.

	Purchase of goods	
	2023	2022
	£	£
West Ham United Football Club	56,271	67,848

Other trading income (Note 6) includes salary and other recharges to West Ham United Football Club for the use of staff and hospitality.

	Recharges	
	2023	2022
	£	£
West Ham United Football Club	38,209	44,405

The following amounts were outstanding at the reporting end date:

	Amounts owed to related parties	
	2023	2022
	£	£
West Ham United Football Club	117,356	18,400

A number of other goods and services were supplied to the company by West Ham United Football Club Limited on a complimentary basis, as explained in the section headed "Relationship with West Ham United Football Club Limited" in the Trustees' Report, pages 1 to 12 of these financial statements. The Trustees consider that it is impracticable to value these goods and services.

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

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#### 19 Controlling Party

The company is limited by guarantee and therefore does not have any share capital. Any liability of its members is limited to £10 per member

#### 20 Subsidiaries

Details of the charity's subsidiaries at 31 May 2023 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
West Ham United Foundation Enterprises (WHUFE) Limited	England and Wales	Provision of Sports Services	Ordinary	100.00	

Share Capital Held £1

21 Cash generated from operations	2023	2022
	£	£
Surplus for the year	78,018	218,878
Loss on disposal of Fixed Assets	-	89,789
Depreciation and impairment of tangible fixed assets	8,926	2,566
Movements in working capital:		
Decrease/(increase) in debtors	459,207	(370,214)
(Decrease)/increase in creditors	(453,013)	212,579
(Decrease) in deferred income	(16,819)	(33,106)
<b>Cash generated from operations</b>	<u>72,519</u>	<u>120,492</u>

#### 22 Analysis of changes in net funds

The charity had no debt during the year.

#### 23 Corresponding amounts

In certain cases, the trustees have reanalysed the corresponding amounts in order to make their disclosures more meaningful.



**WEST HAM UNITED FOUNDATION**

England & Wales - Charity number 1114458

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# Accounts

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**FOUNDATION**

**WEST HAM UNITED FOUNDATION**

**(A Company Limited by Guarantee)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MAY 2022**

**Charity registration number 1114458**

**Company registration number 05731045 (England and Wales)**

# WEST HAM UNITED FOUNDATION

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Andrew Mollett (Chair) Marie Gabriel Jeremy Crook Henri Brandman Jackie Ferdinand Jeffrey Hayes
<b>Chief Executive</b>	Joseph Lyons
<b>Secretary</b>	Andrew Mollett
<b>Charity number</b>	1114458
<b>Company number</b>	05731045
<b>Registered office</b>	60a Albatross Close Beckton London E6 5NX
<b>Auditor</b>	F Winter & Co LLP Statutory Auditors & Chartered Accountants Ramillies House 2 Ramillies Street London W1F 7LN
<b>Bankers</b>	Barclays Bank 1 Churchill Place London E14 5HP

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# WEST HAM UNITED FOUNDATION

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## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)**

**FOR THE YEAR ENDED 31 MAY 2022**

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We, the Trustees, are pleased to present the annual Trustees' Report and the consolidated financial statements of the Charity and its subsidiaries for the year ended 31 May 2022, which have been prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. These financial statements comply with West Ham United Foundations' governing document, the Charities Act 2011, the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

#### **Objectives and activities**

The company's memorandum of association defines its objects as being for the benefit of the public generally and, in particular, the inhabitants of London and its surrounding areas:

1. to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health (facilities in Article 3 means land, buildings, equipment and organising sporting activities).
2. to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.
3. to advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity.

#### **Vision**

As the Club's outreach vehicle, the Foundation's vision is to be the leading social and community outreach organisation in East London and Essex, using the power of the West Ham United brand to provide inclusive, life-changing opportunities for individuals and wider society.

#### **Mission**

To provide an innovative approach to understanding and meeting the needs of our community; building partnerships and utilising insight and technology to create an environment where all can thrive - from the heart of east London.

The Foundation will work to achieve the following targets:

- Providing Opportunities
- Creating Pathways
- Changing Lives

The Foundation will work to achieve the following objectives:

- Responding to local need
- Uniting our community
- Providing an environment for all to thrive

The company's constitution is set out in its articles of association published on incorporation and as subsequently modified. This document defines the terms of reference for the board of trustees and the company's corporate governance procedures.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2022**

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#### **Directors and Trustees**

The trustees, who are also directors for the purposes of company law, who held office during the year and since the year end, are as follows:

- Andrew Mollett (Chair)
- Ben Illingworth (resigned 01/03/2023)
- Marie Gabriel
- Jeremy Crook
- Henri Brandman
- Jackie Ferdinand
- Jeffrey Hayes

The board of trustees meets periodically and receives reports from operational staff and determines strategy and policy for the company.

The board of trustees has an ongoing commitment to assess the skill set required at board level and, as the company develops, to ensure that, where necessary, additional trustees are recruited.

#### **Relationship with West Ham United Football Club Limited**

The company delivers all community sports and charitable activities on behalf of West Ham United Football Club Limited. However, it operates independently of the football club and, although some of the company's trustees are also employees of the football club, this is balanced by the presence of independent trustees on the board and the articles of association confer no ability by the club to exercise control over the company.

The terms of the relationship between the company and the football club are codified in a Service Level Agreement. This agreement enshrines the practices already being observed in terms of the provision of services by the football club to the company at no cost to the company. A separate licence agreement grants the company a right of occupancy, on a rent-free basis, of its wholly owned freehold premises at 60a Albatross Close, Woolwich Manor Way, London E6 5NX.

We have referred to guidance contained in the Charity Commission and complied with the duty in section 4 of the Charities Act 2011 to have due regard to public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Embracing fully the spirit of West Ham United, the Club and Foundation work closely to be a force for social good; being a welcoming and safe space for all, inspiring others and addressing a range of issues facing society.

Our work has placed the Foundation at the heart of social inequalities. Overcoming entrenched views, tackling often hidden health issues, creating opportunities for personal development and growth, and encouraging positive futures. All these issues have been highlighted and heightened by the pandemic. We continue to encourage the dialogue and discussion that allows perspective to be shared, empathies developed, and will keep reaching out to employees, beneficiaries and partners to identify responses that lead to a level playing field for all.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2022**

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Our diverse and multi-layered approach keeps us focused on the needs of the communities we serve. That includes; health initiatives that support the most vulnerable, providing mentoring, education and employment opportunities; keeping children and young people engaged and challenged in sport and in the classroom, or providing the opportunity to follow their footballing dreams while also gaining qualifications off the pitch.

We reach thousands of people each week through more than 35 initiatives that deliver against one or more of our key themes. Our work spans health, learning, grassroots sport, football development, employability, with equality, diversity and inclusion embedded.

The pandemic resulted in so much change, with new legislation and regulation designed to reduce the transmission of the virus and keep everyone safe. We quickly adapted and adopted new practices, policies and approaches that did just that.

It's our people that make our work so effective – from developing projects and implementing our safeguarding procedures, to their first interaction with a new attendee. They create an inclusive and welcoming atmosphere where everyone feels they can try new things, make new friends and learn new skills.

We have been able to progress relationships and collaborate even more, supporting and leading models which have national and international scale potential.

Programmes like Advantage has continued to grow, moving from a local community mental health initiative for young people in partnership with the NHS, into a Community Interest Company which is working with even more Football Club Community Organisations across the country, such as, Manchester City in the Community.

We are working in deeper ways and that can be seen across our employability schemes where we're providing more unique experiences and insight, aiding people to get jobs in a variety of roles from coaches and scouts to schoolteachers and administrators.

#### **Strategic report**

The description under the headings "Achievements and performance" and "Financial review" meet the company law requirements for the trustees to present a strategic report.

#### **Achievements and performance**

Our ongoing intention is to use the influence of sport to create real and accessible opportunities for education and employment which is a crucial element of some of the opportunities we are trying to support for the people we engage. Partnerships have been vital to this, to add value and reach those who may be at risk of being disengaged; using our voice and platform, alongside the Club, to make a positive difference to individuals, groups and communities.

Our programmes are wide ranging and varied – here is a selection of 21/22 season project highlights:

#### **150Club**

The 150Club is a Community Prescription programme for Newham residents in partnership with Northeast London Clinical Commissioning Group (NELCCG) and Newham Council.

- This free 12-week tailored physical activity programme is available to participants over-18 years at risk of cardiovascular disease (CVD) and/or type 2 diabetes
- It can be accessed through a GP, health professional or self-referral
- Patients are offered a free weekly session from a range of physical activities and lifestyle advisor support to help them complete the programme, combat these issues and continue with their improved healthy lifestyle
- Since 2016, there have been 6,500 eligible referrals and 1,100 completers
- 1000 completer celebration event took place at London Stadium in March
- 60% of completers take out active Newham discounted memberships
- 318% increase in self-reported moderate physical activity
- 19% improvement in mental wellbeing

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2022**

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#### **Advantage**

Run in collaboration with Football Club Community Organisations, Advantage is a mentoring programme for young people aged 14-21 who have been referred to CAMHS and don't meet threshold or do not want to engage with CAMHS.

- It focuses on supporting young people with key interventions and assistance in order to help them re-establish aspirations and a sense of connection.
- The Advantage initiative in North East London is delivered in partnership between West Ham United Foundation (Barking & Dagenham, Newham, Havering, Tower Hamlets), Arsenal in the Community (Hackney), Leyton Orient Trust (Redbridge, Waltham Forest) and East London NHS Foundation Trust and Northeast London NHS Foundation Trust.
- Participants receive weekly individual mentoring support from a trained youth worker, who is in turn supported by CAMHS practitioners.
- 20 young participants with an average age of 16.2.
- 70% participants of a non-white background.
- 65% of participants are male.
- Participants improved their life functioning by 32%.
- Participants felt 30% less stressed and better able to handle stress.
- Participants improved their overall everyday wellbeing by 50%.

#### **Premier League Kicks**

Premier League Kicks is a programme which uses the reach and appeal of the Premier League and football to regularly engage children and young people of all backgrounds and abilities in football, sport and personal development opportunities.

- Provision available for 8 to 18-year-olds (or those aged 19 to 25-years in structured volunteering) at hub and satellite venues.
- 1570 participants engaged.
- 88.12% of participants feel more confident about themselves.
- 93.07% of participants are more active or enjoy playing sports more.

#### **Stop the Hate**

Stop the Hate is a programme launched in 2015 in partnership with Show Racism the Red Card which provides preventative workshops for young people across both Primary and Secondary Schools and youth centres, to help them understand how to effectively and positively challenge racist and prejudicial ideas.

- Since the programme has engaged approximately 15,000 children and young people to date across 19 schools
- Shortlisted for Best Football Community Scheme at the 2021 Football Business Awards
- There was a 32.3% increase in high understanding of what the term racism means amongst participants.
- There was a 49.2% increase in high understanding of what the term extremism means.

#### **The Training Ground**

The Training Ground is a football themed personal development programme for young people aged 16 to 25-years-old from across East London.

- The programme provides participants with core employability skills such as: CV masterclass, job searching, job application, networking, interview skills, communication skills, professional workplace and employer insight experience.
- A structured 10-week programme delivered at the West Ham United Foundation which encourages and enables personal development and growth.
- 20 participants with 96 hours of engagement per participant.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2022**

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#### **Moving on Up**

Moving On Up is a careers development programme supporting young black men, aged 16 to 25 within Newham who are unemployed/underemployed.

- Courses run for six months and include bespoke workshops, one-to-one support, and professional mentoring.
- The programme works with participants with the aim to secure employment or career progressions for those involved.
- Collaborative approach partners include: ELBA, Newham Workplace, Newham College, NLP Sports, New Direction.
- 20 participants engaged.
- All participants receive a personal development plan and attend industry insight events
- Increased education and employment outcomes.

#### **Post 16 Football & Education**

The Post 16 Football & Education programme is a two-year development programme for talented footballers aged 16-19-years who have completed Year 11 school education.

- The programme offers participants four weekly training sessions plus matchdays at weekends.
- Alongside football training, participants also study for academic, coaching and fitness qualifications, such as Level 1-3 BTEC/NCFE sports courses, with some students even progressing into higher education, such as University and Scholarships in the USA.
- Players are mentored by UEFA and FA qualified scouts and coaches.
- While progressing through the Player Pathway, players also get the opportunity to attend Premier League or Cup matches and hear from Premier League players.
- Previous players have gone on to sign professional contracts, play for their country and receive employment within the football industry.
- The programme currently has 100 learners from London and Essex.

#### **Premier League Inspires**

The Premier League Inspires programme aims to provide secondary schools with an engaging curriculum for their vulnerable, at risk, and struggling students to support them with their personal and academic development.

- The programme supports progression towards their academic attainment, GCSE's, future employability and equip them with a set of principle life skills.
- The programme ranges from 12 weeks minimum to a maximum of 36 weeks depending on each school's requirements.
- Each school who registers for the programme will also automatically be entered into our Heats with a chance to represent WHU Foundation at the National Schools Premier League Inspires Challenge Competition.
- 141 secondary school pupils engaged in the 21/22 academic year.
- 11 participating schools.
- 87.23% of participants improved wellbeing.
- 88.30% of participants improved confidence and self-esteem.
- 90.43% of participants felt inspired or engaged.
- 76% of participants improved attendance or attainment.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

#### Financial review

	2021/2022	2020/2021
	£	£
Turnover	3,613,200	3,341,240
The group' incoming resources can be analysed as follows:		
Donations	303,229	269,170
Football Development	832,570	700,424
Community	897,724	709,901
Learning	900,989	918,325
Coronavirus Job Retention Scheme	52,297	363,164
Trading Subsidiary	626,391	380,256
The group recorded a net increase/decrease in funds of:		
	269,214	176,638
At the year end the group had net assets of:		
	583,537	314,323

The income generated by trading subsidiary which is responsible for services rendered to partners, clients and candidates requiring sports workshops, general consultancy services, provision of coaching, pitch booking facilities and sporting events. The trustees are fully confident that the trading activities will maintain the charity's reserves in the future.

The board of trustees is responsible for drawing up the accounts on a going concern basis and in doing so has considered the period for at least 12 months from the date of signing these accounts. The principal risks to the company's going concern status are twofold.

Firstly, as a relatively small company, it is dependent on a sustainable level of income from its operations. This risk is mitigated in part by the fact that an increasing proportion of its grant funding is for a period in excess of one year and therefore subject to considerable certainty, and in part by the fact that much of the company's expenditure is variable and significant cost savings could quickly be achieved in the event of a shortfall in turnover.

Secondly, although it is a separate legal entity from West Ham United Football Club Limited, the company is inevitably dependent to some extent on the status and continued operations of the football club. Moreover, to the extent necessary, the club has also undertaken to provide the company with such financial support as it may require continuing trading and to meet its debts as they fall due for a year of at least twelve months from the date of these accounts. The board of trustees is satisfied that West Ham United Football Club Limited is in a position to provide that financial support if needed.

Consequently, after making enquiries and taking account of the uncertainties described above, the Board of Trustees has a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the board of trustees continue to adopt the going concern basis in preparing the annual report and accounts for the company.

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2022**

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#### **Reserves Policy**

Taking into account the guidance provided by The Charity Commission on determining an appropriate level of reserves, the Trustees have set a level of approximately two years of operating costs which must be retained to ensure that the Charity can meet its obligations in the short term.

Reserves are however needed to bridge the gap between the spending and receiving of resources and to cover unplanned decline in income and increase in other expenditure. The trustees consider that the ideal level of reserves should be £200k over the next two years.

As at 31 May 2022 the Group's level of reserves was £583,537, (2020/2021: £314,323).

The net movement in funds of West Ham United Foundation (WHUF) as at 31 May 2022 was £269,214, (31 May 2021: £176,639).

Designated funds increased by £25,000 to £75,000 for long term maintenance of the Pitch.

The Board keeps the level of reserves under regular review to ensure that it is adequate and appropriate to meet the requirement of the organisation

#### **Risk Review**

The Trustees have undertaken an initial assessment of the major risks to which the company is exposed, in particular those related to finances and how it operates generally.

During the year new forums have now been established to ensure risk factors are continually assessed. These meetings are being held monthly. The forums are namely:

- Foundation Forum chaired by CEO.
- Operations Forum chaired by Head of Operations.
- Training & Workforce Group chaired by Senior Education Officer.
- Youth Forum chaired by Employability Education Manager.
- Staff Forum chaired by Head of Football Development Manager.
- Group Finance Sub Committee chaired by Treasurer.

The reviews have identified that financial sustainability is the main financial risk for the Charity and its subsidiaries due to economic pressures which may impact from time to time.

The Group's Finance Sub Committee is fully active, however, the entire board carries fiduciary responsibility for the organisation, the finance committee serves as a leadership role in this area, making sure appropriate internal control procedures for all financial transactions are documented. The Finance committee will ensure compliance and/or develop other policies that further serve to protect the WHUF and manage its exposure to risk.

Ways in managing this financial risk include:

- Having detailed financial planning, policies and processes in place to ensure oversight and ongoing monitoring of the financial position with all Heads of Departments and Budget Holders.
- Detailed contract planning and financial risk analysis has been assessed within the Foundations Forum - Business Development section.

## **WEST HAM UNITED FOUNDATION**

### **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)**

***FOR THE YEAR ENDED 31 MAY 2022***

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The Trustees meet quarterly to monitor the spending. Generally, we look at various ways to streamline costs without impacting on the delivery of the quality of services supplied, ensuring awareness and compliance of regulatory standards that impact the different activities carried out by the Group.

Grants received from Premier League programmes still form a material sum of the financial performance, the Board recognises that its financial performance would be materially affected in the event of West Ham United Football Club Limited being relegated from the Premier League with an associated reduction in the availability of funding from central resources.

In order to mitigate any loss of income careful planning and, promotional and fundraising events are being instigated. Also, the group prepares budgets three seasons in advance which include an evaluation of the impact of relegation and associated contingency plans.

Financial assets that expose the company to financial risk consist principally of cash, trade receivables and other receivables. Financial liabilities that expose the company to financial risk consist principally of trade payables and other payables. The financial risks associated with financial instruments are considered minimal.

The company is not exposed to any foreign exchange risks.

The company places its cash with creditworthy institutions. The company performs ongoing credit evaluation of its debtor's financial condition. The carrying amount of cash, trade receivables and other receivables represent the maximum credit risk that the company is exposed to.

#### **Plans for future periods**

##### **2021-2024**

As a third sector organisation, we feel encouraged that we have been able to navigate through the ongoing COVID-19 pandemic and continue to strengthen our work and its impact; consistently establishing new partnerships and progressing relationships.

Our strategy, which will take us through to 2024, provides a clear direction in alignment with our vision and mission and we remain committed to fulfilling our responsibilities across the local community.

Looking ahead, we are excited by upcoming opportunities to reach even more people with the expansion of programmes like Stop the Hate and Advantage – dealing with some of the most prevalent issues concerning our communities.

Similarly, the end of the 2021/2022 season will take us to the 10<sup>th</sup> anniversary of the 2012 London Olympic Games. As a locally based third sector organisation, which is deeply rooted in some of the most diverse and disadvantaged communities, we have been proactively delivering a lasting legacy. As such, we look forward to marking this occasion with pride as we continue to aid recovery and enhance the lives of people and communities now and for the future.

#### **Auditor**

In accordance with the company's articles, a resolution proposing that F Winter & Co LLP be reappointed as auditor of the company will be put at a General Meeting.

## WEST HAM UNITED FOUNDATION

### TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

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#### Disclosure of information to auditor

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

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the groups auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group' s auditor that they ought to have individually taken, have each taken all steps that's he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees' report, including the strategic report, was approved by the Board of Trustees.

#### Statement of disclosure to our auditors

Insofar as the trustees are aware at the time of approving our trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of the which the group's auditor is unaware, and
- the trustees as directors, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that they are obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.



Andrew Mollett (Chair)  
Trustee

20 May 2023

## **WEST HAM UNITED FOUNDATION**

### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

***FOR THE YEAR ENDED 31 MAY 2022***

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

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



Andrew Mollett (Chair)  
**Trustee**

20 May 2023

# WEST HAM UNITED FOUNDATION

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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#### Opinion

We have audited the financial statements of West Ham United Foundation (the 'charity') for the year ended 31 May 2022 which comprise the consolidated statement of financial activities, the consolidated and parent balance sheet, the consolidated statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable group and parent's affairs as at 31 May 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

#### 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

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

#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report and the strategic report prepared for the purposes of company law, 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.

## **WEST HAM UNITED FOUNDATION**

### **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

#### **TO THE MEMBERS OF WEST HAM UNITED FOUNDATION**

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 require us to report to you if in our opinion;

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

##### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

##### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Irregularities, including fraud, are instances of non-compliance with laws and regulation. We design procedures in line with our responsibilities outlined above, to detect material misstatements in respect of irregularities, including fraud.

## WEST HAM UNITED FOUNDATION

### INDEPENDENT AUDITOR'S REPORT (CONTINUED)

#### TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

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The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Our approach was as follows:**

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity by discussions with management and those charged with governance, experience from previous audits of the entity and experience of other charitable clients.

We assessed the risk of material misstatement in respect of fraud by discussions with management and assessments against accepted risk factors.

We corroborated our enquiries through our substantive audit testing, review of client procedures and of minutes of trustee meetings.

We determined that the most significant laws and regulations that relate which have a direct impact on the determination of material amounts and disclosures in the financial statements are company law, charitable law, the charitable objectives of the Foundation and accounting standards, including FRS 102 and the Charities SORP.

The terms and conditions under which grants and other income, in particular those of the Premier League, are significant because non-compliance would have a material effect on the financial statements.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above.

Based on the results of our risk assessment we designed our audit procedures to identify and to address material misstatements in relation to fraud.

We considered the risk of fraud through management override, and in response, we incorporated testing of manual journal entries into our audit approach.

The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with laws and regulations.

Identified fraud risk factors were discussed during the audit team briefing and professional scepticism exercised throughout the audit.

Because of the inherent limitations of an audit there is a risk that we will not detect all misstatements due to irregularities, including fraud. The more removed the laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment, forgery, omission, misrepresentation and collusion. Audit standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiries of management and inspection of regulatory and legal correspondence, if any, in the absence of identified or suspected non-compliance.

## **WEST HAM UNITED FOUNDATION**

### **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

#### **TO THE MEMBERS OF WEST HAM UNITED FOUNDATION**

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##### **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.



**Sunil Patel (Senior Statutory Auditor)**  
for and on behalf of F Winter & Co LLP

20 May 2023

**Chartered Accountants**  
**Statutory Auditor**

Statutory Auditors & Chartered  
Accountants  
Ramillies House  
2 Ramillies Street  
London  
W1F 7LN

## WEST HAM UNITED FOUNDATION

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total Unrestricted funds 2022 £	Restricted funds 2021 £	Total 2021 £
<b>Income from:</b>						
Donations and legacies	4	303,229	-	303,229	269,170	269,170
Income from Charitable Activities	5	792,204	1,891,376	2,683,580	1,746,291	2,691,814
Other trading activities	6	626,391	-	626,391	380,256	380,256
<b>Total income</b>		<b>1,721,824</b>	<b>1,891,376</b>	<b>3,613,200</b>	<b>1,594,949</b>	<b>3,341,240</b>
<b>Expenditure on:</b>						
Expenditure on trading activities	7	239,496	-	239,496	288,264	288,264
Charitable activities	8	1,213,114	1,891,376	3,104,490	1,130,046	2,876,336
<b>Total expenditure</b>		<b>1,452,610</b>	<b>1,891,376</b>	<b>3,343,986</b>	<b>1,418,310</b>	<b>3,164,600</b>
<b>Net income for the year/ Net movement in funds</b>		<b>269,214</b>	<b>-</b>	<b>269,214</b>	<b>176,639</b>	<b>176,639</b>
Fund balances at 1 June 2021		314,323	-	314,323	137,684	137,684
<b>Fund balances at 31 May 2022</b>		<b>583,537</b>	<b>-</b>	<b>583,537</b>	<b>314,323</b>	<b>314,323</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

**WEST HAM UNITED FOUNDATION**

**CONSOLIDATED BALANCE SHEET**

**AS AT 31 MAY 2022**

	Notes	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
<b>Fixed assets</b>					
Tangible assets	12	8,659	8,659	92,949	92,949
Investments	20	-	1	-	1
		<u>8,659</u>	<u>8,660</u>	<u>92,949</u>	<u>92,950</u>
<b>Current assets</b>					
Debtors	13	1,508,669	1,461,700	1,088,119	1,135,223
Cash at bank and in hand		211,090	89,595	98,663	34,955
		<u>1,719,759</u>	<u>1,551,295</u>	<u>1,186,782</u>	<u>1,170,178</u>
<b>Creditors: amounts falling due within one year</b>	14	<u>(1,144,881)</u>	<u>(976,416)</u>	<u>(965,408)</u>	<u>(948,805)</u>
Net current assets		<u>574,878</u>	<u>574,879</u>	<u>221,374</u>	<u>221,373</u>
<b>Total assets less current liabilities</b>		<u><u>583,537</u></u>	<u><u>583,537</u></u>	<u><u>314,323</u></u>	<u><u>314,323</u></u>
<b>Income funds</b>					
<u>Unrestricted funds</u>					
Designated funds		75,000	75,000	50,000	50,000
General unrestricted funds		508,537	508,537	264,323	264,323
		<u>583,537</u>	<u>583,537</u>	<u>314,323</u>	<u>314,323</u>

The company has taken advantage of the exemption under company law not to present its parent company statement of financial activities, including its income and expenditure account. The amount of group net income for the year dealt with in the company's accounts was £269,214 (2021 - net expenditure £176,639)

The financial statements were approved and authorized for issue by the board of trustees on 20 May 2023

*A J Mollett*

Andrew Mollett (Chair)  
Trustee

Company registration number 05731045

## WEST HAM UNITED FOUNDATION

### CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MAY 2022

	Notes	2022		2021	
		£	£	£	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	21		120,492		(14,427)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(8,066)		(13,719)	
Proceeds from disposal of tangible fixed assets		-		780	
<b>Net cash used in investing activities</b>			(8,066)		(12,939)
<b>Net cash used in financing activities</b>			-		-
<b>Net increase/(decrease) in cash and cash equivalents</b>			112,426		(27,366)
Cash and cash equivalents at beginning of year			98,662		126,029
<b>Cash and cash equivalents at end of year</b>			<u>211,090</u>		<u>98,663</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2022

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### 1 Accounting policies

#### Charity information

West Ham United Foundation is a private company limited by guarantee (Companies House No. 5731045) and a registered charity (Registered Charity No. 1114458) incorporated in England and Wales. The registered office is 60a Albatross Close, Beckton, London, E6 5NX. The principal activities of the company are described in the Trustees Report.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The company is a qualifying entity as defined by FRS102 and has taken advantage of the provisions in FRS 102 whereby a parent is not required to present a cash flow statement for the charity. The principal accounting policies adopted are set out below.

#### Basis of Consolidation

The consolidated financial statements incorporate the results of West Ham United Foundation and its subsidiary undertakings from the date that control commences to the date it ceases.

Subsidiary undertakings are consolidated on a line-by-line basis using the acquisition method of accounting in accordance with Section 9 "Consolidated and Separate Financial Statements" of FRS 102.

Details of West Ham United Foundations subsidiary undertakings can be found in Note 20.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Board of Directors of West Ham United Football Club Limited (Club) have confirmed the Clubs ongoing intention of operational and financial support to the Trust for a minimum period of 12 months from the date of approval of these financial statements, and in addition the Club will not seek foreclosure of the intercompany loan.

Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

#### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

### 1 Accounting policies

(Continued)

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

The Foundation does not include donated services and facilities in the Statement of Financial Activities as it is unable to reasonably quantify or measure the value of these services. Donated services are provided by West Ham United FC to the extent that premises and support functions are provided free of any charges. Details of transactions with West Ham United FC are included in note 18.

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

#### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Plant & Machinery	20% reducing balance
Computer Software	33.3% straight line basis

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities. Investment in subsidiaries are included at cost.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

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### 1 Accounting policies (Continued)

#### 1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.11 Taxation

The Charity is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. The income of the trading subsidiaries is gift aided to the parent charity such that no tax liabilities are due.

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

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### 1 Accounting policies (Continued)

#### 1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Debtors and Creditors

#### Debtors

Trade and other debtors are recognized at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

#### Creditors and provisions

Creditors and provisions are recognized where the charity has a present obligation resulting from a past event that could 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 recognized at their settlement amount after allowing for any trade discount due.

### 4 Donations and legacies

	<b>Unrestricted funds general 2022 £</b>	Unrestricted funds general 2021 £
Donations and gifts	303,229	269,170

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

#### 5 Income from Charitable Activities

	Football Development	Community	Learning	Coronavirus Job Retention Scheme	Total 2022	Total 2021
	2022	2022	2022	2022		
	£	£	£	£	£	£
Charitable activities	832,570	897,724	900,989	52,297	2,683,580	2,691,814
Analysis by fund						
Unrestricted funds - general	149,295	58,862	542,128	41,919	792,204	945,523
Restricted funds	683,275	838,862	358,861	10,378	1,891,376	1,746,291
	832,570	897,724	900,989	52,297	2,683,580	2,691,814

#### For the year ended 31 May 2021

	Football Development	Community	Learning	Coronavirus Job Retention Scheme	Total 2021
	£	£	£	£	£
Charitable activities	700,424	709,901	918,325	363,164	2,691,814
Analysis by fund					
Unrestricted funds - general	158,065	142,906	551,937	92,615	945,523
Restricted funds	542,359	566,995	366,388	270,549	1,746,291
	700,424	709,901	918,325	363,164	2,691,814

#### 6 Other trading activities

	Unrestricted funds general 2022 £	Unrestricted funds general 2021 £
Football development - WHUFE	467,518	264,478
Fundraising	143,914	-
Coronavirus Job Retention Scheme	14,959	115,778
Other trading activities	626,391	380,256

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2022**

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**7 Expenditure on trading activities**

	<b>Unrestricted funds general 2022 £</b>	<b>Unrestricted funds general 2021 £</b>
<u>Trading costs</u>		
Football development - WHUFE	239,496	288,264
	<u>239,496</u>	<u>288,264</u>

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MAY 2022**

8 Charitable activities	Football Development		Community		Learning		Football Development		Community		Learning		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Charitable expenditure	748,640	701,407	594,501	2,044,548	672,108	618,349	608,857	1,899,314						
Share of support costs (see note 9)	328,063	210,557	510,912	1,049,532	315,237	297,468	354,620	967,325						
Share of governance costs (see note 9)	3,470	3,470	3,470	10,410	3,233	3,233	3,233	9,699						
	1,080,173	915,434	1,108,883	3,104,490	990,578	919,050	966,710	2,876,338						
<b>Analysis by fund</b>														
Unrestricted funds - general	354,672	109,179	749,263	1,213,114	383,429	276,518	470,100	1,130,047						
Restricted funds	725,501	806,255	359,620	1,891,376	607,149	642,532	496,610	1,746,291						
	1,080,173	915,434	1,108,883	3,104,490	990,578	919,050	966,710	2,876,338						

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2022**

**9 Support costs**

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Football Development	328,063	-	328,063	315,237	-	315,237
Community	210,557	-	210,557	297,468	-	297,468
Learning	510,912	-	510,912	354,620	-	354,620
Audit fees	-	9,500	9,500	-	8,850	8,850
Other fees payable to auditors	-	910	910	-	850	850
	<u>1,049,532</u>	<u>10,410</u>	<u>1,059,942</u>	<u>967,325</u>	<u>9,700</u>	<u>977,025</u>
Analysed between Charitable activities	<u>1,049,532</u>	<u>10,410</u>	<u>1,059,942</u>	<u>967,325</u>	<u>9,700</u>	<u>977,025</u>

Support costs include central staff costs, depreciation and other overheads which are apportioned to charitable activities on the basis of the corresponding proportion of revenue attributable to each activity.

**10 Trustees**

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

**11 Employees**

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Full time employees	54	53
Part time employees	93	91
Total	<u>147</u>	<u>144</u>
<b>Employment costs</b>	<b>2022</b>	<b>2021</b>
	£	£
Wages and salaries	1,841,782	1,563,477
Social security costs	331,524	572,695
Other pension costs	65,084	60,440
	<u>2,238,390</u>	<u>2,196,612</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

### 11 Employees

(Continued)

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2022 Number	2021 Number
£140,001-£150,000	1	1
£80,001-£90,000	2	-
£70,001-£80,000	-	1
£60,001-£70,000	2	-
	<u>2</u>	<u>-</u>

### 12 Tangible fixed assets

Plant & Machinery  
£

#### Cost

At 1 June 2021

Additions

Disposals

At 31 May 2022

#### Depreciation and impairment

At 1 June 2021

Depreciation charged in the year

Eliminated in respect of disposals

At 31 May 2022

#### Carrying amount

At 31 May 2022

At 31 May 2021

340,653

8,066

(305,866)

42,853

247,705

2,566

(216,077)

34,194

8,659

92,949

### 13 Debtors

Amounts falling due within one year:	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Trade debtors	1,027,122	913,626	852,115	782,185
West Ham United Foundation Enterprises (WHUFE)	-	373,629	-	240,389
Other debtors	50,336	50,336	-	-
Prepayments and accrued income	431,211	124,109	236,004	112,650
	<u>1,508,669</u>	<u>1,461,700</u>	<u>1,088,119</u>	<u>1,135,224</u>

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2022**

**14 Creditors: amounts falling due within one year**

	Notes	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Other taxation and social security		57,742	57,742	48,261	48,261
Deferred income	15	269,938	269,938	303,044	303,044
Trade creditors		433,407	428,332	463,007	462,107
Amounts owed to fellow group undertakings		-	-	48,635	48,635
Accruals and deferred income		383,794	220,404	102,461	86,758
		<u>1,144,881</u>	<u>976,416</u>	<u>965,408</u>	<u>948,805</u>

**15 Deferred income**

	2022 £	2021 £
Other deferred income	<u>269,938</u>	<u>303,044</u>
	2022 £	2021 £
Deferred income is included within:		
Current liabilities	<u>269,938</u>	<u>303,044</u>
Movements in the year:		
Deferred income at 1 June 2021	303,044	284,669
Released from previous periods	(303,044)	(284,669)
Resources deferred in the year	<u>269,938</u>	<u>303,044</u>
Deferred income at 31 May 2022	<u>269,938</u>	<u>303,044</u>

Deferred income represents income retained at the reporting date to meet the balance of expenditure on projects which span two accounting periods.

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

#### 16 Funds

	General Reserves	Designated Funds	Total Unrestricted	Restricted Fund	Total Funds
	£	£	£	£	£
<b>At 1 June 2020</b>	87,684	50,000	137,684	-	137,684
Incoming resources	1,594,949	-	1,594,949	1,746,291	3,341,240
Resources expended	(1,418,310)	-	(1,418,310)	(1,746,291)	(3,164,601)
<b>At 31 May 2021</b>	<u>264,323</u>	<u>50,000</u>	<u>314,323</u>	<u>-</u>	<u>314,323</u>
<b>At 1 June 2021</b>	264,323	50,000	314,323	-	314,323
Incoming resources	1,696,827	25,000	1,721,827	1,891,376	3,613,203
Resources expended	(1,452,609)	-	(1,452,609)	(1,891,376)	(3,343,985)
<b>At 31 May 2022</b>	<u>508,541</u>	<u>75,000</u>	<u>583,541</u>	<u>-</u>	<u>583,541</u>

Funds are held for use of the following purposes.

#### General reserve

General reserve represents funds available for use at the discretion of Board to further the Charity's objectives.

#### Designated funds

Designated funds are amounts set aside by the Trustees for specific purposes. During the year the Trustees transferred an additional £25,000 into a separate designated fund for the maintenance and improvement of the pitches made available to the Foundation by West Ham United Football Club.

#### Restricted funds

Restricted funds include grants given to the Charity for specific purposes to be expended in accordance with the terms of donation or grants.

These funds consist of grants and funding in various bodies including Premier League. They are to be used for specific projects according to terms and restrictions imposed by the donors and funding bodies. They relate to a large number of short-term projects the activities which are in line with our objectives, covering areas in Football Development, Learning and Community.

**WEST HAM UNITED FOUNDATION**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MAY 2022**

**17 Analysis of net assets between funds**

	<b>General reserve</b>	<b>Designated funds</b>	<b>Total unrestricted funds</b>	<b>General reserve</b>	<b>Designated funds</b>	<b>Total unrestricted funds</b>
	<b>2022</b>	<b>2022</b>	<b>2022</b>	<b>2021</b>	<b>2021</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fund balances at 31 May 2022 are represented by:						
Tangible assets	8,659	-	8,659	92,949	-	92,949
Investments	1	-	1	1	-	1
Current assets/(liabilities)	424,878	75,000	574,878	121,373	50,000	221,373
	<u>433,538</u>	<u>75,000</u>	<u>583,538</u>	<u>214,323</u>	<u>50,000</u>	<u>314,323</u>

# WEST HAM UNITED FOUNDATION

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

### 18 Related party transactions

#### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2022	2021
	£	£
Aggregate compensation	493,091	511,838

#### Transactions with related parties

Sports equipment, stationery and children's toys were purchased from West Ham United Football Club Limited.

	Purchase of goods	
	2022	2021
	£	£
West Ham Football Club	67,848	40,761
	<u>67,848</u>	<u>40,761</u>

The following amounts were outstanding at the reporting end date:

	Amounts owed to related parties	
	2022	2021
	£	£
West Ham Football Club	18,400	173,113

A number of other goods and services were supplied to the company by West Ham United Football Club Limited on a complimentary basis, as explained in the section headed "Relationship with West Ham United Football Club Limited" in the Trustees' Report, pages 1 to 9 of these financial statements. The Trustees consider that it is impracticable to value these goods and services.

### 19 Controlling Party

The company is controlled by its trustees and directors. The company is limited by guarantee and therefore does not have any share capital. Any liability of its members is limited to £10 per member

## WEST HAM UNITED FOUNDATION

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

#### 20 Subsidiaries

Details of the charity's subsidiaries at 31 May 2022 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
West Ham United Foundation Enterprises (WHUFE) Limited	England and Wales	Provision of Sports Services	Ordinary	100.00	
Share Capital Held £1					

#### 21 Cash generated from operations

	2022 £	2021 £
Surplus for the year	269,214	176,639
Adjustments for:		
Loss on disposal of tangible fixed assets	89,789	4,135
Depreciation and impairment of tangible fixed assets	2,566	35,162
Movements in working capital:		
(Increase)/decrease in debtors	(420,550)	59,662
Increase/(decrease) in creditors	212,579	(5,356)
(Decrease) in deferred income	(33,106)	(284,669)
<b>Cash generated from/(absorbed by) operations</b>	<b>120,492</b>	<b>(14,427)</b>

#### 22 Analysis of changes in net funds

The charity had no debt during the year.

**WEST HAM UNITED FOUNDATION**

England & Wales - Charity number 1114458

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# Accounts

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**West Ham United Foundation**  
**(A Company Limited by Guarantee)**  
**Report and Financial Statements**  
**For the year ended 31 May 2021**

**Company Registration No. 5731045 (England and Wales)**  
**Limited by Guarantee**

**Registered Charity No. 1114458 (England and Wales)**



# FOUNDATION

## Organisational Details

### Directors and Trustees

Andrew Mollett (Chair)  
Ben Illingworth  
Marie Gabriel  
Jeremy Crook  
Henri Brandman  
Jackie Ferdinand  
Jeffrey Hayes

### Chief Executive

Joseph Lyons

### Company Secretary

Andrew Mollett

### Company Name

West Ham United Foundation

### Charity Number

1114458 (England and Wales)

### Company Number

5731045 (England and Wales)

### Registered Office

60A Albatross Close  
Off Woolwich Manor Way  
London,  
E6 5NX

### Independent Auditors

F. Winter & Co LLP  
Statutory Auditors & Chartered Accountants  
Ramillies House  
2 Ramillies Street  
London  
W1F 7LN

### Bankers

Barclays Bank  
1 Churchill Place  
London  
E14 5HP



# FOUNDATION

## TRUSTEES' REPORT For the year ended 31 May 2021

We, the Trustees, are pleased to present the annual Trustees' Report and the consolidated financial statements of the Charity and its subsidiaries for the year ending 31 May 2021, which have been prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. These financial statements comply with West Ham United Foundations' governing document, the Charities Act 2011, the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### Strategic report

#### Objects and Public Benefit

The company's memorandum of association defines its objects as being for the benefit of the public generally and, in particular, the inhabitants of London and its surrounding areas:

1. to promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health (facilities in Article 3 means land, buildings, equipment and organising sporting activities).
2. to provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.
3. to advance the education of children and young people through such means as the trustees think fit in accordance with the law of charity.

#### Vision

As the Club's outreach vehicle, the Foundation's vision is to be the leading social and community outreach organisation in East London and Essex, using the power of the West Ham United brand to provide inclusive, life-changing opportunities for individuals and wider society.

#### Mission

To provide an innovative approach to understanding and meeting the needs of our community; building partnerships and utilising insight and technology to create an environment where all can thrive - from the heart of east London.

The Foundation will work to achieve the following targets:

- Providing Opportunities
- Creating Pathways
- Changing Lives

The Foundation will work to achieve the following objectives:

- Responding to local need
- Uniting our community
- Providing an environment for all to thrive



## TRUSTEES' REPORT (continued) For the year ended 31 May 2021

### Public Benefit

We have referred to guidance contained in the Charity Commission and complied with the duty in section 4 of the Charities Act 2011 to have due regard to public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

### Governing Document

The company's constitution is set out in its articles of association published on incorporation and as subsequently modified. This document defines the terms of reference for the board of trustees and the company's corporate governance procedures.

### Directors and Trustees

The trustees, who are also directors for the purposes of company law, who held office during the year and since the year end, are as follows:

- Andrew Mollett (Chair)
- Ben Illingworth
- Marie Gabriel
- Jeremy Crook
- Henri Brandman
- Jackie Ferdinand
- Jeffrey Hayes

The board of trustees meets periodically and receives reports from operational staff and determines strategy and policy for the company.

The board of trustees has an ongoing commitment to assess the skill set required at board level and, as the company develops, to ensure that, where necessary, additional trustees are recruited.

### Relationship with West Ham United Football Club Limited

The company delivers all community sports and charitable activities on behalf of West Ham United Football Club Limited. However, it operates independently of the football club and, although some of the company's trustees are also employees of the football club, this is balanced by the presence of independent trustees on the board and the articles of association confer no ability by the club to exercise control over the company.

The terms of the relationship between the company and the football club are codified in a Service Level Agreement. This agreement enshrines the practices already being observed in terms of the provision of services by the football club to the company at no cost to the company. A separate licence agreement grants the company a right of occupancy, on a rent-free basis, of its wholly owned freehold premises at 60a Albatross Close, Woolwich Manor Way, London E6 5NX.



# FOUNDATION

## TRUSTEES' REPORT For the year ended 31 May 2021

### Activity

Our local communities have continued to reel from the ongoing pandemic and as a well-placed and trusted third sector community organisation we have been doing our best to help wherever possible.

Through the support of our incredible workforce, we have been able to keep connected with people of all ages and abilities, across more than 30 initiatives spanning community, health, football development, learning and employability.

Across the year restrictions have eased and so in-person activities have been able to occur more widely, with additional health and safety processes in place. This has mostly been met with a fantastic response and there has been a sense of relief across our local communities.

Similarly, we have been able to make minor modifications in order to allow even more programme participants to utilise our Beckton Hub (in accordance with government guidance) and that has provided an additional layer of support.

Collaboration has been crucial in our response across East London and Essex, as well as globally. Whether it's through helping the NHS deal with increased pressures, connecting with fans for campaigns and support for those most vulnerable or delivering new initiatives to improve people's lives – we have continued to adapt and aid those in need, driving deeper impact through our networks.

Inequalities have been unfolding with the persistence of racism and discrimination and overwhelming levels of poverty, as well as a mental health epidemic emerging. Therefore, there are a range of extremely complex issues which are at the forefront of our work and will be for years to come.

We believe that awareness, education and mentoring, are key to tackling some of these problems and over the past year there we have achieved positive impact across our versatile delivery, which we are building on. Programmes including Jigsaw, Stop the Hate and Advantage are assisting change on an individual and community level and we hope to be able to continue to grow these areas.

Despite restrictions due to COVID-19 protocols, players have continued their ambassadorial roles for community work through the Players' Project, and this has produced bespoke experiences and enhanced levels of inspiration and aspiration amongst individuals and groups.

As the official charity of the football club, we will always strive to help people and communities thrive, building each year on the progress that has been made.

We are very honoured and proud to hold the role that we do in the community and extra boosts are given by wider recognition. Therefore, we were pleased to be informed that two of our initiatives were shortlisted in the 2021 Football Business Awards. One for Best Community Scheme for Stop the Hate with Show Racism the Red Card and another for Best Corporate Social Responsibility Scheme alongside our Club for the Players' Project.



## FOUNDATION

We have a fantastic breadth of programmes and below we have outlined some selected highlights from the 2020/2021 season:

### 150Club

The 150Club Newham Community Prescription is a ground-breaking partnership initiative tackling the growing rise of diabetes and cardiovascular disease (CVD) in Newham.

- This has been a 24-week scheme for four years and at the end of the season changed to a 12-week scheme
- Strengthened relations across NHS North East London Clinical Commissioning Group
- Self-referral now available
- Since inception in 2016, 834 participants have completed the programme
- Saved the NHS more than £1.4million

### Advantage

Advantage is a mentoring programme, delivered in partnership with the NHS and West Ham United Foundation (Newham), Leyton Orient Trust (Waltham Forest) and Arsenal in the Community (Hackney), for 14 to 21 year olds whose mental health and wellbeing has been negatively affected by the COVID-19 pandemic. It focuses on improving education, employment options and physical activity; helping to re-establish aspirations and a sense of connection.

- Overseen by West Ham United Foundation
- Participants receive ongoing individual mentoring support from a trained youth worker, who is in turn supported by Child and Adolescent Mental Health Service (CAMHS) practitioners
- Engaged nearly 30 participants in year one across the three football club community organisations, nine in Newham (with West Ham United Foundation)
- Strengthening networks and exploring growth opportunities

### Any Old Irons

A social inclusion programme run in partnership with The Mercers' Company, consisting of a five-week scheme with additional group meetings on offer following completion. The programme is aimed at tackling social isolation and loneliness by bringing together West Ham United fans aged 60 and over, with participants attending social and sporting events and receiving technology support and workshops

- Since it began in 2016, more than 300 participants have been part of the scheme to date
- 120 active members
- Monthly newsletter (emailed or posted) and Facebook group established
- Four iPads given to different members during lockdowns and digital assistance provided
- 20 hampers and 100 cards given out to those most vulnerable due the Christmas period, in association with a local school
- Weekly phone calls set up through the committee
- Regular video call group set up for quizzes and catch-up sessions (10-15 people on each)



### Higher Education – WHU Foundation and University of East London

Delivering two degrees in partnership with UEL; FdSc Community Sport Management and BSc (hons) Sports Coaching and Performance programme.

- 105 students in the past year
- Academy support delivery on Sports Coaching & Performance Degree with guest lectures from Ricky Martin
- More than 90% of graduates are in work or involved in further study within six months of graduating
- Partnered with London Sport, The FA, Kick it Out, Essex Cricket Club, London Youth Games, GoodGym and many others
- COVID-19 activity includes: blended learning, regular wellbeing calls, virtual group catch ups, virtual player engagement

### Jigsaw

An intensive mentoring programme for young people aged 10 to 14 who are at risk of becoming involved in criminal activity in anti-social behaviour.

- Eight young people worked with on a one-to-one mentoring basis for 10+ weeks
- Over 80 young people engaged with as part of the local Youth Outreach programme during lockdown periods. This included speaking with them to understand their concerns at this time and to encourage them to not congregate in large groups. Plus, signposting to allowed activities, online provisions, services and health and safety guidance
- Supporting on a weekly local session held by the Youth Outreach Team for those struggling to engage with other clubs or provisions.

### Looked After Children (LAC)

The programme launched in September 2017. It involves an array of monthly and half-term unique activities and visits for LAC and Care Leavers to be involved in. The target areas are all Virtual Schools in east London.

- New partnership set up with Newham Care team
- 30 participants engaged in enrichment programme – blended delivery of face to face & virtual
- COVID-19 activity includes:
  - Physical materials including postcards consisting of motivational messaging and activities
  - Player engagement



## FOUNDATION

### Moving on Up

Careers development programme supporting young black men, aged 16 to 25 within Newham who are unemployed and/or underemployed.

- Six-month programme that includes bespoke workshops, one-to-one support, and professional mentoring
- Aim to secure employment or career progressions for those involved
- Worked with over 50 participants
- Collaborative approach, partners include: ELBA, Newham Workplace, Newham College, NLP Sports, New Direction

### Premier League Inspires

The aim is to provide an engaging curriculum for the most vulnerable and at-risk students to support progression towards their academic attainment, GCSE's, future employability and equip them with a set of principle life skills. The curriculum includes the following three core intervention programme parts: Explore Entrepreneurship, Future Gazing, The Full Story.

- Delivered to approximately 200 Key Stage 3 and Key Stage 4 students across East London
- The programme ranges from 12 weeks minimum to a maximum of 36 weeks depending on each school's requirements
- Chance to represent WHU Foundation at the National Schools Premier League Inspires Challenge Competition.

### Premier League Kicks

Using the reach and appeal of the Premier League and football to regularly engage children and young people of all backgrounds and abilities in football, sport and personal development opportunities.

- Over 1,500 young people engaged
- Two secondary schools received Tackling Holiday Hunger programme provisions for 30 students each. Activities included football, physical activity sessions and classroom based learning for 5 hours per day as well as a healthy hot meal per person
- Metropolitan Police's Territorial Support Group (Taskforce) have delivered an activity day for 30 young people regarding knife crime, anti-social behaviour, Stop and Search, with the officers then joining the group in a football session
- Five young Refugees registered into regular delivery, helping to make them feel part of the community and a further group of 20 refugees were given pitch access following a year in lockdown in a hotel.

### Premier League Primary Stars

Running alongside the national curriculum, the Foundation provides tailored opportunities for 5 to 11 year olds in subjects including PE, Maths, English, Mental Health & Wellbeing, teacher support and training. All sessions are designed to meet the school's needs and characteristics whilst being delivered in line with their individual ethos.

- Across the last year the Foundation has engaged with more than 800 children and over 120 teachers through its PLPS delivery
- Of the schools that took part, staff have reported a significant increase in pupils' confidence, with 96% of participants stating that they enjoyed the sessions led by the Foundation
- Delivery has still had a blended approach across practical and virtual platforms where required.
- The programme has been recognised as one of the leading across the country with lead staff being asked to support on wider Premier League activities as a result

### Player Pathway

The Player Pathway model is made up for four tiers of development which allows for all players both male and female to be suitably challenged dependant on their current stage of development.

- 1,500 players registered across the pathway with more than 400 female participants across our West Ham United Women's Academy
- 16 League teams competing in the Junior Premier League
- Over 60 teams playing showcase games
- More than 50 players progressing to Academy opportunities

### Stop the Hate

Working in partnership with Show Racism the Red Card to provide preventative workshops for pupils in primary and secondary schools as well as youth centres, to help them understand how to effectively and positively challenge racist and prejudicial ideas.

- Available to schools across East London and Essex
- Engaged with nearly 5,000 students in the past year across Primary and Secondary Schools in Barking & Dagenham, Newham, Tower Hamlets and Redbridge
- Over 100 attendees across two public webinars delivered in partnership with the Metropolitan Police
- COVID-19 activity includes:
  - Virtual workshops
  - Creation and sharing of additional resources
  - Player engagement



## FOUNDATION

### Tackling Holiday Hunger

Programme delivered during school holiday periods targeted at families in receipt of free school meals and/or financially vulnerable – providing children aged 5 to 16 years old with structured holiday provision consisting of food, physical activity, health and wellbeing sessions and enrichment activities linked to topical subjects such as racism and discrimination, climate change, mental health and wellbeing and inclusion.

- More than 10,000 meals delivered since the programme began in 2018
- Over 7,000 meals provided to participants in the past year
- 224 food parcels delivered
- Partnered with council across East London and Essex

## FINANCIAL REVIEW

### Financial Outcome

The turnover for 2020/2021 was £3.3m and 2019/2020 was £3.1m. Therefore, the overall turnover has increased by approximately 7%. The bulk of this impact related to the charity's subsidiary company West Ham United Foundation Enterprises (WHUFE) Limited.

The group recorded a net increase in funds of £176,639 and decrease in funds (2019/2020 (£99,142)), on total incoming resources of £3,341,239 (2019/2020 - £3,120,943). The group's incoming resources can be analysed as follows:

Donations	£269,170
Football Development	£964,902
Community	£709,901
Learning	£918,325
Coronavirus Job Retention Scheme	£478,941
	£3,341,239

Football Development includes the income generated by trading subsidiaries which are responsible for services rendered to partners, clients and candidates requiring sports workshops, general consultancy services, provision of coaching, pitch booking facilities and sporting events. The trustees are fully confident that the trading activities will maintain the charity's reserves in the future.

At the year-end the group had net assets of £314,323 (2019/2020 - £137,684).

### Reserves Policy

Taking into account the guidance provided by The Charity Commission on determining an appropriate level of reserves, the Trustees have set a level of approximately two years of operating costs which must be retained to ensure that the Charity can meet its obligations in the short term.

Reserves are however needed to bridge the gap between the spending and receiving of resources and to cover unplanned decline in income and increase in other expenditure. The trustees consider that the ideal level of reserves should be £200k over the next two years.

As at 31 May 2021 the level of unrestricted reserves was £314.3k, and in 2019/2020 for Group/Charity of £137.7k. West Ham United Foundation (WHUF) net operating reserve at 31 May 2020 is £137.7k which was slightly below the level required. The trustees foresee that WHUF ongoing development strategy is likely to require the Foundation to utilise a proportion of its operating reserves during the next few years. Designated funds will remain at £50k for long term maintenance of the Pitch.

The Board keeps the level of reserves under regular review to ensure that it is adequate and appropriate to meet the requirement of the organisation.



## Plans for 2021-2024

As a third sector organisation, we feel encouraged that we have been able to navigate through the ongoing COVID-19 pandemic and continue to strengthen our work and its impact; consistently establishing new partnerships and progressing relationships.

Our strategy, which will take us through to 2024, provides a clear direction in alignment with our vision and mission and we remain committed to fulfilling our responsibilities across the local community.

Looking ahead, we are excited by upcoming opportunities to reach even more people with the expansion of programmes like Stop the Hate and Advantage – dealing with some of the most prevalent issues concerning our communities.

Similarly, the end of the 2021/2022 season will take us to the 10<sup>th</sup> anniversary of the 2012 London Olympic Games. As a locally based third sector organisation, which is deeply rooted in some of the most diverse and disadvantaged communities, we have been proactively delivering a lasting legacy. As such, we look forward to marking this occasion with pride as we continue to aid recovery and enhance the lives of people and communities now and for the future.

## Risk Review

The Trustees have undertaken an initial assessment of the major risks to which the company is exposed, in particular those related to finances and how it operates generally.

During the year new forums have now been established to ensure risk factors are continually assessed. These meetings are being held monthly. The forums are namely:

- Foundation Forum chaired by CEO.
- Operations Forum chaired by Head of Operations.
- Training & Workforce Group chaired by Senior Education Officer.
- Youth Forum chaired by Employability Education Manager.
- Staff Forum chaired by Head of Football Development Manager.
- Group Finance Sub Committee chaired by Treasurer.

The reviews have identified that financial sustainability is the main financial risk for the Charity and its subsidiaries due to economic pressures which may impact from time to time.

The Group's Finance Sub Committee is fully active, however, the entire board carries fiduciary responsibility for the organisation, the finance committee serves as a leadership role in this area, making sure appropriate internal control procedures for all financial transactions are documented. The Finance committee will ensure compliance and/or develop other policies that further serve to protect the WHUF and manage its exposure to risk.

Ways in managing this financial risk include:

- Having detailed financial planning, policies and processes in place to ensure oversight and ongoing monitoring of the financial position with all Heads of Departments and Budget Holders.
- Detailed contract planning and financial risk analysis has been assessed within the Foundations Forum - Business Development section.



The Trustees meet quarterly to monitor the spending. Generally, we look at various ways to streamline costs without impacting on the delivery of the quality of services supplied, ensuring awareness and compliance of regulatory standards that impact the different activities carried out by the Group.

Grants received from Premier League programmes still form a material sum of the financial performance, the Board recognises that its financial performance would be materially affected in the event of West Ham United Football Club Limited being relegated from the Premier League with an associated reduction in the availability of funding from central resources.

In order to mitigate any loss of income careful planning and, promotional and fundraising events are being instigated. Also, the group prepares budgets three seasons in advance which include an evaluation of the impact of relegation and associated contingency plans.

Financial assets that expose the company to financial risk consist principally of cash, trade receivables and other receivables. Financial liabilities that expose the company to financial risk consist principally of trade payables and other payables. The financial risks associated with financial instruments are considered minimal.

The company is not exposed to any foreign exchange risks.

The company places its cash with creditworthy institutions. The company performs ongoing credit evaluation of its debtor's financial condition. The carrying amount of cash, trade receivables and other receivables represent the maximum credit risk that the company is exposed to.

### **Going Concern**

The board of trustees is responsible for drawing up the accounts on a going concern basis and in doing so has considered the period for at least 12 months from the date of signing these accounts. The principal risks to the company's going concern status are twofold.

Firstly, as a relatively small company, it is dependent on a sustainable level of income from its operations. This risk is mitigated in part by the fact that an increasing proportion of its grant funding is for a period in excess of one year and therefore subject to considerable certainty, and in part by the fact that much of the company's expenditure is variable and significant cost savings could quickly be achieved in the event of a shortfall in turnover.

Secondly, although it is a separate legal entity from West Ham United Football Club Limited, the company is inevitably dependent to some extent on the status and continued operations of the football club. Moreover, to the extent necessary, the club has also undertaken to provide the company with such financial support as it may require continuing trading and to meet its debts as they fall due for a year of at least twelve months from the date of these accounts. The board of trustees is satisfied that West Ham United Football Club Limited is in a position to provide that financial support if needed.

Consequently, after making enquiries and taking account of the uncertainties described above, the Board of Trustees has a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the board of trustees continue to adopt the going concern basis in preparing the annual report and accounts for the company.



# FOUNDATION

## Statement of Trustees Responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's and Group's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and the Group and enable them to ensure that the financial statements comply with the Charities Act 2006 and the Charities Act 2011 and regulations made thereunder and the trust deed. They are also responsible for safeguarding the assets of the Charity and the Group and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

## Statement as to the disclosure to our Auditors

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

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the groups auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that's he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the board

Andrew Mollett  
Chair of Trustees  
Date: 27/01/2022



## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST HAM UNITED FOUNDATION

### Opinion

We have audited the financial statements of West Ham United Foundation (the 'parent charitable company') and its subsidiaries (the 'charitable group') for the year ended 31 May 2021 which comprise the consolidated statement of financial activities, consolidated balance sheet, parent charity balance sheet, consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 May 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

### Basis for opinion

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

### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity'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 directors with respect to going concern are described in the relevant sections of this report.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.



# FOUNDATION

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST HAM UNITED FOUNDATION (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic and directors' reports) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic and directors' reports have been prepared in accordance with applicable legal requirements.

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

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

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.



# FOUNDATION

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST HAM UNITED FOUNDATION (continued)

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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.

Our approach was as follows:

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity by discussions with management and those charged with governance, experience from previous audits of the entity and experience of other charitable clients.

We assessed the risk of material misstatement in respect of fraud by discussions with management and assessments against accepted risk factors.

We corroborated our enquiries through our substantive audit testing, review of client procedures and of minutes of trustee meetings.

We determined that the most significant laws and regulations that relate which have a direct impact on the determination of material amounts and disclosures in the financial statements are company law, charitable law, the charitable objectives of the Foundation and accounting standards, including FRS 102 and the Charities SORP.

The terms and conditions under which grants and other income, in particular those of the Premier League, are significant because non-compliance would have a material effect on the financial statements.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above.

Based on the results of our risk assessment we designed our audit procedures to identify and to address material misstatements in relation to fraud.

We considered the risk of fraud through management override, and in response, we incorporated testing of manual journal entries into our audit approach.

The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with laws and regulations.



# FOUNDATION

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF WEST HAM UNITED FOUNDATION (continued)

Identified fraud risk factors were discussed during the audit team briefing and professional scepticism exercised throughout the audit.

Because of the inherent limitations of an audit there is a risk that we will not detect all misstatements due to irregularities, including fraud. The more removed the laws and regulations are from the financial transactions, the less likely it is that we would become aware of non-compliance.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment, forgery, omission, misrepresentation and collusion. Audit standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiries of management and inspection of regulatory and legal correspondence, if any, in the absence of identified or suspected non-compliance.

### 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 and to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Report) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees 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.

Sunil Patel (Senior Statutory Auditor)  
For and on behalf of  
F. Winter & Co. LLP  
Statutory Auditors and Chartered Accountants  
Ramillies House,  
2 Ramillies Street,  
London,  
W1F 7LN

Date: 27/01/2022



# FOUNDATION

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT FOR THE FINANCIAL YEAR ENDED 31 MAY 2021

	Note	2020-2021			2019-2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	Funds	2021	Funds	Funds	2020
		£	£	£	£	£	£
<b>Income from</b>							
Donations	2	269,170	-	269,170	279,619	-	279,619
Charitable activities	3	945,523	1,746,291	2,691,814	1,041,517	1,324,580	2,366,097
Trading activities	4	380,256	-	380,256	475,227	-	475,227
<b>Total income</b>		<b>1,594,949</b>	<b>1,746,290</b>	<b>3,341,239</b>	<b>1,796,363</b>	<b>1,324,580</b>	<b>3,120,943</b>
<b>Expenditure on</b>							
Charitable activities	5	1,130,046	1,746,290	2,876,336	1,557,305	1,324,580	2,881,885
Trading activities	6	288,264	-	288,264	338,200	-	338,200
<b>Total expenditure</b>		<b>1,418,310</b>	<b>1,746,290</b>	<b>3,164,600</b>	<b>1,895,505</b>	<b>1,324,580</b>	<b>3,220,085</b>
<b>Net Income (expenditure)</b>		<b>176,639</b>	<b>-</b>	<b>176,639</b>	<b>(99,142)</b>	<b>-</b>	<b>(99,142)</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		137,684	-	137,684	236,826	-	236,826
<b>Total funds carried forward</b>		<b>314,323</b>	<b>-</b>	<b>314,323</b>	<b>137,684</b>	<b>-</b>	<b>137,684</b>

The notes on pages 22 to 33 form part of the financial statements.



# FOUNDATION

Company Number: 5731045 (England and Wales)

## CONSOLIDATED BALANCE SHEET AND PARENT CHARITY BALANCE SHEET As at 31 May 2021

As at 31 May	Note	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
<b>Fixed assets</b>					
Tangible assets	10	92,949	92,949	119,307	119,307
Investment in subsidiary	11		1		1
<b>Total fixed assets</b>		<b>92,949</b>	<b>92,950</b>	<b>119,307</b>	<b>119,308</b>
<b>Current assets</b>					
Debtors	12	1,088,119	1,135,223	1,147,781	1,152,060
Cash at bank and in hand		98,663	34,955	126,029	114,412
		<b>1,186,782</b>	<b>1,170,178</b>	<b>1,273,810</b>	<b>1,266,472</b>
Creditors: amounts falling due within one year	13	(965,408)	(948,805)	(1,255,433)	(1,248,096)
Net current assets		221,374	221,373	18,377	18,376
<b>Net assets</b>		<b>314,323</b>	<b>314,323</b>	<b>137,684</b>	<b>137,684</b>
<b>The funds of the Charity</b>	15				
Designated funds		50,000	50,000	50,000	50,000
Unrestricted funds		264,323	264,323	87,684	87,684
<b>Total Funds</b>		<b>314,323</b>	<b>314,323</b>	<b>137,684</b>	<b>137,684</b>

The company has taken advantage of the exemption under company law not to present its parent company statement of financial activities, including its income and expenditure account. The amount of group net income for the year dealt with in the company's accounts was £176,639 (2020 - net expenditure £99,142).

These financial statements were approved and authorised for issue by the board of trustees on 27/01/2022

Andy Mollett  
Trustee

West Ham United Foundation  
Company Number: 5731045 (England and Wales)

Date: 27/01/2022



## CONSOLIDATED CASH FLOW STATEMENT for Year Ended 31<sup>st</sup> May 2021

	Note	2021	2020
<b>Cash flow from operating activities</b>			
		£	£
Net cash utilised by operating activities	A	(14,427)	(155,145)
<b>Cash flow from financing activities</b>			
Purchase of tangible fixed assets		(13,719)	(22,634)
Proceeds on disposal of tangible fixed assets		780	-
(Decrease) in cash and cash equivalents in the year		(27,366)	(177,779)
Cash and cash equivalent at beginning of the year		126,029	303,808
Cash and cash equivalent at end of the year		98,663	126,029
		£	£
<b>A. Reconciliation of net expenditure to net cash flow from operating activities</b>			
Net income		176,639	(99,142)
add back depreciation charges		35,162	40,228
Add loss on sale of fixed assets		4,135	-
(increase)/decrease in debtors		59,662	(276,010)
increase/(decrease) in creditors		(290,025)	179,779
		(14,427)	(155,145)

The notes on pages 22 to 33 form part of the financial statements



# FOUNDATION

## NOTES TO THE ACCOUNTS

For the year ended 31 May 2021

### 1. ACCOUNTING POLICIES

#### Company information

West Ham United Foundation is a private company limited by guarantee (Companies House No. 5731045) and a registered charity (Registered Charity No. 1114458). It is incorporated and domiciled in England and Wales. The registered office is 60A Albatross Way, Off Woolwich Manor Way, London, E6 5NX. The principal activities of the company are described in the Trustees' Report.

#### a) Basis of preparation

The financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS102"), "Accounting and reporting by Charities": the statement of recommended practice applicable to charities preparing their accounts in accordance with the financial Reporting standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) (Charities SORP (FRS 102), and the Companies Act 2006.

West Ham United Foundation meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared on the historical cost convention under which assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes(s).

The company is a qualifying entity as defined by FRS102 and has taken advantage of the provisions in FRS 102 whereby a parent is not required to present a cash flow statement for the charity.

The principal accounting policies which have been applied consistently, judgements and key sources of estimation uncertainty are as follows.

#### b) Basis of Consolidation

The consolidated financial statements incorporate the results of West Ham United Foundation and its subsidiary undertakings from the date that control commences to the date it ceases.

Subsidiary undertakings are consolidated on a line-by-line basis using the acquisition method of accounting in accordance with Section 9 "Consolidated and Separate Financial Statements" of FRS 102.

Details of West Ham United Foundation's subsidiary undertakings can be found in Note 11.

#### c) Preparation of the accounts on a going concern basis

The directors have prepared the accounts on a going concern basis. The Board of Directors of West Ham United Football Club Limited (Club) have confirmed the Club's ongoing intention of operational and financial support to the Trust for a minimum period of 12 months from the date of approval of these financial statements, and in addition the Club will not seek foreclosure of the intercompany loan.

**NOTES TO THE ACCOUNTS (continued)**  
**For the year ended 31 May 2021**

Based on the continuing support of the Club and the Trust's business plan the directors consider that the use of the going concern basis is appropriate.

**d) Income**

Income from football development, facility hire, sponsorship and other income is included in the year in which the company is entitled to the income and the amount can be quantified with reasonable accuracy.

Income from grants and donations, including capital grants, is included in incoming resources when receivable except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting years, the income is deferred until those years.
- When donors impose conditions, which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.

Income from government grants is recognised under the performance model under which grants which do not impose performance related conditions are recognised when the grant proceeds are received or receivable. When grants impose specified future performance-related conditions, income is recognised only when the performance-related conditions are met.

The Foundation does not include donated services and facilities in the Statement of Financial Activities as it is unable to reasonably quantify or measure the value of these services. Donated services are provided by West Ham United FC to the extent that premises and support functions are provided free of any charges. Details of transactions with West Ham United FC are included in note 17.

**e) Expenditure**

Resources expended are included in the Statement of Financial Activities on an accruals basis, exclusive of any recoverable VAT.

Costs of charitable activities comprise direct expenditure including direct staff costs attributable to the activity. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with use of resources. Administration and support costs are those incurred in connection with organisational administration and compliance with statutory requirements.

**f) Tangible fixed assets**

The rates used are expected to write off the cost, less any estimated residual value, of each asset over its expected useful life. Assets are stated net of any provision for impairment.

Plant & equipment: 20% (reducing balance)  
Computer software: 33.3% (straight line basis)

**g) Investment in subsidiaries**

Investment in subsidiaries are included at cost.

**NOTES TO THE ACCOUNTS (continued)**  
**For the year ended 31 May 2021**

**h) Stocks**

Stocks of kit, bibs, balls and football sundries are written off on purchase.

**i) Corporation Taxation**

The Charity is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. The income of the trading subsidiaries is gift aided to the parent charity such that no tax liabilities are due.

**j) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

**k) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purpose of charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Foundation's work or for specific projects being undertaken by the Foundation. Designated funds are funds set aside by the trustees for specific purposes of the Foundation. Unlike restricted funds, these funds may be used for other purposes of the charity at the discretion of the trustees.

**l) Debtors**

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.

**m) Creditors and provisions**

Creditors and provisions are recognised where the charity 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.

**n) Pensions**

The Foundation pays into defined contribution schemes for certain employees. The pensions charge represents the amount payable for the year. There are no directors accruing benefits under the pension scheme.



# FOUNDATION

## NOTES TO THE ACCOUNTS (continued) For the year ended 31 May 2021

### 2 DONATIONS

	31.5.21	31.5.20
	£	£
Public Donations & Sponsorship	269,170	279,619

### 3 INCOME FROM CHARITABLE ACTIVITIES

	2021			2020		
	Total	Restricted	Unrestricted	Total	Restricted	Unrestricted
	£	£	£	£	£	£
Football Development	700,424	542,359	158,065	676,032	541,583	134,449
Community	709,901	566,995	142,906	786,665	594,124	192,541
Learning	918,325	366,388	551,937	770,159	188,873	581,286
Coronavirus Job Retention Scheme	363,164	270,549	92,615	133,241	-	133,241
	<b>2,691,813</b>	<b>1,746,291</b>	<b>945,523</b>	<b>2,366,097</b>	<b>1,324,580</b>	<b>1,041,517</b>

### 4 INCOMING RESOURCES FROM TRADING ACTIVITIES

	31.5.21	31.5.20
	£	£
Football development - WHUFE	264,478	475,227
Coronavirus Job Retention Scheme	115,778	-
	<b>380,256</b>	<b>475,227</b>



# FOUNDATION

## NOTES TO THE ACCOUNTS (continued) For the year ended 31 May 2021

### 5 EXPENDITURE ON CHARITABLE ACTIVITIES

	2021			2020		
	Total	Restricted	Unrestricted	Total	Restricted	Unrestricted
	£		£	£	£	£
Football Development	990,577	607,147	383,430	1,052,952	568,111	484,841
Learning	966,710	496,610	470,100	848,508	276,101	572,407
Community	919,049	642,533	276,516	980,425	480,368	500,057
	<b>2,876,336</b>	<b>1,746,290</b>	<b>1,130,046</b>	<b>2,881,885</b>	<b>1,324,580</b>	<b>1,557,305</b>

2020/2021	Direct costs	Support costs	Totals
	£	£	£
Football Development	672,107	318,470	990,577
Learning	608,857	357,853	966,710
Community	618,347	300,702	919,049
	<b>1,899,311</b>	<b>977,025</b>	<b>2,876,336</b>

2019/2020	Direct costs	Support costs	Totals
	£	£	£
Football Development	727,618	325,334	1,052,952
Learning	472,351	337,907	848,508
Community	676,671	342,004	980,425
	<b>1,876,640</b>	<b>1,005,245</b>	<b>2,881,885</b>

Support costs include central staff costs, depreciation and other overheads which are apportioned to charitable activities on the basis of the corresponding proportion of revenue attributable to each activity.



**NOTES TO THE ACCOUNTS (continued)**  
**For the year ended 31 May 2021**

**6 EXPENDITURE ON TRADING ACTIVITIES**

	<b>31.5.21</b>	<b>31.5.20</b>
	<b>£</b>	<b>£</b>
Football development – WHUFE	288,264	338,200
	<u>288,264</u>	<u>338,200</u>

**7 GOVERNANCE COSTS**

	<b>31.5.21</b>	<b>31.5.20</b>
	<b>£</b>	<b>£</b>
Auditors' remuneration	8,850	7,200
Other fees payable to auditors	<u>850</u>	<u>5,000</u>

**8 TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 May 2021 nor for the year ended 31 May 2020.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 May 2021 nor for the year ended 31 May 2020.



# FOUNDATION

## NOTES TO THE ACCOUNTS (continued)

For the year ended 31 May 2021

### 9 STAFF COSTS

	<b>31.5.21</b>	<b>31.5.20</b>
	£	£
Wages and salaries	1,563,477	1,543,663
Social security costs	572,695	592,518
Pension Costs	60,440	60,345
	<u>2,196,612</u>	<u>2,196,526</u>

The average monthly number of employees during the year was as follows:

	<b>31.5.21</b>	<b>31.5.20</b>
Full time employees	53	54
Part time employees	91	95
	<u>144</u>	<u>149</u>

The number of employees whose emoluments fell within the following bands was:

	<b>31.5.21</b>	<b>31.5.20</b>
£140,001 - £150,000	1	1
£70,001 - £80,000	1	1
Remuneration of Key Management Personnel	£511,838	£511,838

The following are identified as members of Key Management Personnel

Chief Executive Officer, Joe Lyons

Finance Director, Janet Wallace, FCCA

Head of Learning, Jesse Foyle

Head of Community, Kerry Downes

Head of Football Development, Bryan Glover



# FOUNDATION

## NOTES TO THE ACCOUNTS (continued) For the year ended 31 May 2021

### 10 TANGIBLE FIXED ASSETS

	Plant and machinery
	Group and Charity
	£
<b>COST</b>	
At 1 June 2020	341,933
Additions	13,719
Disposal	(15,000)
	<hr/>
At 31 May 2021	340,652
	<hr/>
<b>DEPRECIATION</b>	
At 1 June 2020	222,626
Charge for year	35,162
Elimination on disposals	(10,085)
	<hr/>
At 31 May 2021	247,703
	<hr/>
<b>NET BOOK VALUE</b>	
At 31 May 2021	92,949
	<hr/> <hr/>
At 31 May 2020	119,307
	<hr/> <hr/>



# FOUNDATION

## NOTES TO THE ACCOUNTS (continued) For the year ended 31 May 2021

### 11 INVESTMENT IN SUBSIDIARIES

Organisation Name	Country of Registration	Class of Ownership	Parent Interest	Share Capital Held	Nature of Business
<b>31 May 2021</b>					
West Ham United Foundation Enterprises (WHUFE) Limited	England and Wales	Ordinary	100%	£1	Provision of Sports Services

12	DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	Group	Parent	Group	Parent
		31.5.21	31.5.21	31.5.20	31.5.20
		£	£	£	£
	Trade debtors	852,115	782,185	729,861	553,225
	West Ham United Foundation Enterprises (WHUFE)	-	240,389	-	227,500
	Prepayments and accrued income	236,004	112,650	417,920	371,335
		<u>1,088,119</u>	<u>1,135,224</u>	<u>1,147,781</u>	<u>1,152,060</u>

13	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	Group	Parent	Group	Parent
		31.5.21	31.5.21	31.5.20	31.5.20
		£	£	£	£
	Trade creditors	463,007	462,107	697,897	693,998
	Taxation and social security	48,261	48,261	149,857	149,857
	West Ham United Women FC	48,635	48,635	58,378	58,378
	Accruals and other creditors	102,461	86,758	64,632	61,194
	Deferred income (see note 16)	303,044	303,044	284,669	284,669
		<u>965,408</u>	<u>948,805</u>	<u>1,255,433</u>	<u>1,248,096</u>

**NOTES TO THE ACCOUNTS (continued)**
**For the year ended 31 May 2021**
**14 FUNDS**

	General Reserve	Designated Funds	Total Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£	£	£
<b>At 1 June 2019</b>	186,826	50,000	236,826	-	236,826
Incoming resources	1,796,363	-	1,796,363	1,324,580	3,120,943
Resources expended	(1,895,505)	-	(1,895,505)	(1,324,580)	(3,220,085)
<b>At 31 May 2020</b>	87,684	50,000	137,684	-	137,684
Incoming resources	1,594,949	-	1,594,949	1,746,291	3,341,239
Resources expended	(1,418,310)	-	(1,418,310)	(1,746,290)	(3,164,600)
<b>At 31 May 2021</b>	264,323	50,000	314,323	-	314,323

Funds are held for use of the following purposes.

**General reserve**

General reserve represents funds available for use at the discretion of Board to further the Charity's objectives.

**Designated funds**

Designated funds are amounts set aside by the Trustees for specific purposes.

**Restricted funds**

Restricted funds include grants given to the Charity for specific purposes to be expended in accordance with the terms of donation or grants.

These funds consist of grants and funding in various bodies including Premier League. They are to be used for specific projects according to terms and restrictions imposed by the donors and funding bodies. They relate to a large number of short-term projects the activities which are in line with our objectives, covering areas in Football Development, Learning and Community.



# FOUNDATION

## NOTES TO THE ACCOUNTS (continued)

For the year ended 31 May 2021

### 15 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	General Reserve	Designated Funds	Total Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£	£	£
<b>As at 31st May 2021</b>					
Tangible Fixed Assets	92,949		92,949	-	92,949
Cash and cash equivalents	48,663	50,000	98,663	-	98,663
Other current assets	1,088,119		1,088,119	-	1,088,119
Current liabilities	(965,408)		(965,408)	-	(965,408)
	<b>264,323</b>	<b>50,000</b>	<b>314,323</b>	<b>-</b>	<b>314,323</b>

### As at 31st May 2020

Tangible Fixed Assets	119,307		119,307	-	119,307
Cash and cash equivalents	76,029	50,000	126,029	-	126,029
other current assets	1,147,781		1,147,781	-	1,147,781
Current liabilities	(1,255,433)		(1,255,433)	-	(1,255,433)
	<b>87,684</b>	<b>50,000</b>	<b>137,684</b>	<b>-</b>	<b>137,684</b>

### 16 DEFERRED INCOME

	31.5.21 £	31.5.20 £
Balance as at 1 June 2020	284,669	61,344
Released in the year	(284,669)	(61,344)
Additions in the year	303,044	284,669
Balance as 31 May 2021	<u>303,044</u>	<u>284,669</u>

Deferred income represents income retained at the reporting date to meet the balance of expenditure on projects which span two accounting periods.



# FOUNDATION

## NOTES TO THE ACCOUNTS (continued) For the year ended 31 May 2021

### 17 RELATED PARTY TRANSACTIONS

Sports equipment, stationery and children's toys were purchased from West ham United Football Club Limited in the sum of £40,761 (2020 – £46,438). At the balance sheet date, the net balance due to West Ham Football Club was £173,113 (2020 – £426,642)

A number of other goods and services were supplied to the company by West Ham United Football Club Limited on a complimentary basis, as explained in the section headed "Relationship with West Ham United Football Club Limited" in the Trustees' Report on page 5 of these financial statements. The Trustees consider that it is impracticable to value these goods and services.

### 18 CONTROLLING PARTY

The company is controlled by its trustees and directors. The Company is limited by guarantee and therefore does not have any share capital. Any liability of its members is limited to £10 per member.

