

THE FOOTSTEPS TRUST

England & Wales · Charity number 1146215

Details

Other names	THE FOOTSTEPS FOOTBALL ACADEMY
Status	Registered
Legal form	Charitable company
Company number	07782588
Registered	2012-03-02
Register	View on the Charity Commission register

Contact

Address	38 Fairley Way Cheshunt Waltham Cross Hertfordshire EN7 6LG
Phone	01793763548
Website	www.footsteps.uk.com

Activities

Objects: TO ADVANCE IN LIFE AND HELP YOUNG PEOPLE THROUGH:A) THE PROVISION OF RECREATIONAL AND LEISURE TIME ACTIVITIES, IN PARTICULAR BUT NOT EXCLUSIVELY SPORT, PROVIDED IN THE INTERESTS OF SOCIAL WELFARE, DESIGNED TO IMPROVE THEIR CONDITIONS OF LIFE.B) PROVIDING SUPPORT AND ACTIVITIES WHICH DEVELOP THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS MATURE AND RESPONSIBLE INDIVIDUALS.

Activities: Based on the model developed by the London Boxing Academy, Footsteps builds upon the LBA's excellent track record as an alternative education provider for young people. Footsteps delivers an holistic program combining education, sport, and personal support to combat under achievement, low self-esteem and social immobility through sporting excellence, academic achievement, and employment.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Amateur Sport, Recreation
- **Who:** Children/young People

Geography

- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£584,419	£622,250	£64,436	17
2024-08-31	£648,250	£535,048	£102,267	14
2023-08-31	£415,127	£384,816	-	-
2022-08-31	£370,827	£363,290	-	-
2021-08-31	£426,739	£433,039	-	-
2020-08-31	£416,880	£410,226	-	-

Trustees

Name	Role	Appointed
Giles Amponsah Hall	Chair	2014-12-22
CHRISTOPHER HALL BSC		2012-02-13
Christina Brooks		2022-02-18
David Alexander Hazelton		2021-02-22
Nana Serwaa Wulff		2021-02-22
Scott Ohene-Nyako		2022-02-18

THE FOOTSTEPS TRUST

England & Wales - Charity number 1146215

Accounts

Company Registration: 07782588 (England & Wales)

Registered Charity Number: 1146215

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2025

THE FOOTSTEPS TRUST

CONTENTS OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2025

	Page
Reference and Administrative details	1
Report of the Trustees	2 - 6
Report of the Independent Examiners	7 - 8
Statement of Financial Activities	9
Balance Sheet	10 - 11
Notes to the Financial Statements	12 - 19

THE FOOTSTEPS TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Mr C J Hall - Chief Executive C Brooks - Director Mr G Hall - Director Mr S Ohene-Nyarko N A Wulff - Director Mr D A Hazelton - Director
Company Name	The Footsteps Trust
Registered Office	New River Sports Centre White Hart Lane London, N22 5QW
Registered Company Number	07782588 (England & Wales)
Registered Charity Number	1146215
Independent Examiner	Ray Harris BA (Hons) FMAAT Project H Accountants Beadle House, Bull Plain Hertford Herts, SG14 1DT

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2025

The trustees, who are also directors for the purposes of the Companies Act, are pleased to present their report and the independently examined financial statements of the charity for the year ended 31st August 2025.

OBJECTIVES AND ACTIVITIES

The Footsteps Trust: Public Benefit

Footsteps accepts all students for whom mainstream education has proved to be unsuitable. Many that have been seen to 'fail' in one or more mainstream schools are seen to thrive in the Footsteps environment. The benefits of a stable education, and positive role models, has far-reaching effects, on the individual concerned, their families, and the wider community. Haringey, with Wood Green and Tottenham, in particular, are difficult environments for many young people. Street crime, gang related activities, drug misuse, unemployment, and family breakdown - all combine to distract young people from education and planning their future. Their capability to contribute to public service and to respect their community are also damaged. Footsteps provides the chance of education and progression, thereby helping to relieve poverty, improve life chances, and return disengaged young people to their communities. Footsteps provides quality education, tuition, coaching in football and other sports, vocational training, lifestyle, and career guidance and counselling, to young people who seek personal development, sporting achievement, physical health, and psychological wellbeing. We assist any individual, whatever their background, to be the absolute best they can be. We encourage and assist all those who seek excellence in any and every aspect of their lives. This ethos pervades all aspects of Footsteps' activities. The holistic approach taken by Footsteps helps us to identify, confront and remove the negative aspects of a young person's environment which may adversely affect and hinder their development. We work with partner organisations to ensure engagement, mentoring, and academic/further education and employment guidance is delivered to every Footsteps student. Every effort is made to ensure provision is available to, and taken up, by all ethnic, gender and age groups.

ORGANISATION AND ACTIVITIES

Ensuring the effectiveness of our work

The Footsteps program is regularly reviewed as to efficiency and effectiveness. Examination results are compared across a wide range of criteria, and student progress is monitored both internally and by referrers. Referrers are legally obliged to monitor the well-being and progress of any students placed with Footsteps, an obligation which includes Ofsted visits to Footsteps when a referring establishment is inspected as well as our own OFSTED inspections. Referrers and funders are welcomed at all times and regularly inspect and comment upon the work that we undertake. The Footsteps Trust is registered with both the DfE and Ofsted as an independent school - URN:141859 / UKPRN: 10056424 DfE registration entailed a pre-registration inspection from Ofsted, followed by a detailed inspection by the DfE, followed by a detailed inspection from Ofsted. These inspections ensured the legal compliance and operational accuracy of the organisation and were an excellent indicator of our operations from expert, independent sources. We have since had two further Ofsted inspections which have demonstrated clearly the improvements that have been made and maintained. We were inspected by Ofsted in February of 2018 and July 2022 and received 'Good' overall assessments - a tremendous result for the whole organisation. The full report is available as a PDF on the Footsteps website.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2025

ACHIEVEMENTS AND PERFORMANCE

Charitable Activities

The majority of Footstep's income is derived from fees charged to referrers, schools, local government and other agencies. Income from this source varies directly with the number of students referred. Fees are charged per student per term on a pro-rata basis. Footsteps has seen a gradual rise in the number of students referred but cannot rely on the level of occupancy. This situation makes financial forecasting difficult. However, Footsteps will always strive to offer places to any student that would benefit from our services. Further difficulties in financial planning arise due to the requirement of providing staff - teachers and learning mentors, before the number of students to be catered for is known. This difficulty is exacerbated by our desire to offer as wide a curriculum as possible, and we would therefore wish to provide a subject, even though the number of students wishing to study might be below the optimum financial level. Currently, we are delivering seven GCSE subjects and Functional Skills Maths and English.

Footsteps was able to greatly reduce our ongoing deficit built up over previous years. Unfortunately, this reduction has not been adequate to fully offset costs and we once again find that we have had to draw funds against future service provision. Undoubtedly, Footsteps' financial position has been negatively impacted by the Coronavirus crisis. Student referral numbers were negatively impacted by the same.

FINANCIAL REVIEW

Investment policy and objectives

Footsteps has not enjoyed the level of surplus funds necessary to consider investment options, but aims to keep the matter under review once additional fundraising/free school status leads to increased income. We were severely affected by Covid which affected our reserves, however we are slowly rebuilding.

Reserves policy

The committee recognises that, given the unpredictable nature of future student numbers, and therefore fee income, ongoing difficulties with the payment methods of referrers, and the unpredictable nature of donated income, the charity should begin to build a reserve fund. Although we are able to adjust costs somewhat by matching staffing levels, our our major cost to anticipated and actual student numbers, the committee has agreed that a reserve amounting approximately to total expenditure for a school term be established. It has been decided therefore that we should endeavour to establish a reserve of unrestricted funds of £200,000 which would be adequate to finance our longest school term.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2025

Reserves policy continued

The committee is aware that, at present levels, it would take many years to achieve this level of reserves. However, we are confident that, by reducing services if necessary, and streamlining some of the wide range of options we currently offer, the charity could continue to operate on a considerably reduced income should circumstances demand. In any case, staff levels have been reduced considerably without substantially affecting the charity's activities. Further, the unpredictability of staff requirements, depending on student numbers, has been addressed so that some staff, in future, will be offered ongoing temporary contracts or contracts which will allow Footsteps to reduce the total number of hours worked. There has also been a higher level of volunteer use, though this is often limited by the high level of training required to work with and mentor sometimes volatile young people. At a recent meeting of the trustees' consideration was given to entering into agreement with professional fundraising agencies as we believe that their experience and expertise would be able to substantially increase our grant income. Further investigation of fees and expectations is currently ongoing.

FUTURE PLANS

Having successfully registered with DfE and Ofsted, there is a cost element involved, on top of the time dedicated to the mechanics of registration, since Footsteps will subsequently be required to pay for Ofsted inspections. The recent 'Good' Ofsted report allows us to apply for Free School status which would substantially increase revenues. Unfortunately, when the opportunity arose for independent AP's to apply to the DfE for Free School status the local council, Haringey, refused to support our bid. The charity will continue to offer its services as at present. It has been decided that no further expansion be undertaken before adequate funding has been secured, including funding for all necessary costs of establishment, staffing, equipment, and adequate reserves. We shall monitor, and expand where desirable, relationships with partner organisations with a view to increased effectiveness and efficiency of our work with young people. We shall examine the possibility of expansion of our services into areas that would return an income to the charity that would improve our financial position. All options outlined above would naturally be considered in respect of charity law and our stated charitable aims.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 21st September 2011, Co. No 7782588, and registered as a charity on 2nd March 2012, Reg. No. 1146215. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute a set amount.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2025

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law. All trustees are familiar with the work done by Footsteps and bring additional skills in business and education. Whilst Chris Hall is involved with the day to day running of the academy(s), the remaining trustees are more concerned with the overall running of the charity, utilising their varied experience in business and education. Specialist skills in safeguarding, education etc. are provided to the committee by the Footsteps Steering Group, made up of teachers, education and care specialists employed by the Trust. The committee recognises that the available skillset is always open to improvement and are taking steps to identify and encourage new applicants. All committee members, and all other members of staff, have now been successfully DBS checked on behalf of Footsteps. New applicants will be invited to visit one of the academies with the option of shadowing one or more staff members so that they may fully understand our work with young people. The committee feel that a full understanding is vital if the contribution of trustees is to be fully utilised. Potential candidates will be made aware of current and future operations, acquainted with the charity commission documentation for trustees, and made fully aware of financial considerations and the charity's current financial position.

Organisational structure

The trustees administer the charity on an ongoing basis. There is regular communication to resolve strategy and ongoing developments. The trustees have appointed an Chief Operations Officer who, assisted by the office staff, ensures the day-to-day matters are attended to. To facilitate operations, the Chief Operations Officer has been delegated certain authority including financial, HR and operations. The Chief Operations Officer is supported by the Principal and Operations Manager.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

The charity is governed by company law, charity law, and the requirements of the DfE. Further, all referrers are required to satisfy themselves of the good practise of the charity. Schools, local authorities, and partner organisations such as referring schools and boroughs monitor our performance and standards, and inspect Footsteps on a regular basis. Ofsted is often required to inspect Footsteps as part of the official DfE inspection of any referring agencies and, as an independent school, inspect Footsteps in its own right. We believe that this level of scrutiny ensures that The Footsteps Trust will continue to excel in all areas of operation.

Organisational Management

The trustees determine the general policy of Footsteps. The day to day running of Footsteps is delegated to the Principal, supported by the SLT. The Principal takes the key leadership role, overseeing educational, pastoral, safeguarding and administrative functions, in consultation with the senior staff. The day-to-day administration of Footsteps is undertaken within the policies and procedures approved by the trustees, who are involved in, and provide, significant expenditure decisions. Major capital projects are referred to the trustees for prior approval.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2025

Organisational Management continued

The Academy Principal oversees the recruitment of all educational staff, administrative and non-teaching support staff.

Risk management

The trustees are aware of the major risks to which the charity may be exposed. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces, and the trustees continues to monitor the policies published by Footsteps' management to ensure that the trust remains compliant with all health and safety legislation covering staff, students and visitors to the academies. Chris Hall also sits on the Steering Group Committee that meets regularly and addresses the requirements of policy development and implementation. Chris also acts as Academy Principal and Chief Executive of the charity's operations, ensuring compliance with policy and reporting directly to other members of this committee.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07782588 (England and Wales)

Registered Charity number

1146215

Registered office

New River Sports Centre
White Hart Lane
London, N22 5QW

Approved by the board of trustees.

Dated: 26 May 2026



Signed _____

Mr C J Hall, Trustee

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

I report to the trustees of The Footsteps Trust (Charity No 1146215) on the accounts of the company for the year ended 31st August 2025 which are set out on pages 9 to 19.

Respective responsibilities of the trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("The Charities Act") and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act 2011,
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act 2011, and
- to state whether particular matters have come to my attention

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act 2011; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



.....

Ray Harris BA (Hons) FMAAT
Project H Accountants
Beadle House, Bull Plain
Hertford
Herts, SG14 1DT

THE FOOTSTEPS TRUST

STATEMENT OF FINANCIAL ACTIVITIES

FOR PERIOD ENDED 31ST AUGUST 2025

		Unrestricted Funds	Restricted Funds	Restricted Asset Funds	Total Funds 2025	Total Funds 2025
	Note	£	£	£	£	£
INCOME RESOURCES						
Donations and legacies	2	126	-	-	126	241
Charitable activities:						
Fees from referrers	3	584,293	-	-	584,293	648,010
Other income	4	-	-	-	-	-
Total Income Resources		584,419	0	0	584,419	648,250
RESOURCES EXPENDED						
Charitable Expenditure:						
Charitable activities	5	622,250	-	-	622,250	535,048
Total Resources Expended		622,250	-	-	622,250	535,048
NET INCOME / (EXPENDITURE)		-37,831	-	-	-37,831	113,202
Balance brought forward		102,267	-	-	102,267	-10,935
Balance carried forward		64,436	-	-	64,436	102,267

THE FOOTSTEPS TRUST

**BALANCE SHEET
AS AT 31ST AUGUST 2025**

		Unrestricted Funds	Restricted Funds	Total Funds 2025	Total Funds 2024
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	10	<u>8,141</u>	-	<u>8,141</u>	<u>10,693</u>
CURRENT ASSETS					
Debtors	12	133,877	-	133,877	112,277
Cash at bank and in hand		<u>7,564</u>	-	<u>7,564</u>	<u>48,052</u>
		<u>141,441</u>	-	<u>141,441</u>	<u>160,328</u>
CREDITORS: falling within 1 year	13	<u>-79,660</u>	-	<u>-79,660</u>	<u>-51,198</u>
NET CURRENT ASSETS		<u>61,781</u>	-	<u>61,781</u>	<u>109,130</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>69,922</u>	-	<u>69,922</u>	<u>119,823</u>
CREDITORS: falling due more than 1 year					
Long Term loans	14	<u>-5,486</u>	-	<u>-5,486</u>	<u>-17,556</u>
NET ASSETS / (LIABILITIES)		<u><u>64,436</u></u>	-	<u><u>64,436</u></u>	<u><u>102,267</u></u>
FUNDS	15				
Unrestricted Funds					
General fund				64,436	102,267
Restrictive Funds					
General fund				-	-
Fixed asset fund				<u>-</u>	<u>-</u>
TOTAL FUNDS				<u><u>64,436</u></u>	<u><u>102,267</u></u>

THE FOOTSTEPS TRUST

**BALANCE SHEET continued
AS AT 31ST AUGUST 2025**

For the year ended 31 August 2025 the charitable company was entitled to exception from audit under section 477 of the Companies Act 2006 relating to small companies.

The trustees have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of Sections 386 & 387 of the Act with respect to keeping accounting records and Sections 394 & 395 for preparation of the accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - Small Entities.

The financial statements were approved by the trustees on 27 May 2026 signed on its behalf by:



Mr C J Hall, Trustee

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2025

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company have been prepared in accordance with the Charities SORP (FRSSE) 'Accounting and Reporting' by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the provisions of FRS 102 Section 1A Small Entities and the Companies Act 2006. The financial statements have been prepared under the historic cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 33.33% straight line

Fixtures & fittings - 33.33% straight line

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2025

1. ACCOUNTING POLICIES continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity.

Restrictions arise when specified by the donor or when the funds are raised for particular restricted purposes.

Further explanation of the nature and purposes of each fund is included in the notes to the financial statements.

Hire purchase and lease commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Investments

Investments are stated at market value as at the balance sheet date. The statement of financial activities includes net gains and losses arising on revaluation and disposals during the period.

2. DONATIONS AND LEGACIES

	2025 £	2024 £
Donations	<u>126</u> 126	<u>241</u> 241
Grants received, included in the above are as follows;		
Other grants	<u>-</u>	<u>-</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2025

3. INCOME FROM CHARITABLE ACTIVITIES	2025	2024
	£	£
Fees from referrers	<u>584,293</u>	<u>648,010</u>

4. OTHER INCOME	2024	2024
	£	£
Fundraising	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>

5. CHARITABLE ACTIVITIES COST	Direct costs	Support costs (note 6)	Totals
	£	£	£
Charitable activities	<u>523,716</u>	<u>98,534</u>	<u>622,250</u>

6. SUPPORT COSTS	Manage - ment	Govern - ance costs	Totals
	£	£	£
Other resources expended		3,634	3,634
School	<u>94,900</u>		<u>94,900</u>
	<u>94,900</u>	<u>3,634</u>	<u>98,534</u>

7. NET INCOME / (EXPENDITURE)	2025	2024
	£	£
Net income / (expenditure) is stated after charging / (crediting);		
Accountants fee	3,634	3,720
Depreciation	<u>5,069</u>	<u>2,725</u>
	<u>8,703</u>	<u>6,445</u>

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2025

8. TRUSTEES' REMUNERATION AND BENEFITS

During the year the following payments were made to companies under the control of the trustees, the arrangements had been agreed by the other trustees and limits set:

Expenses of £56,900 (2024 - £64,356) were charged in respect of educational services by The London Boxing Academy Limited, a company under the control of Mr C Hall.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2025 nor for the year ended 31 Aug 2024 .

9. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	<u>391,155</u>	<u>260,078</u>
The average number of employees during the period was as follows:	<u>17</u>	<u>13</u>
The number of employees who's employee benefits (excluding pensions) exceeded £60,000 was	<u>0</u>	<u>0</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2025

10. TANGIBLE FIXED ASSETS

	Computers	Fixtures & Fittings	Total
	£	£	£
Cost			
At 1st September 2024	13,787	5,862	19,649
Additions	740	1,777	2,517
At 31st August 2025	<u>14,527</u>	<u>7,639</u>	<u>22,166</u>
Depreciation			
At 1st September 2024	6,873	2,083	8,957
charge for the period	2,929	2,139	5,069
At 31st August 2025	<u>9,802</u>	<u>4,223</u>	<u>14,025</u>
Net Book Value			
At 31st August 2025	<u>4,725</u>	<u>3,416</u>	<u>8,141</u>
At 1st September 2024	<u>6,914</u>	<u>3,779</u>	<u>10,693</u>

11. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2025	2024
	£	£
Within one year	<u>1,234</u>	<u>336</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2025

12. DEBTORS	2025	2024
	£	£
Trade receivables	120,205	99,016
Other Debtors	13,672	12,261
	<u>133,877</u>	<u>111,277</u>

13. CREDITORS	2025	2024
	£	£
Trade creditors	19,744	9,498
Social security and other taxes	47,546	3,923
Other creditors (incl. wages and pensions)	-1,097	24,251
Bank loans	13,167	13,167
Accrued expenses	300	360
	<u>79,660</u>	<u>51,198</u>

14. CREDITORS FALLING DUE MORE THAN 1 YEAR	2024	2024
	£	£
Bank loans	<u>5,486</u>	<u>17,556</u>

15. MOVEMENT IN FUNDS	At 01.09.2024	Net movement in funds	At 31.08.2025
	£	£	£
Unrestricted funds			
General funds	102,267	-37,831	64,436
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>102,267</u>	<u>-37,831</u>	<u>64,436</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2025

15. MOVEMENT IN FUNDS CONT.

Net movement in funds, as included above are as follows:

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	584,419	-622,250	-37,831
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>584,419</u>	<u>-622,250</u>	<u>-37,831</u>

Comparative figures for movement in funds

	At 01.09.2022 £	Net movement in funds £	At 31.08.2023 £
Unrestricted funds			
General funds	-10,935	113,202	102,267
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-10,935</u>	<u>113,202</u>	<u>102,267</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2025

15. MOVEMENT IN FUNDS CONT.

Comparative figures for net movement in funds

	Incoming Resources	Resources Expended	Movement in funds
	£	£	£
Unrestricted funds			
General funds	648,250	-535,048	113,202
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>648,250</u>	<u>-535,048</u>	<u>113,202</u>

16. RELATED PARTY DISCLOSURES

At the balance sheet date an amount of £3,092 (2024 - £3,092) which is interest free and repayable on demand was owed to The Footsteps Trust by The London Boxing Academy Trust & LBA Ltd, companies that Mr Hall is a director

17. LIMITED LIABILITY

The company is limited by guarantee, every member promises that if the Charity is dissolved while he or she remains a member, or within twelve months afterwards to contribute up to £1 towards the cost of dissolution of the liabilities incurred by the Charity.

18. GOING CONCERN

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

THE FOOTSTEPS TRUST

England & Wales - Charity number 1146215

Accounts

Company Registration: 07782588 (England & Wales)
Registered Charity Number: 1146215

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2024

THE FOOTSTEPS TRUST

CONTENTS OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2024

	Page
Reference and Administrative details	1
Report of the Trustees	2 - 6
Report of the Independent Examiners	7 - 8
Statement of Financial Activities	9
Balance Sheet	10 - 11
Notes to the Financial Statements	12 - 19
Detailed Statement of Financial Activities	20

THE FOOTSTEPS TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Mr C J Hall - Chief Executive C Brooks - Director Mr G Hall - Director Mr S Ohene-Nyarko N A Wulff - Director Mr D A Hazelton - Director
Company Name	The Footsteps Trust
Registered Office	New River Sports Centre White Hart Lane London, N22 5QW
Registered Company Number	07782588 (England & Wales)
Registered Charity Number	1146215

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2024

The trustees, who are also directors for the purposes of the Companies Act, are pleased to present their report and the independently examined financial statements of the charity for the year ended 31st August 2024.

OBJECTIVES AND ACTIVITIES

The Footsteps Trust: Public Benefit

Footsteps accepts all students for whom mainstream education has proved to be unsuitable. Many that have been seen to 'fail' in one or more mainstream schools are seen to thrive in the Footsteps environment. The benefits of a stable education, and positive role models, has far-reaching effects, on the individual concerned, their families, and the wider community. Haringey, with Wood Green and Tottenham, in particular, are difficult environments for many young people. Street crime, gang related activities, drug misuse, unemployment, and family breakdown - all combine to distract young people from education and planning their future. Their capability to contribute to public service and to respect their community are also damaged. Footsteps provides the chance of education and progression, thereby helping to relieve poverty, improve life chances, and return disengaged young people to their communities. Footsteps provides quality education, tuition, coaching in football and other sports, vocational training, lifestyle, and career guidance and counselling, to young people who seek personal development, sporting achievement, physical health, and psychological wellbeing. We assist any individual, whatever their background, to be the absolute best they can be. We encourage and assist all those who seek excellence in any and every aspect of their lives. This ethos pervades all aspects of Footsteps' activities. The holistic approach taken by Footsteps helps us to identify, confront and remove the negative aspects of a young person's environment which may adversely affect and hinder their development. We work with partner organisations to ensure engagement, mentoring, and academic/further education and employment guidance is delivered to every Footsteps student. Every effort is made to ensure provision is available to, and taken up, by all ethnic, gender and age groups.

ORGANISATION AND ACTIVITIES

Ensuring the effectiveness of our work

The Footsteps program is regularly reviewed as to efficiency and effectiveness. Examination results are compared across a wide range of criteria, and student progress is monitored both internally and by referrers. Referrers are legally obliged to monitor the well-being and progress of any students placed with Footsteps, an obligation which includes Ofsted visits to Footsteps when a referring establishment is inspected as well as our own OFSTED inspections. Referrers and funders are welcomed at all times and regularly inspect and comment upon the work that we undertake. The Footsteps Trust is registered with both the DfE and Ofsted as an independent school - URN:141859 / UKPRN: 10056424 DfE registration entailed a pre-registration inspection from Ofsted, followed by a detailed inspection by the DfE, followed by a detailed inspection from Ofsted. These inspections ensured the legal compliance and operational accuracy of the organisation and were an excellent indicator of our operations from expert, independent sources. We have since had two further Ofsted inspections which have demonstrated clearly the improvements that have been made and maintained. We were inspected by Ofsted in February of 2018 and July 2022 and received 'Good' overall assessments - a tremendous result for the whole organisation. The full report is available as a PDF on the Footsteps website.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2024

ACHIEVEMENTS AND PERFORMANCE

Charitable Activities

The majority of Footstep's income is derived from fees charged to referrers, schools, local government and other agencies. Income from this source varies directly with the number of students referred. Fees are charged per student per term on a pro-rata basis. Footsteps has seen a gradual rise in the number of students referred but cannot rely on the level of occupancy. This situation makes financial forecasting difficult. However, Footsteps will always strive to offer places to any student that would benefit from our services. Further difficulties in financial planning arise due to the requirement of providing staff - teachers and learning mentors, before the number of students to be catered for is known. This difficulty is exacerbated by our desire to offer as wide a curriculum as possible, and we would therefore wish to provide a subject, even though the number of students wishing to study might be below the optimum financial level. Currently, we are delivering seven GCSE subjects and Functional Skills Maths and English.

Footsteps was able to greatly reduce our ongoing deficit built up over previous years. Unfortunately, this reduction has not been adequate to fully offset costs and we once again find that we have had to draw funds against future service provision. Undoubtedly, Footsteps' financial position has been negatively impacted by the Coronavirus crisis. Student referral numbers were negatively impacted by the same.

FINANCIAL REVIEW

Investment policy and objectives

Footsteps has not enjoyed the level of surplus funds necessary to consider investment options, but aims to keep the matter under review once additional fundraising/free school status leads to increased income. We were severely affected by Covid which affected our reserves, however we are slowly rebuilding.

Reserves policy

The committee recognises that, given the unpredictable nature of future student numbers, and therefore fee income, ongoing difficulties with the payment methods of referrers, and the unpredictable nature of donated income, the charity should begin to build a reserve fund. Although we are able to adjust costs somewhat by matching staffing levels, our major cost to anticipated and actual student numbers, the committee has agreed that a reserve amounting approximately to total expenditure for a school term be established. It has been decided therefore that we should endeavour to establish a reserve of unrestricted funds of £200,000 which would be adequate to finance our longest school term.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2024

Reserves policy continued

The committee is aware that, at present levels, it would take many years to achieve this level of reserves. However, we are confident that, by reducing services if necessary, and streamlining some of the wide range of options we currently offer, the charity could continue to operate on a considerably reduced income should circumstances demand. In any case, staff levels have been reduced considerably without substantially affecting the charity's activities. Further, the unpredictability of staff requirements, depending on student numbers, has been addressed so that some staff, in future, will be offered ongoing temporary contracts or contracts which will allow Footsteps to reduce the total number of hours worked. There has also been a higher level of volunteer use, though this is often limited by the high level of training required to work with and mentor sometimes volatile young people. At a recent meeting of the trustees' consideration was given to entering into agreement with professional fundraising agencies as we believe that their experience and expertise would be able to substantially increase our grant income. Further investigation of fees and expectations is currently ongoing.

FUTURE PLANS

Having successfully registered with DfE and Ofsted, there is a cost element involved, on top of the time dedicated to the mechanics of registration, since Footsteps will subsequently be required to pay for Ofsted inspections. The recent 'Good' Ofsted report allows us to apply for Free School status which would substantially increase revenues. Unfortunately, when the opportunity arose for independent AP's to apply to the DfE for Free School status the local council, Haringey, refused to support our bid. The charity will continue to offer its services as at present. It has been decided that no further expansion be undertaken before adequate funding has been secured, including funding for all necessary costs of establishment, staffing, equipment, and adequate reserves. We shall monitor, and expand where desirable, relationships with partner organisations with a view to increased effectiveness and efficiency of our work with young people. We shall examine the possibility of expansion of our services into areas that would return an income to the charity that would improve our financial position. All options outlined above would naturally be considered in respect of charity law and our stated charitable aims.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 21st September 2011, Co. No 7782588, and registered as a charity on 2nd March 2012, Reg. No. 1146215. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute a set amount.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2024

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law. All trustees are familiar with the work done by Footsteps and bring additional skills in business and education. Whilst Chris Hall is involved with the day to day running of the academy(s), the remaining trustees are more concerned with the overall running of the charity, utilising their varied experience in business and education. Specialist skills in safeguarding, education etc. are provided to the committee by the Footsteps Steering Group, made up of teachers, education and care specialists employed by the Trust. The committee recognises that the available skillset is always open to improvement and are taking steps to identify and encourage new applicants. All committee members, and all other members of staff, have now been successfully DBS checked on behalf of Footsteps. New applicants will be invited to visit one of the academies with the option of shadowing one or more staff members so that they may fully understand our work with young people. The committee feel that a full understanding is vital if the contribution of trustees is to be fully utilised. Potential candidates will be made aware of current and future operations, acquainted with the charity commission documentation for trustees, and made fully aware of financial considerations and the charity's current financial position.

Organisational structure

The trustees administer the charity on an ongoing basis. There is regular communication to resolve strategy and ongoing developments. The trustees have appointed an Chief Operations Officer who, assisted by the office staff, ensures the day-to-day matters are attended to. To facilitate operations, the Chief Operations Officer has been delegated certain authority including financial, HR and operations. The Chief Operations Officer is supported by the Principal and Operations Manager.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

The charity is governed by company law, charity law, and the requirements of the DfE. Further, all referrers are required to satisfy themselves of the good practise of the charity. Schools, local authorities, and partner organisations such as referring schools and boroughs monitor our performance and standards, and inspect Footsteps on a regular basis. Ofsted is often required to inspect Footsteps as part of the official DfE inspection of any referring agencies and, as an independent school, inspect Footsteps in its own right. We believe that this level of scrutiny ensures that The Footsteps Trust will continue to excel in all areas of operation.

Organisational Management

The trustees determine the general policy of Footsteps. The day to day running of Footsteps is delegated to the Principal, supported by the SLT. The Principal takes the key leadership role, overseeing educational, pastoral, safeguarding and administrative functions, in consultation with the senior staff. The day-to-day administration of Footsteps is undertaken within the policies and procedures approved by the trustees, who are involved in, and provide, significant expenditure decisions. Major capital projects are referred to the trustees for prior approval.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2024

Organisational Management continued

The Academy Principal oversees the recruitment of all educational staff, administrative and non-teaching support staff.

Risk management

The trustees are aware of the major risks to which the charity may be exposed. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces, and the trustees continues to monitor the policies published by Footsteps' management to ensure that the trust remains compliant with all health and safety legislation covering staff, students and visitors to the academies. Chris Hall also sits on the Steering Group Committee that meets regularly and addresses the requirements of policy development and implementation. Chris also acts as Academy Principal and Chief Executive of the charity's operations, ensuring compliance with policy and reporting directly to other members of this committee.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07782588 (England and Wales)

Registered Charity number

1146215

Registered office

New River Sports Centre
White Hart Lane
London, N22 5QW

Approved by the board of trustees.

Dated:



Signed

Mr C J Hall, Trustee

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

I report to the trustees of The Footsteps Trust (Charity No 1146215) on the accounts of the company for the year ended 31st August 2024 which are set out on pages 9 to 19.

Respective responsibilities of the trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("The Charities Act") and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act 2011,
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act 2011, and
- to state whether particular matters have come to my attention

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act 2011; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

K James

.....

Kelly James MAAT

THE FOOTSTEPS TRUST

STATEMENT OF FINANCIAL ACTIVITIES

FOR PERIOD ENDED 31ST AUGUST 2024

		Unrestricted Funds	Restricted Funds	Restricted Asset Funds	Total Funds 2024	Total Funds 2023
	Note	£	£	£	£	£
INCOME RESOURCES						
Donations and legacies	2	241	-	-	241	72
Charitable activities:						
Fees from referrers	3	648,010	-	-	648,010	415,055
Other income	4	-	-	-	-	0
Total Income Resources		648,250	0	0	648,250	415,127
RESOURCES EXPENDED						
Charitable Expenditure:						
Charitable activities	5	535,048	-	-	535,048	384,816
Total Resources Expended		535,048	-	-	535,048	384,816
NET INCOME / (EXPENDITURE)		113,202	-	-	113,202	30,311
Balance brought forward		-10,935	-	-	-10,935	-41,246
Balance carried forward		102,267	-	-	102,267	-10,935

THE FOOTSTEPS TRUST

**BALANCE SHEET
AS AT 31ST AUGUST 2024**

		Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	10	10,693	-	10,693	4,635
CURRENT ASSETS					
Debtors	12	112,277	-	112,277	28,417
Cash at bank and in hand		48,052	-	48,052	22,203
		160,328	-	160,328	50,621
CREDITORS: falling within 1 year	13	-51,198	-	-51,198	-35,468
NET CURRENT ASSETS		109,130	-	109,130	15,152
TOTAL ASSETS LESS CURRENT LIABILITIES		119,823	-	119,823	19,787
CREDITORS: falling due more than 1 year					
Long Term loans	14	-17,556	-	-17,556	-30,722
NET ASSETS / (LIABILITIES)		102,267	-	102,267	-10,935
FUNDS	15				
Unrestricted Funds					
General fund				102,267	-10,935
Restrictive Funds					
General fund				-	-
Fixed asset fund				-	-
TOTAL FUNDS				102,267	-10,935

THE FOOTSTEPS TRUST

**BALANCE SHEET continued
AS AT 31ST AUGUST 2024**

For the year ended 31 August 2024 the charitable company was entitled to exception from audit under section 477 of the Companies Act 2006 relating to small companies.

The trustees have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of Sections 386 & 387 of the Act with respect to keeping accounting records and Sections 394 & 395 for preparation of the accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - Small Entities.

The financial statements were approved by the trustees on 16th April 2024 signed on its behalf by:



Mr C J Hall, Trustee

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2024

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company have been prepared in accordance with the Charities SORP (FRSSE) 'Accounting and Reporting' by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the provisions of FRS 102 Section 1A Small Entities and the Companies Act 2006. The financial statements have been prepared under the historic cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 33.33% straight line

Fixtures & fittings - 33.33% straight line

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2024

1. ACCOUNTING POLICIES continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity.

Restrictions arise when specified by the donor or when the funds are raised for particular restricted purposes.

Further explanation of the nature and purposes of each fund is included in the notes to the financial statements.

Hire purchase and lease commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Investments

Investments are stated at market value as at the balance sheet date. The statement of financial activities includes net gains and losses arising on revaluation and disposals during the period.

2. DONATIONS AND LEGACIES

	2024 £	2023 £
Donations	241	72
	<u>241</u>	<u>0</u>
Grants received, included in the above are as follows;		
Other grants	<u>-</u>	<u>-</u>

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2024

3. INCOME FROM CHARITABLE ACTIVITIES	2024	2023
	£	£
Fees from referrers	<u>648,010</u>	<u>415,055</u>
4. OTHER INCOME	2024	2023
	£	£
Fundraising	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>
5. CHARITABLE ACTIVITIES COST	Direct costs	Support costs
	£	(note 6)
	£	Totals
	£	£
Charitable activities	<u>428,792</u>	<u>106,256</u>
		<u>535,048</u>
6. SUPPORT COSTS	Manage - ment	Govern - ance costs
	£	£
	£	Totals
	£	£
Other resources expended		3,720
School	102,536	102,536
	<u>102,536</u>	<u>3,720</u>
		<u>106,256</u>
7. NET INCOME / (EXPENDITURE)	2024	2023
	£	£
Net income / (expenditure) is stated after charging / (crediting);		
Accountants fee	3,720	2,880
Depreciation	<u>2,725</u>	<u>2,428</u>
	<u>6,445</u>	<u>5,308</u>

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2024

8. TRUSTEES' REMUNERATION AND BENEFITS

During the year the following payments were made to companies under the control of the trustees, the arrangements had been agreed by the other trustees and limits set:

Expenses of £64,356 (2023 - £53,046) were charged in respect of educational services by The London Boxing Academy Limited, a company under the control of Mr C Hall.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2024 nor for the year ended 31 Aug 2023 .

9. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	<u>260,078</u>	<u>198,576</u>

The average number of employees during the period was as follows:	<u>13</u>	<u>12</u>
---	-----------	-----------

The number of employees who's employee benefits (excluding pensions) exceeded £60,000 was

<u>0</u>	<u>0</u>
----------	----------

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2024

10. TANGIBLE FIXED ASSETS

	Computers	Fixtures & Fittings	Total
	£	£	£
Cost			
At 1st September 2023	7,672	3,195	3,195
Additions	6,115	2,667	6,115
At 31st August 2024	<u>13,787</u>	<u>5,862</u>	<u>9,309</u>
Depreciation			
At 1st September 2023	4,931	1,301	6,232
charge for the period	1,942	783	2,725
At 31st August 2024	<u>6,873</u>	<u>2,083</u>	<u>8,957</u>
Net Book Value			
At 31st August 2024	<u>6,914</u>	<u>3,779</u>	<u>10,693</u>
At 1st September 2023	<u>2,741</u>	<u>1,894</u>	<u>4,635</u>

11. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024	2023
	£	£
Within one year	<u>336</u>	<u>897</u>

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2024

12. DEBTORS	2024	2023
	£	£
Trade receivables	99,016	22,037
Other Debtors	12,261	6,380
	<u>111,277</u>	<u>28,417</u>

13. CREDITORS	2024	2023
	£	£
Trade creditors	9,498	1,650
Social security and other taxes	3,923	3,706
Other creditors (incl. wages and pensions)	24,251	16,945
Bank loans	13,167	13,167
Accrued expenses	360	-
	<u>51,198</u>	<u>35,468</u>

14. CREDITORS FALLING DUE MORE THAN 1 YEAR	2024	2023
	£	£
Bank loans	<u>17,556</u>	<u>30,722</u>

15. MOVEMENT IN FUNDS

	At 01.09.2023	Net movement in funds	At 31.08.2024
	£	£	£
Unrestricted funds			
General funds	-10,935	113,202	102,267
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-10,935</u>	<u>113,202</u>	<u>102,267</u>

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2024

15. MOVEMENT IN FUNDS CONT.

Net movement in funds, as included above are as follows:

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	648,250	-535,048	113,202
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>648,250</u>	<u>-535,048</u>	<u>113,202</u>

Comparative figures for movement in funds

	At 01.09.2022 £	Net movement in funds £	At 31.08.2023 £
Unrestricted funds			
General funds	-41,246	30,311	-10,935
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-41,246</u>	<u>30,311</u>	<u>-10,935</u>

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2024

15. MOVEMENT IN FUNDS CONT.

Comparative figures for net movement in funds

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	415,127	-384,816	30,311
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>415,127</u>	<u>-384,816</u>	<u>30,311</u>

16. RELATED PARTY DISCLOSURES

At the balance sheet date an amount of £3,092 (2023 - £2,200) which is interest free and repayable on demand was owed to The Footsteps Trust by The London Boxing Academy Trust & LBA Ltd, companies that Mr Hall is a director

17. LIMITED LIABILITY

The company is limited by guarantee, every member promises that if the Charity is dissolved while he or she remains a member, or within twelve months afterwards to contribute up to £1 towards the cost of dissolution of the liabilities incurred by the Charity.

18. GOING CONCERN

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

THE FOOTSTEPS TRUST

England & Wales - Charity number 1146215

Accounts

Company Registration: 07782588 (England & Wales)

Registered Charity Number: 1146215

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2023

THE FOOTSTEPS TRUST

CONTENTS OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2023

	Page
Reference and Administrative details	1
Report of the Trustees	2 - 6
Report of the Independent Examiners	7 - 8
Statement of Financial Activities	9
Balance Sheet	10 - 11
Notes to the Financial Statements	12 - 19

THE FOOTSTEPS TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Mr C J Hall - Chief Executive C Brooks - Director Mr G Hall - Director Mr S Ohene-Nyarko N A Wulff - Director Mr D A Hazelton - Director
Company Name	The Footsteps Trust
Registered Office	New River Sports Centre White Hart Lane London, N22 5QW
Registered Company Number	07782588 (England & Wales)
Registered Charity Number	1146215

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2023

The trustees, who are also directors for the purposes of the Companies Act, are pleased to present their report and the independently examined financial statements of the charity for the year ended 31st August 2023.

OBJECTIVES AND ACTIVITIES

The Footsteps Trust: Public Benefit

Footsteps accepts all students for whom mainstream education has proved to be unsuitable. Many that have been seen to 'fail' in one or more mainstream schools are seen to thrive in the Footsteps environment. The benefits of a stable education, and positive role models, has far-reaching effects, on the individual concerned, their families, and the wider community. Haringey, with Wood Green and Tottenham, in particular, are difficult environments for many young people. Street crime, gang related activities, drug misuse, unemployment, and family breakdown - all combine to distract young people from education and planning their future. Their capability to contribute to public service and to respect their community are also damaged. Footsteps provides the chance of education and progression, thereby helping to relieve poverty, improve life chances, and return disengaged young people to their communities. Footsteps provides quality education, tuition, coaching in football and other sports, vocational training, lifestyle, and career guidance and counselling, to young people who seek personal development, sporting achievement, physical health, and psychological wellbeing. We assist any individual, whatever their background, to be the absolute best they can be. We encourage and assist all those who seek excellence in any and every aspect of their lives. This ethos pervades all aspects of Footsteps' activities. The holistic approach taken by Footsteps helps us to identify, confront and remove the negative aspects of a young person's environment which may adversely affect and hinder their development. We work with partner organisations to ensure engagement, mentoring, and academic/further education and employment guidance is delivered to every Footsteps student. Every effort is made to ensure provision is available to, and taken up, by all ethnic, gender and age groups.

ORGANISATION AND ACTIVITIES

Ensuring the effectiveness of our work

The Footsteps program is regularly reviewed as to efficiency and effectiveness. Examination results are compared across a wide range of criteria, and student progress is monitored both internally and by referrers. Referrers are legally obliged to monitor the well-being and progress of any students placed with Footsteps, an obligation which includes Ofsted visits to Footsteps when a referring establishment is inspected as well as our own OFSTED inspections. Referrers and funders are welcomed at all times and regularly inspect and comment upon the work that we undertake. The Footsteps Trust is registered with both the DfE and Ofsted as an independent school - URN:141859 / UKPRN: 10056424 DfE registration entailed a pre-registration inspection from Ofsted, followed by a detailed inspection by the DfE, followed by a detailed inspection from Ofsted. These inspections ensured the legal compliance and operational accuracy of the organisation and were an excellent indicator of our operations from expert, independent sources. We have since had two further Ofsted inspections which have demonstrated clearly the improvements that have been made and maintained. We were inspected by Ofsted in February of 2018 and July 2022 and received 'Good' overall assessments - a tremendous result for the whole organisation. The full report is available as a PDF on the Footsteps website.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2023

ACHIEVEMENTS AND PERFORMANCE

Charitable Activities

The majority of Footstep's income is derived from fees charged to referrers, schools, local government and other agencies. Income from this source varies directly with the number of students referred. Fees are charged per student per term on a pro-rata basis. Footsteps has seen a gradual rise in the number of students referred but cannot rely on the level of occupancy. This situation makes financial forecasting difficult. However, Footsteps will always strive to offer places to any student that would benefit from our services. Further difficulties in financial planning arise due to the requirement of providing staff - teachers and learning mentors, before the number of students to be catered for is known. This difficulty is exacerbated by our desire to offer as wide a curriculum as possible, and we would therefore wish to provide a subject, even though the number of students wishing to study might be below the optimum financial level. Currently, we are delivering seven GCSE subjects and Functional Skills Maths and English.

Footsteps was able to greatly reduce our ongoing deficit built up over previous years. Unfortunately, this reduction has not been adequate to fully offset costs and we once again find that we have had to draw funds against future service provision. Undoubtedly, Footsteps' financial position has been negatively impacted by the Coronavirus crisis. Student referral numbers were negatively impacted by the same.

FINANCIAL REVIEW

Investment policy and objectives

Footsteps has not enjoyed the level of surplus funds necessary to consider investment options, but aims to keep the matter under review once additional fundraising/free school status leads to increased income. We were severely affected by Covid which affected our reserves, however we are slowly rebuilding.

Reserves policy

The committee recognises that, given the unpredictable nature of future student numbers, and therefore fee income, ongoing difficulties with the payment methods of referrers, and the unpredictable nature of donated income, the charity should begin to build a reserve fund. Although we are able to adjust costs somewhat by matching staffing levels, our major cost to anticipated and actual student numbers, the committee has agreed that a reserve amounting approximately to total expenditure for a school term be established. It has been decided therefore that we should endeavour to establish a reserve of unrestricted funds of £200,000 which would be adequate to finance our longest school term. Given the pandemic, we are far off this target, however we strive to achieve this policy over the coming years.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2023

Reserves policy continued

The committee is aware that, at present levels, it would take many years to achieve this level of reserves. However, we are confident that, by reducing services if necessary, and streamlining some of the wide range of options we currently offer, the charity could continue to operate on a considerably reduced income should circumstances demand. In any case, staff levels have been reduced considerably without substantially affecting the charity's activities. Further, the unpredictability of staff requirements, depending on student numbers, has been addressed so that some staff, in future, will be offered ongoing temporary contracts or contracts which will allow Footsteps to reduce the total number of hours worked. There has also been a higher level of volunteer use, though this is often limited by the high level of training required to work with and mentor sometimes volatile young people. At a recent meeting of the trustees' consideration was given to entering into agreement with professional fundraising agencies as we believe that their experience and expertise would be able to substantially increase our grant income. Further investigation of fees and expectations is currently ongoing.

FUTURE PLANS

Having successfully registered with DfE and Ofsted, there is a cost element involved, on top of the time dedicated to the mechanics of registration, since Footsteps will subsequently be required to pay for Ofsted inspections. The recent 'Good' Ofsted report allows us to apply for Free School status which would substantially increase revenues. Unfortunately, when the opportunity arose for independent AP's to apply to the DfE for Free School status the local council, Haringey, refused to support our bid. The charity will continue to offer its services as at present. It has been decided that no further expansion be undertaken before adequate funding has been secured, including funding for all necessary costs of establishment, staffing, equipment, and adequate reserves. We shall monitor, and expand where desirable, relationships with partner organisations with a view to increased effectiveness and efficiency of our work with young people. We shall examine the possibility of expansion of our services into areas that would return an income to the charity that would improve our financial position. All options outlined above would naturally be considered in respect of charity law and our stated charitable aims.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 21st September 2011, Co. No 7782588, and registered as a charity on 2nd March 2012, Reg. No. 1146215. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute a set amount.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2023

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law. All trustees are familiar with the work done by Footsteps and bring additional skills in business and education. Whilst Chris Hall is involved with the day to day running of the academy(s), the remaining trustees are more concerned with the overall running of the charity, utilising their varied experience in business and education. Specialist skills in safeguarding, education etc. are provided to the committee by the Footsteps Steering Group, made up of teachers, education and care specialists employed by the Trust. The committee recognises that the available skillset is always open to improvement and are taking steps to identify and encourage new applicants. All committee members, and all other members of staff, have now been successfully DBS checked on behalf of Footsteps. New applicants will be invited to visit one of the academies with the option of shadowing one or more staff members so that they may fully understand our work with young people. The committee feel that a full understanding is vital if the contribution of trustees is to be fully utilised. Potential candidates will be made aware of current and future operations, acquainted with the charity commission documentation for trustees, and made fully aware of financial considerations and the charity's current financial position.

Organisational structure

The trustees administer the charity on an ongoing basis. There is regular communication to resolve strategy and ongoing developments. The trustees have appointed an Chief Operations Officer who, assisted by the office staff, ensures the day-to-day matters are attended to. To facilitate operations, the Chief Operations Officer has been delegated certain authority including financial, HR and operations. The Chief Operations Officer is supported by the Principal and Operations Manager.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

The charity is governed by company law, charity law, and the requirements of the DfE. Further, all referrers are required to satisfy themselves of the good practise of the charity. Schools, local authorities, and partner organisations such as referring schools and boroughs monitor our performance and standards, and inspect Footsteps on a regular basis. Ofsted is often required to inspect Footsteps as part of the official DfE inspection of any referring agencies and, as an independent school, inspect Footsteps in its own right. We believe that this level of scrutiny ensures that The Footsteps Trust will continue to excel in all areas of operation.

Organisational Management

The trustees determine the general policy of Footsteps. The day to day running of Footsteps is delegated to the Principal, supported by the SLT. The Principal takes the key leadership role, overseeing educational, pastoral, safeguarding and administrative functions, in consultation with the senior staff. The day-to-day administration of Footsteps is undertaken within the policies and procedures approved by the trustees, who are involved in, and provide, significant expenditure decisions. Major capital projects are referred to the trustees for prior approval.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2023

Organisational Management continued

The Academy Principal oversees the recruitment of all educational staff, administrative and non-teaching support staff.

Risk management

The trustees are aware of the major risks to which the charity may be exposed. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces, and the trustees continues to monitor the policies published by Footsteps' management to ensure that the trust remains compliant with all health and safety legislation covering staff, students and visitors to the academies. Chris Hall also sits on the Steering Group Committee that meets regularly and addresses the requirements of policy development and implementation. Chris also acts as Academy Principal and Chief Executive of the charity's operations, ensuring compliance with policy and reporting directly to other members of this committee.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07782588 (England and Wales)

Registered Charity number

1146215

Registered office

New River Sports Centre
White Hart Lane
London, N22 5QW

Approved by the board of trustees.

Dated:



Signed

Mr C J Hall, Trustee

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

I report to the trustees of The Footsteps Trust (Charity No 1146215) on the accounts of the company for the year ended 31st August 2023 which are set out on pages 9 to 19.

Respective responsibilities of the trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("The Charities Act") and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act 2011,
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act 2011, and
- to state whether particular matters have come to my attention

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act 2011; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Kelly James

.....

Kelly James MAAT
PO Box 519
Hoddesdon
Herts, EN11 1RA

THE FOOTSTEPS TRUST

STATEMENT OF FINANCIAL ACTIVITIES

FOR PERIOD ENDED 31ST AUGUST 2023

		Unrestricted Funds	Restricted Funds	Restricted Asset Funds	Total Funds 2023	Total Funds 2022
	Note	£	£	£	£	£
INCOME RESOURCES						
Donations and legacies	2	72	-	-	72	30,549
Charitable activities:						
Fees from referrers	3	415,055	-	-	415,055	317,577
Other income	4				0	22,701
Total Income Resources		415,127	0	0	415,127	370,827
RESOURCES EXPENDED						
Charitable Expenditure:						
Charitable activities	5	384,816	-	-	384,816	363,290
Total Resources Expended		384,816	-	-	384,816	363,290
NET INCOME / (EXPENDITURE)		30,311	-	-	30,311	7,537
Balance brought forward		-41,246	-	-	-41,246	-48,783
Balance carried forward		-10,935	-	-	-10,935	-41,246

THE FOOTSTEPS TRUST

**BALANCE SHEET
AS AT 31ST AUGUST 2023**

		Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	10	<u>4,635</u>	-	<u>4,635</u>	<u>2,190</u>
CURRENT ASSETS					
Debtors	12	28,417	-	28,417	24,074
Cash at bank and in hand		<u>22,203</u>	-	<u>22,203</u>	<u>5,213</u>
		<u>50,621</u>	-	<u>50,621</u>	<u>29,287</u>
CREDITORS: falling within 1 year	13	<u>-35,468</u>	-	<u>-35,468</u>	<u>-28,830</u>
NET CURRENT ASSETS		<u>15,152</u>	-	<u>15,152</u>	<u>457</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>19,787</u>	-	<u>19,787</u>	<u>2,647</u>
CREDITORS: falling due more than 1 year					
Long Term loans	14	<u>-30,722</u>	-	<u>-30,722</u>	<u>-43,894</u>
NET ASSETS / (LIABILITIES)		<u><u>-10,935</u></u>	-	<u><u>-10,935</u></u>	<u><u>-41,246</u></u>
FUNDS	15				
Unrestricted Funds					
General fund				-10,935	-41,246
Restrictive Funds					
General fund				-	-
Fixed asset fund				<u>-</u>	<u>-</u>
TOTAL FUNDS				<u><u>-10,935</u></u>	<u><u>-41,246</u></u>

THE FOOTSTEPS TRUST

**BALANCE SHEET continued
AS AT 31ST AUGUST 2023**

For the year ended 31 August 2023 the charitable company was entitled to exception from audit under section 477 of the Companies Act 2006 relating to small companies.

The trustees have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of Sections 386 & 387 of the Act with respect to keeping accounting records and Sections 394 & 395 for preparation of the accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - Small Entities.

The financial statements were approved by the trustees on 16th April 2024 signed on its behalf by:



Mr C J Hall, Trustee

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2023

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company have been prepared in accordance with the Charities SORP (FRSSE) 'Accounting and Reporting' by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the provisions of FRS 102 Section 1A Small Entities and the Companies Act 2006. The financial statements have been prepared under the historic cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 33.33% straight line

Fixtures & fittings - 33.33% straight line

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2023

1. ACCOUNTING POLICIES continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity.

Restrictions arise when specified by the donor or when the funds are raised for particular restricted purposes.

Further explanation of the nature and purposes of each fund is included in the notes to the financial statements.

Hire purchase and lease commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Investments

Investments are stated at market value as at the balance sheet date. The statement of financial activities includes net gains and losses arising on revaluation and disposals during the period.

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	<u>72</u>	<u>549</u>
	<u>72</u>	<u>549</u>
Grants received, included in the above are as follows;		
Other grants	<u>-</u>	<u>30,000</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2023

3. INCOME FROM CHARITABLE ACTIVITIES	2023	2022
	£	£
Fees from referrers	415,055	317,577

4. OTHER INCOME	2023	2022
	£	£
Fundraising	-	-
HMRC JRS funding	-	22,701
	<u>-</u>	<u>22,701</u>

5. CHARITABLE ACTIVITIES COST	Direct costs	Support costs (note 6)	Totals
	£	£	£
Charitable activities	296,890	87,926	384,816

6. SUPPORT COSTS	Management	Governance costs	Totals
	£	£	£
Other resources expended		2,880	2,880
School	85,046		85,046
	<u>85,046</u>	<u>2,880</u>	<u>87,926</u>

7. NET INCOME / (EXPENDITURE)	2023	2022
	£	£
Net income / (expenditure) is stated after charging / (crediting);		
Accountants fee	2,880	2,880
Depreciation	2,428	1,349
	<u>5,308</u>	<u>4,229</u>

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2023

8. TRUSTEES' REMUNERATION AND BENEFITS

During the year the following payments were made to companies under the control of the trustees, the arrangements had been agreed by the other trustees and limits set:

Expenses of £53,046 (2024 - £39,731) were charged in respect of educational services by The London Boxing Academy Limited, a company under the control of Mr C Hall.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2023 nor for the year ended 31 Aug 2022 .

9. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	<u>206,774</u>	<u>212,255</u>
The average number of employees during the period was as follows:	<u>12</u>	<u>10</u>
The number of employees who's employee benefits (excluding pensions) exceeded £60,000 was	<u>0</u>	<u>0</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2023

10. TANGIBLE FIXED ASSETS

	Computers	Fixtures & Fittings	Total
	£	£	£
Cost			
At 1st September 2022	5,059	935	935
Additions	2,614	2,260	2,614
At 31st August 2023	<u>7,672</u>	<u>3,195</u>	<u>3,549</u>
Depreciation			
At 1st September 2022	2,869	935	3,804
charge for the period	2,063	366	2,428
At 31st August 2023	<u>4,931</u>	<u>1,301</u>	<u>6,232</u>
Net Book Value			
At 31st August 2023	<u>2,741</u>	<u>1,894</u>	<u>4,635</u>
At 1st September 2022	<u>2,190</u>	<u>0</u>	<u>2,190</u>

11. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2023	2022
	£	£
Within one year	<u>897</u>	<u>897</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2023

12. DEBTORS	2023	2022
	£	£
Trade receivables	22,037	21,704
Other Debtors	6,380	2,370
	<u>28,417</u>	<u>24,074</u>

13. CREDITORS	2023	2022
	£	£
Trade creditors	1,650	-
Social security and other taxes	3,706	2,839
Other creditors (incl. wages and pensions)	16,945	12,589
Bank loans	13,167	13,162
Accrued expenses	-	240
	<u>35,468</u>	<u>28,830</u>

14. CREDITORS FALLING DUE MORE THAN 1 YEAR	2023	2022
	£	£
Bank loans	<u>30,722</u>	<u>43,894</u>

15. MOVEMENT IN FUNDS	At 01.09.2022	Net movement in funds	At 31.08.2023
	£	£	£
Unrestricted funds			
General funds	-41,246	30,311	-10,935
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-41,246</u>	<u>30,311</u>	<u>-10,935</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2023

15. MOVEMENT IN FUNDS CONT.

Net movement in funds, as included above are as follows:

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	415,127	-384,816	30,311
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	415,127	-384,816	30,311

Comparative figures for movement in funds

	At 01.09.2021 £	Net movement in funds £	At 31.08.2022 £
Unrestricted funds			
General funds	-48,783	7,537	-41,246
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	-48,783	7,537	-41,246

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2023

15. MOVEMENT IN FUNDS CONT.

Comparative figures for net movement in funds

	Incoming Resources	Resources Expended	Movement in funds
	£	£	£
Unrestricted funds			
General funds	370,827	-363,290	7,537
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>370,827</u>	<u>-363,290</u>	<u>7,537</u>

16. RELATED PARTY DISCLOSURES

At the balance sheet date an amount of £2,200 (2022 - £2,620) which is interest free and repayable on demand was owed to The Footsteps Trust by The London Boxing Academy Trust, a charity in which C Hall is a trustee.

17. LIMITED LIABILITY

The company is limited by guarantee, every member promises that if the Charity is dissolved while he or she remains a member, or within twelve months afterwards to contribute up to £1 towards the cost of dissolution of the liabilities incurred by the Charity.

18. GOING CONCERN

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

THE FOOTSTEPS TRUST

England & Wales - Charity number 1146215

Accounts

Company Registration: 07782588 (England & Wales)
Registered Charity Number: 1146215

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2022

THE FOOTSTEPS TRUST

CONTENTS OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2022

	Page
Reference and Administrative details	1
Report of the Trustees	2 - 6
Report of the Independent Examiners	7 - 8
Statement of Financial Activities	9
Balance Sheet	10 - 11
Notes to the Financial Statements	12 - 19

THE FOOTSTEPS TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Mr C J Hall - Chief Executive C Brooks - Director Mr G Hall - Director Mr S Ohene-Nyarko N A Wulff - Director Mr D A Hazelton - Director Mr M Doe - Director resigned 16 November 2021
Company Name	The Footsteps Trust
Registered Office	New River Sports Centre White Hart Lane London, N22 5QW
Registered Company Number	07782588 (England & Wales)
Registered Charity Number	1146215
Independent Examiner	Kelly James FMAAT PO Box 519 Hoddesdon Herts, EN11 1RA

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2022

The trustees, who are also directors for the purposes of the Companies Act, are pleased to present their report and the independently examined financial statements of the charity for the year ended 31st August 2022.

OBJECTIVES AND ACTIVITIES

The Footsteps Trust: Public Benefit

Footsteps accepts all students for whom mainstream education has proved to be unsuitable. Many that have been seen to 'fail' in one or more mainstream schools are seen to thrive in the Footsteps environment. The benefits of a stable education, and positive role models, has far-reaching effects, on the individual concerned, their families, and the wider community. Haringey, with Wood Green and Tottenham, in particular, are difficult environments for many young people. Street crime, gang related activities, drug misuse, unemployment, and family breakdown - all combine to distract young people from education and planning their future. Their capability to contribute to public service and to respect their community are also damaged. Footsteps provides the chance of education and progression, thereby helping to relieve poverty, improve life chances, and return disengaged young people to their communities. Footsteps provides quality education, tuition, coaching in football and other sports, vocational training, lifestyle, and career guidance and counselling, to young people who seek personal development, sporting achievement, physical health, and psychological wellbeing. We assist any individual, whatever their background, to be the absolute best they can be. We encourage and assist all those who seek excellence in any and every aspect of their lives. This ethos pervades all aspects of Footsteps' activities. The holistic approach taken by Footsteps helps us to identify, confront and remove the negative aspects of a young person's environment which may adversely affect and hinder their development. We work with partner organisations to ensure engagement, mentoring, and academic/further education and employment guidance is delivered to every Footsteps student. Every effort is made to ensure provision is available to, and taken up, by all ethnic, gender and age groups.

ORGANISATION AND ACTIVITIES

Ensuring the effectiveness of our work

The Footsteps program is regularly reviewed as to efficiency and effectiveness. Examination results are compared across a wide range of criteria, and student progress is monitored both internally and by referrers. Referrers are legally obliged to monitor the well-being and progress of any students placed with Footsteps, an obligation which includes Ofsted visits to Footsteps when a referring establishment is inspected as well as our own OFSTED inspections. Referrers and funders are welcomed at all times and regularly inspect and comment upon the work that we undertake. The Footsteps Trust is registered with both the DfE and Ofsted as an independent school - URN:141859 / UKPRN: 10056424 DfE registration entailed a pre-registration inspection from Ofsted, followed by a detailed inspection by the DfE, followed by a detailed inspection from Ofsted. These inspections ensured the legal compliance and operational accuracy of the organisation and were an excellent indicator of our operations from expert, independent sources. We have since had two further Ofsted inspections which have demonstrated clearly the improvements that have been made and maintained. We were inspected by Ofsted in February of 2018 and July 2022 and received 'Good' overall assessments - a tremendous result for the whole organisation. The full report is available as a PDF on the Footsteps website.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2022

ACHIEVEMENTS AND PERFORMANCE

Charitable Activities

The majority of Footstep's income is derived from fees charged to referrers, schools, local government and other agencies. Income from this source varies directly with the number of students referred. Fees are charged per student per term on a pro-rata basis. Footsteps has seen a gradual rise in the number of students referred but cannot rely on the level of occupancy. This situation makes financial forecasting difficult.

However,

Footsteps will always strive to offer places to any student that would benefit from our services.

Further difficulties in financial planning arise due to the requirement of providing staff - teachers and learning mentors, before the number of students to be catered for is known. This difficulty is exacerbated by our desire to offer as wide a curriculum as possible, and we would therefore wish to provide a subject, even though the number of students wishing to study might be below the optimum financial level. Currently, we are delivering seven GCSE subjects and Functional Skills Maths and English.

Footsteps was able to greatly reduce our ongoing deficit built up over previous years. Unfortunately, this reduction has not been adequate to fully offset costs and we once again find that we have had to draw funds against future service provision. Undoubtedly, Footsteps' financial position has been negatively impacted by the Coronavirus crisis. Student referral numbers were negatively impacted by the same.

FINANCIAL REVIEW

Investment policy and objectives

Footsteps has not enjoyed the level of surplus funds necessary to consider investment options, but aims to keep the matter under review once additional fundraising/free school status leads to increased income. We were severely affected by Covid and are waiting for the time that Footsteps can generate a substantial surplus.

Reserves policy

The committee recognises that, given the unpredictable nature of future student numbers, and therefore fee income, ongoing difficulties with the payment methods of referrers, and the unpredictable nature of donated income, the charity should begin to build a reserve fund. Although we are able to adjust costs somewhat by matching staffing levels, our major cost to anticipated and actual student numbers, the committee has agreed that a reserve amounting approximately to total expenditure for a school term be established. It has been decided therefore that we should endeavour to establish a reserve of unrestricted funds of £200,000 which would be adequate to finance our longest school term. Given the pandemic, we are far off this target, however we strive to achieve this policy over the coming years.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2022

Reserves policy continued

The committee is aware that, at present levels, it would take many years to achieve this level of reserves. However, we are confident that, by reducing services if necessary, and streamlining some of the wide range of options we currently offer, the charity could continue to operate on a considerably reduced income should circumstances demand. In any case, staff levels have been reduced considerably without substantially affecting the charity's activities. Further, the unpredictability of staff requirements, depending on student numbers, has been addressed so that some staff, in future, will be offered ongoing temporary contracts or contracts which will allow Footsteps to reduce the total number of hours worked. There has also been a higher level of volunteer use, though this is often limited by the high level of training required to work with and mentor sometimes volatile young people. At a recent meeting of the trustees' consideration was given to entering into agreement with professional fundraising agencies as we believe that their experience and expertise would be able to substantially increase our grant income. Further investigation of fees and expectations is currently ongoing.

FUTURE PLANS

Having successfully registered with DfE and Ofsted, there is a cost element involved, on top of the time dedicated to the mechanics of registration, since Footsteps will subsequently be required to pay for Ofsted inspections. The recent 'Good' Ofsted report allows us to apply for Free School status which would substantially increase revenues. Unfortunately, when the opportunity arose for independent AP's to apply to the DfE for Free School status the local council, Haringey, refused to support our bid. The charity will continue to offer its services as at present. It has been decided that no further expansion be undertaken before adequate funding has been secured, including funding for all necessary costs of establishment, staffing, equipment, and adequate reserves. We shall monitor, and expand where desirable, relationships with partner organisations with a view to increased effectiveness and efficiency of our work with young people. We shall examine the possibility of expansion of our services into areas that would return an income to the charity that would improve our financial position. All options outlined above would naturally be considered in respect of charity law and our stated charitable aims.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 21st September 2011, Co. No 7782588, and registered as a charity on 2nd March 2012, Reg. No. 1146215. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute a set amount.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2022

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law. All trustees are familiar with the work done by Footsteps and bring additional skills in business and education. Whilst Chris Hall is involved with the day to day running of the academy(s), the remaining trustees are more concerned with the overall running of the charity, utilising their varied experience in business and education. Specialist skills in safeguarding, education etc. are provided to the committee by the Footsteps Steering Group, made up of teachers, education and care specialists employed by the Trust. The committee recognises that the available skillset is always open to improvement and are taking steps to identify and encourage new applicants. All committee members, and all other members of staff, have now been successfully DBS checked on behalf of Footsteps. New applicants will be invited to visit one of the academies with the option of shadowing one or more staff members so that they may fully understand our work with young people. The committee feel that a full understanding is vital if the contribution of trustees is to be fully utilised. Potential candidates will be made aware of current and future operations, acquainted with the charity commission documentation for trustees, and made fully aware of financial considerations and the charity's current financial position.

Organisational structure

The trustees administer the charity on an ongoing basis. There is regular communication to resolve strategy and ongoing developments. The trustees have appointed an Chief Operations Officer who, assisted by the office staff, ensures the day-to-day matters are attended to. To facilitate operations, the Chief Operations Officer has been delegated certain authority including financial, HR and operations. The Chief Operations Officer is supported by the Principal and Operations Manager.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

The charity is governed by company law, charity law, and the requirements of the DfE. Further, all referrers are required to satisfy themselves of the good practise of the charity. Schools, local authorities, and partner organisations such as referring schools and boroughs monitor our performance and standards, and inspect Footsteps on a regular basis. Ofsted is often required to inspect Footsteps as part of the official DFE inspection of any referring agencies and, as an independent school, inspect Footsteps in its own right. We believe that this level of scrutiny ensures that The Footsteps Trust will continue to excel in all areas of operation.

Organisational Management

The trustees determine the general policy of Footsteps. The day to day running of Footsteps is delegated to the Principal, supported by the SLT. The Principal takes the key leadership role, overseeing educational, pastoral, safeguarding and administrative functions, in consultation with the senior staff. The day-to-day administration of Footsteps is undertaken within the policies and procedures approved by the trustees, who are involved in, and provide, significant expenditure decisions. Major capital projects are referred to the trustees for prior approval.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2021

Organisational Management continued

The Academy Principal oversees the recruitment of all educational staff, administrative and non-teaching support staff.

Risk management

The trustees are aware of the major risks to which the charity may be exposed. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces, and the trustees continues to monitor the policies published by Footsteps' management to ensure that the trust remains compliant with all health and safety legislation covering staff, students and visitors to the academies. Chris Hall also sits on the Steering Group Committee that meets regularly and addresses the requirements of policy development and implementation. Chris also acts as Academy Principal and Chief Executive of the charity's operations, ensuring compliance with policy and reporting directly to other members of this committee.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07782588 (England and Wales)

Registered Charity number

1146215

Registered office

New River Sports Centre
White Hart Lane
London, N22 5QW

Approved by the board of trustees.

14th May 2023

Dated:



Signed

Mr C J Hall, Trustee

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

I report to the trustees of The Footsteps Trust (Charity No 1146215) on the accounts of the company for the year ended 31st August 2022 which are set out on pages 9 to 19.

Respective responsibilities of the trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("The Charities Act") and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act 2011,
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act 2011, and
- to state whether particular matters have come to my attention

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act 2011; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Kelly James

.....

Kelly Jame FMAAT
PO Box 519
Hoddesdon
Herts, EN11 1RA

THE FOOTSTEPS TRUST

STATEMENT OF FINANCIAL ACTIVITIES

FOR PERIOD ENDED 31ST AUGUST 2022

		Unrestricted Funds	Restricted Funds	Restricted Asset Funds	Total Funds 2022	Total Funds 2021
	Note	£	£	£	£	£
INCOME RESOURCES						
Donations and legacies	2	549	30,000	-	30,549	289
Charitable activities:						
Fees from referrers	3	317,577	-	-	317,577	295,378
Other income	4	-	22,701	-	22,701	131,072
Total Income Resources		318,126	52,701	0	370,827	426,739
RESOURCES EXPENDED						
Charitable Expenditure:						
Charitable activities	5	310,589	52,701	-	363,290	433,039
Total Resources Expended		310,589	-	-	363,290	433,039
NET INCOME / (EXPENDITURE)		7,537	-	-	7,537	-6,301
Balance brought forward		-48,783	-	-	-48,783	-42,483
Balance carried forward		-41,246	-	-	-41,246	-48,783

THE FOOTSTEPS TRUST

BALANCE SHEET AS AT 31ST AUGUST 2022

		Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	10	2,190	-	2,190	2,365
CURRENT ASSETS					
Debtors	12	24,074	-	24,074	35,772
Cash at bank and in hand		5,213	-	5,213	19,785
		29,287	-	29,287	55,557
CREDITORS: falling within 1 year	13	-28,830	-	-28,830	-48,054
NET CURRENT ASSETS		457	-	457	7,503
TOTAL ASSETS LESS CURRENT LIABILITIES		2,647	-	2,647	9,868
CREDITORS: falling due more than 1 year					
Long Term loans	14	-43,894	-	-43,894	-58,651
NET ASSETS / (LIABILITIES)		-41,246	-	-41,246	-48,783
FUNDS	15				
Unrestricted Funds					
General fund				-41,246	-48,783
Restrictive Funds					
General fund				-	-
Fixed asset fund				-	-
TOTAL FUNDS				-41,246	-48,783

THE FOOTSTEPS TRUST

**BALANCE SHEET continued
AS AT 31ST AUGUST 2022**

For the year ended 31 August 2022 the charitable company was entitled to exception from audit under section 477 of the Companies Act 2006 relating to small companies.

The trustees have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of Sections 386 & 387 of the Act with respect to keeping accounting records and Sections 394 & 395 for preparation of the accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - Small Entities.

The financial statements were approved by the trustees on 14 May 2023 and were signed on its behalf by:



Mr C J Hall, Trustee

THE FOOTSTEPS TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED 31ST AUGUST 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company have been prepared in accordance with the Charities SORP (FRSSE) 'Accounting and Reporting' by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the provisions of FRS 102 Section 1A Small Entities and the Companies Act 2006. The financial statements have been prepared under the historic cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 33.33% straight line

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2022

1. ACCOUNTING POLICIES continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity.

Restrictions arise when specified by the donor or when the funds are raised for particular restricted purposes.

Further explanation of the nature and purposes of each fund is included in the notes to the financial statements.

Hire purchase and lease commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Investments

Investments are stated at market value as at the balance sheet date. The statement of financial activities includes net gains and losses arising on revaluation and disposals during the period.

2. DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations	549	289
	<u>549</u>	<u>289</u>
Grants received, included in the above are as follows;		
Other grants	<u>30,000</u>	<u>0</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2022

3. INCOME FROM CHARITABLE ACTIVITIES	2022	2021
	£	£
Fees from referrers	<u>317,577</u>	<u>295,378</u>

4. OTHER INCOME	2022	2021
	£	£
Fundraising	-	-
HMRC JRS funding	<u>22,701</u>	<u>131,072</u>
	<u>22,701</u>	<u>131,072</u>

5. CHARITABLE ACTIVITIES COST	Direct costs	Support costs (note 6)	Totals
	£	£	£
Charitable activities	<u>296,446</u>	<u>66,844</u>	<u>363,290</u>

6. SUPPORT COSTS	Manage - ment	Govern - ance costs	Totals
	£	£	£
Other resources expended		3,159	3,159
School	<u>63,685</u>		<u>63,685</u>
	<u>63,685</u>	<u>3,159</u>	<u>66,844</u>

7. NET INCOME / (EXPENDITURE)	2022	2021
	£	£
Net income / (expenditure) is stated after charging / (crediting);		
Accountants fee	3,159	3,386
Depreciation	<u>1,686</u>	<u>1,349</u>
	<u>4,845</u>	<u>4,735</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2022

8. TRUSTEES' REMUNERATION AND BENEFITS

During the year the following payments were made to companies under the control of the trustees, the arrangements had been agreed by the other trustees and limits set:

Expenses of £39,731 (2021 - £30,050) were charged in respect of educational services by The London Boxing Academy Limited, a company under the control of Mr C Hall.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2022 nor for the year ended 31 Aug 2021 .

9. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	<u>201,363</u>	<u>272,722</u>
The average number of employees during the period was as follows:	<u>10</u>	<u>15</u>
The number of employees who's employee benefits (excluding pensions) exceeded £60,000 was	<u>0</u>	<u>0</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2022

10. TANGIBLE FIXED ASSETS

	Computers	Fixtures & Fittings	Total
	£	£	£
Cost			
At 1st September 2021	3,547	9,905	9,905
Additions	1,512		1,512
At 31st August 2022	<u>5,059</u>	<u>9,905</u>	<u>11,416</u>
Depreciation			
At 1st September 2021	1,182	9,905	9,739
charge for the period	1,686		1,686
At 31st August 2022	<u>2,868</u>	<u>9,905</u>	<u>11,425</u>
Net Book Value			
At 31st August 2022	<u>2,190</u>	-	<u>2,190</u>
At 1st September 2021	<u>2,365</u>	-	<u>2,365</u>

11. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2022	2021
	£	£
Within one year	<u>897</u>	<u>-</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2022

12. DEBTORS	2022	2021
	£	£
Trade receivables	21,704	33,652
Other Debtors	2,370	2,120
	<u>24,074</u>	<u>35,772</u>

13. CREDITORS	2022	2021
	£	£
Trade creditors	-	-118
Social security and other taxes	2,839	15,460
Other creditors (wages and pensions)	12,589	18,347
Bank loans	13,162	14,364
Accrued expenses	240	-
	<u>28,830</u>	<u>48,054</u>

14. CREDITORS FALLING DUE MORE THAN 1 YEAR	2022	2021
	£	£
Bank loans	<u>43,894</u>	<u>58,651</u>

15. MOVEMENT IN FUNDS	At 01.09.2021	Net movement in funds	At 31.08.2022
	£	£	£
Unrestricted funds			
General funds	-48,783	7,537	-41,246
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-48,783</u>	<u>7,537</u>	<u>-41,246</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2022

15. MOVEMENT IN FUNDS CONT.

Net movement in funds, as included above are as follows:

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	370,827	-363,290	7,537
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>370,827</u>	<u>-363,290</u>	<u>7,537</u>

Comparative figures for movement in funds

	At 01.09.2020 £	Net movement in funds £	At 31.08.2021 £
Unrestricted funds			
General funds	-42,483	-6,301	-48,783
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-42,483</u>	<u>-6,301</u>	<u>-48,783</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2022

15. MOVEMENT IN FUNDS CONT.

Comparative figures for net movement in funds

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	426,739	-433,039	-6,301
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>426,739</u>	<u>-433,039</u>	<u>-6,301</u>

16. RELATED PARTY DISCLOSURES

At the balance sheet date an amount of £2,620 (2021 - £2,120) which is interest free and repayable on demand was owed to The Footsteps Trust by The London Boxing Academy Trust, a charity in which C Hall is a trustee.

17. LIMITED LIABILITY

The company is limited by guarantee, every member promises that if the Charity is dissolved while he or she remains a member, or within twelve months afterwards to contribute up to £1 towards the cost of dissolution of the liabilities incurred by the Charity.

18. GOING CONCERN

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

THE FOOTSTEPS TRUST

England & Wales - Charity number 1146215

Accounts

Company Registration: 07782588 (England & Wales)

Registered Charity Number: 1146215

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

THE FOOTSTEPS TRUST

CONTENTS OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

	Page
Reference and Administrative details	1
Report of the Trustees	2 - 6
Report of the Independent Examiners	7 - 8
Statement of Financial Activities	9
Balance Sheet	10 - 11
Notes to the Financial Statements	12 - 19

THE FOOTSTEPS TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Mr C J Hall - Chief Executive Mr M Doe - Director C Brooks - Director Mr G Hall - Director Mr S Ohene-Nyarko N A Wulff - Director (<i>appointed 22/02/2021</i>) Mr D A Hazelton - Director (<i>appointed 22/02/2021</i>)
Company Name	The Footsteps Trust
Registered Office	New River Sports Centre White Hart Lane London, N22 5QW
Registered Company Number	07782588 (England & Wales)
Registered Charity Number	1146215
Independent Examiner	Kelly James FMAAT PO Box 519 Hoddesdon Herts, EN11 1RA
Bankers	Barclays Bank PLC 1 Churchill Place London, E14 5HP

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2021

The trustees, who are also directors for the purposes of the Companies Act, are pleased to present their report and the independently examined financial statements of the charity for the year ended 31st August 2021.

OBJECTIVES AND ACTIVITIES

The Footsteps Trust: Public Benefit

Footsteps accepts all students for whom conventional education has proved to be unsuitable. Many that have been seen to 'fail' in one or more conventional schools are seen to thrive in the Footsteps environment. The benefits of a stable education and positive role models has far-reaching effects, on the individual concerned, their families, and in the wider community. Haringey, and Tottenham, in particular, are difficult environments for any young person - street crime, gang related crime, drug misuse, family breakdown - all combine to distract young people from education and public service and respect. Footsteps provides the chance of education and progression, helping to relieve poverty, improve life chances, and return alienated young people to their communities. Footsteps provides quality education, tuition, coaching in football and other sports, vocational training, lifestyle, and career guidance and counselling, to young people who seek personal development, sporting achievement, physical health, and psychological wellbeing. We assist any individual, whatever their background, to be the absolute best they can be. We encourage and assist all those who seek excellence in any and every aspect of their lives. This ethos pervades all aspects of Footsteps' activities. The holistic approach taken by Footsteps helps us to identify, confront and remove the negative aspects of a young person's environment which may adversely affect and hinder their development. We work with partner organisations to ensure engagement, mentoring, and academic/further education and employment guidance is delivered to every Footsteps student. Every effort is made to ensure provision is available to, and taken up, by all ethnic, gender and age groups.

ORGANISATION AND ACTIVITIES

Ensuring the effectiveness of our work

The Footsteps program is regularly reviewed as to efficiency and effectiveness. Examination results are compared across a wide range of criteria, and student progress is monitored both internally and by referrers. Referrers are legally obliged to monitor the well-being and progress of any students placed with Footsteps, an obligation which includes Ofsted visits to Footsteps when a referring establishment is inspected. Referrers and funders are welcomed at all times and regularly inspect and comment upon the work that we undertake. The Footsteps Trust is now registered with both the DfE and Ofsted as an independent school - URN:141859 / UKPRN: 10056424 DfE registration entailed a pre-registration inspection from Ofsted, followed by a detailed inspection by the DfE, followed by a detailed inspection from Ofsted. These inspections ensured the legal compliance and operational accuracy of the organisation and were an excellent indicator of our operations from expert, independent sources. We have since had two further Ofsted inspections which have demonstrated clearly the improvements that have been made and maintained. We were inspected by Ofsted in February of 2018 and received a 'Good' overall assessment - a tremendous result for the whole organisation. The full report is available as a PDF on the Footsteps website.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2021

ACHIEVEMENTS AND PERFORMANCE

Charitable Activities

The majority of Footstep's income is derived from fees charged to referrers, schools, local government and other agencies. Income from this source varies directly with the number of students referred. Fees are charged per student per term on a pro-rata basis. Footsteps has seen a gradual rise in the number of students referred but cannot rely on the level of occupancy. This situation makes financial forecasting difficult. A possible solution would be to limit the intake to a maximum number that is below that which we know will be required. However, we feel that Footsteps should always strive to offer places to any students that would benefit from our services. Further difficulties in financial planning arise due to the requirement of providing staff - teachers and 'pod leaders' / 'Learning Mentors', before the number of students to be catered for is known. This difficulty is exacerbated by our desire to offer as wide a curriculum as possible, and we would therefore wish to provide a subject, even though the number of students wishing to study might be below the optimum financial level. Currently, we are considering reducing GCSE options from six to five options in order to increase grades across a smaller curriculum. There will also be financial savings if we choose this option. In the previous financial year Footsteps was able to greatly reduce our ongoing deficit built up over previous years. Unfortunately, this reduction has not been adequate to fully offset costs and we once again find that we have had to draw funds against future service provision. Undoubtedly, Footsteps' financial position for year end August 2020 was negatively impacted by the Coronavirus crisis. Student referral numbers were negatively impacted by the same. Footsteps established a relationship with Haringey 6th Form College that enables students to perform their academic work at the college, whilst continuing their relationship with Footsteps to develop the practical side of their BTEC Sport Level 1, 2, and 3 qualifications. Unfortunately, there were too few students to whom this appealed and therefore the project has been reluctantly discontinued for the time being. The situation will be monitored and the scheme re-introduced should the number of students interested become viable.

FINANCIAL REVIEW

Investment policy and objectives

Footsteps has not enjoyed the level of surplus funds necessary to consider investment options, but aims to keep the matter under review once additional fundraising/free school status leads to increased income

Reserves policy

The committee recognises that, given the unpredictable nature of future student numbers, and therefore fee income, ongoing difficulties with the payment methods of referrers, and the unpredictable nature of donated income, the charity should begin to build a reserve fund. Although we are able to adjust costs somewhat by matching staffing levels, our major cost to anticipated and actual student numbers, the committee has agreed that a reserve amounting approximately to total expenditure for a school term be established. It has been decided therefore that we should endeavour to establish a reserve of unrestricted funds of £200,000 which would be adequate to finance our longest school term.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2021

Reserves policy continued

The committee is aware that, at present levels, it would take many years to achieve this level of reserves. However, we are confident that, by reducing services if necessary, and streamlining some of the wide range of options we currently offer, the charity could continue to operate on a considerably reduced income should circumstances demand. In any case, staff levels have been reduced considerably without substantially affecting the charity's activities. Further, the unpredictability of staff requirements, depending on student numbers, has been addressed so that some staff, in future, will be offered ongoing temporary contracts or contracts which will allow Footsteps to reduce the total number of hours worked. There has also been a higher level of volunteer use, though this is often limited by the high level of training required to work with and mentor sometimes volatile young people. At a recent meeting of the trustees' consideration was given to entering into agreement with professional fundraising agencies as we believe that their experience and expertise would be able to substantially increase our grant income. Further investigation of fees and expectations is currently ongoing.

FUTURE PLANS

Having now successfully registered with DfE and Ofsted, there is a cost element involved, on top of the time dedicated to the mechanics of registration, since Footsteps will subsequently be required to pay for Ofsted inspections. The recent 'Good' Ofsted report allows us to apply for Free School status which would substantially increase revenues. Unfortunately, the opportunity has not arisen for independent AP's to apply to DfE for Free School status. The charity will continue to offer its services as at present, funding allowing, across all three established venues. It has been decided that no further expansion be undertaken before adequate funding has been secured, including funding for all necessary costs of establishment, staffing, equipment and adequate reserves. We shall monitor, and expand where desirable, relationships with partner organisations with a view to increased effectiveness and efficiency of our work with young people. We shall examine the possibility of expansion of our services into areas that would return an income to the charity that would improve our financial position. All options outlined above would naturally be considered in respect of charity law and our stated charitable aims.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 21st September 2011, Co. No 7782588, and registered as a charity on 2nd March 2012, Reg. No. 1146215. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute a set amount.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2021

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law. All trustees are familiar with the work done by Footsteps, and bring additional skills in business and education. Whilst Chris Hall is involved with the day to day running of the academy, the remaining trustees are more concerned with the overall running of the charity, utilising their varied experience in business and education. Specialist skills in safeguarding, education etc. are provided to the committee by the Footsteps Steering Group, made up of teachers, education and care specialists employed by the Trust. The committee recognises that the available skillset is always open to improvement and are taking steps to identify and encourage new applicants. All committee members, and all other members of staff, have now been successfully DBS checked on behalf of Footsteps. New applicants will be invited to visit one of the academies with the option of shadowing one or more staff members so that they may fully understand our work with young people. The committee feel that a full understanding is vital if the contribution of trustees is to be fully utilised. Potential candidates will be made aware of current and future operations, acquainted with the charity commission documentation for trustees, and made fully aware of financial considerations and the charity's current financial position.

Organisational structure

The trustees administer the charity on an ongoing basis. There is regular communication to resolve strategy and ongoing developments. The trustees have appointed an Operations Officer who, assisted by the office staff, ensures the day-to-day matters are attended to. To facilitate operations, the Operations Officer has been delegated certain authority including financial, HR and operations.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

The charity is governed by company law, charity law, and the requirements of the DfE. Further, all referrers are required to satisfy themselves of the good practise of the charity. Schools, local authorities and partner organisations such as The Hackney Learning Trust review the performance of Footsteps on a regular basis, and Ofsted is required to inspect the academies as part of the official inspection of any referrers and, since DfE registration as an independent school, inspect Footsteps in its own right. We believe that this level of scrutiny ensures that The Footsteps Trust will continue to excel in all areas of operation.

Organisational Management

The trustees determine the general policy of Footsteps. The day to day running of Footsteps is delegated to the Academy Principal, supported by senior staff. The Academy Principal undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day-to-day administration of Footsteps is undertaken within the policies and procedures approved by the trustees which provide for only significant expenditure decisions and major capital projects to be referred to the trustees for prior approval.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2021

Organisational Management continued

The Academy Principal oversees the recruitment of all educational staff, administrative and non-teaching support staff.

Risk management

The trustees are aware of the major risks to which the charity may be exposed. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces, and the trustees continues to monitor the policies published by Footsteps' management to ensure that the trust remains compliant with all health and safety legislation covering staff, students and visitors to the academies. Chris Hall also sits on the Steering Group Committee that meets regularly and addresses the requirements of policy development and implementation. Chris also acts as Academy Principal and Chief Executive of the charity's operations, ensuring compliance with policy and reporting directly to other members of this committee.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07782588 (England and Wales)

Registered Charity number

1146215

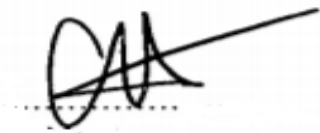
Registered office

New River Sports Centre
White Hart Lane
London, N22 5QW

Approved by the board of trustees.

Dated: 20th December 2021

Signed

A handwritten signature in black ink, appearing to be 'CJH', written over a horizontal line.

Mr C J Hall, Trustee

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

I report to the trustees of The Footsteps Trust (Charity No 1146215) on the accounts of the company for the year ended 31st August 2021 which are set out on pages 9 to 19.

Respective responsibilities of the trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("The Charities Act") and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act 2011,
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act 2011, and
- to state whether particular matters have come to my attention

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act 2011; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

K James
.....

Kelly James FMAAT
PO Box 519
Hoddesdon
Herts, EN11 1RA

THE FOOTSTEPS TRUST

STATEMENT OF FINANCIAL ACTIVITIES

FOR PERIOD ENDED 31ST AUGUST 2021

		Unrestricted Funds	Restricted Funds	Restricted Fixed Asset Funds	Total Funds 2021	Total Funds 2020
Note		£	£	£	£	£
INCOME RESOURCES						
Donations and legacies	2	289	-	-	289	3,915
Charitable activities:						
Fees from referrers	3	295,378	-	-	295,378	412,965
Other income	4	131,072	-	-	131,072	58,460
Total Income Resources		426,739	0	0	426,739	475,340
RESOURCES EXPENDED						
Charitable Expenditure:						
Charitable activities	5	433,039	-	-	433,039	468,686
Total Resources Expended		433,039	-	-	433,039	468,686
NET INCOME / (EXPENDITURE)		-6,301	-	-	-6,301	6,655
Balance brought forward		-42,483	-	-	-42,483	-49,137
Balance carried forward		-48,783	-	-	-48,783	-42,483

THE FOOTSTEPS TRUST

BALANCE SHEET
AS AT 31ST AUGUST 2021

		Unrestricted Funds	Restricted Funds	Total Funds 2021	Total Funds 2020
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	10	2,365	-	2,365	166
CURRENT ASSETS					
Debtors	12	35,772	-	35,772	5,572
Cash at bank and in hand		19,785	-	19,785	75,061
		55,557	0	55,557	80,633
CREDITORS: falling within 1 year	13	-48,054	-	-48,054	-44,282
NET CURRENT ASSETS		7,503	-	7,503	36,351
TOTAL ASSETS LESS CURRENT LIABILITIES		9,868	-	9,868	36,517
CREDITORS: falling due more than 1 year					
Long Term loans	14	-58,651	-	-58,651	-79,000
NET ASSETS / (LIABILITIES)		-48,783	-	-48,783	-42,483
FUNDS	15				
Unrestricted Funds					
General fund				-48,783	-42,483
Restrictive Funds					
General fund				-	-
Fixed asset fund				-	-
TOTAL FUNDS				-48,783	-42,483

THE FOOTSTEPS TRUST

**BALANCE SHEET continued
AS AT 31ST AUGUST 2021**

For the year ended 31 August 2021 the charitable company was entitled to exception from audit under section 477 of the Companies Act 2006 relating to small companies.

The trustees have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of Sections 386 & 387 of the Act with respect to keeping accounting records and Sections 394 & 395 for preparation of the accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - Small Entities.

The financial statements were approved by the trustees on 20th December 2021 and were signed on its behalf by:

A handwritten signature in black ink, appearing to be 'CJ Hall', written over a horizontal line.

Mr C J Hall, Trustee

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company have been prepared in accordance with the Charities SORP (FRSSE) 'Accounting and Reporting' by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the provisions of FRS 102 Section 1A Small Entities and the Companies Act 2006. The financial statements have been prepared under the historic cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings - 33.33% straight line

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

1. ACCOUNTING POLICIES continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity.

Restrictions arise when specified by the donor or when the funds are raised for particular restricted purposes.

Further explanation of the nature and purposes of each fund is included in the notes to the financial statements.

Hire purchase and lease commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Investments

Investments are stated at market value as at the balance sheet date. The statement of financial activities includes net gains and losses arising on revaluation and disposals during the period.

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	289	3,915
	<u>289</u>	<u>3,915</u>
Grants received, included in the above are as follows;		
Other grants	<u>0</u>	<u>0</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

3. INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
Fees from referrers	<u>295,378</u>	<u>412,965</u>

4. OTHER INCOME

	2021	2020
	£	£
Fundraising	-	-
HMRC JRS funding	<u>131,072</u>	<u>58,460</u>
	<u>131,072</u>	<u>58,460</u>

	Direct costs	Support costs (note 6)	Totals
	£	£	£
Charitable activities	<u>363,842</u>	<u>69,198</u>	<u>433,039</u>

6. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Other resources expended		3,386	3,386
School	<u>65,812</u>		<u>65,812</u>
	<u>65,812</u>	<u>3,386</u>	<u>69,198</u>

7. NET INCOME / (EXPENDITURE)

	2021	2020
	£	£
Net income / (expenditure) is stated after charging / (crediting);		
Accountants fee	3,386	10,062
Depreciation	<u>1,349</u>	<u>312</u>
	<u>4,735</u>	<u>10,374</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

8. TRUSTEES' REMUNERATION AND BENEFITS

During the year the following payments were made to companies under the control of the trustees, the arrangements had been agreed by the other trustees and limits set:

Expenses of £30,050 (2019 - £31,600) were charged in respect of educational services by The London Boxing Academy Limited, a company under the control of Mr C Hall.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2021 nor for the year ended 31 Aug 2020 .

9. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	<u>272,722</u>	<u>284,064</u>
The average number of employees during the period was as follows:	<u>15</u>	<u>18</u>
The number of employees who's employee benefits (excluding pensions) exceeded £60,000 was	<u>0</u>	<u>0</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

10. TANGIBLE FIXED ASSETS

	Computers £	Fixtures & Fittings £	Total £
Cost			
At 1st September 2020	-	9,905	9,905
Additions	3,547	-	3,547
At 31st August 2021	<u>3,547</u>	<u>9,905</u>	<u>13,452</u>
Depreciation			
At 1st September 2020	-	9,739	9,739
charge for the period	1,182	166	1,348
At 31st August 2021	<u>1,182</u>	<u>9,905</u>	<u>11,087</u>
Net Book Value			
At 31st August 2021	<u>2,365</u>	<u>-</u>	<u>2,365</u>
At 1st September 2020	<u>-</u>	<u>166</u>	<u>166</u>

11. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021 £	2020 £
Within one year	<u>-</u>	<u>15,000</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

12. DEBTORS	2021	2020
	£	£
Trade receivables	33,652	1,392
Other Debtors	2,120	4,180
	<u>35,772</u>	<u>5,572</u>

13. CREDITORS	2021	2020
	£	£
Trade creditors	-118	-
Social security and other taxes	15,460	16,407
Other creditors	18,347	22,875
Bank loans	14,364	
Accrued expenses	-	5000
	<u>48,054</u>	<u>44,282</u>

14. CREDITORS FALLING DUE MORE THAN 1 YEAR	2021	2020
	£	£
Bank loans	<u>58,651</u>	<u>79,000</u>

15. MOVEMENT IN FUNDS	At 01.09.2020	Net movement in funds	At 31.08.2021
	£	£	£
Unrestricted funds			
General funds	-42,483	-6,301	-48,783
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-42,483</u>	<u>-6,301</u>	<u>-48,783</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

15. MOVEMENT IN FUNDS CONT.

Net movement in funds, as included above are as follows:

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	426,739	-433,039	-6,301
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>426,739</u>	<u>-433,039</u>	<u>-6,301</u>

Comparative figures for movement in funds

	At 01.09.2019 £	Net movement in funds £	At 31.08.2020 £
Unrestricted funds			
General funds	-49,137	6,655	-42,483
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-49,137</u>	<u>6,655</u>	<u>-42,483</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2021

15. MOVEMENT IN FUNDS CONT.

Comparative figures for net movement in funds

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	416,880	-410,226	6,655
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	416,880	-410,226	6,655

16. RELATED PARTY DISCLOSURES

At the balance sheet date an amount of £2,120 (2020 - £1,350) which is interest free and repayable on demand was owed to The Footsteps Trust by The London Boxing Academy Trust, a charity in which C Hall is a trustee.

17. LIMITED LIABILITY

The company is limited by guarantee, every member promises that if the Charity is dissolved while he or she remains a member, or within twelve months afterwards to contribute up to £1 towards the cost of dissolution of the liabilities incurred by the Charity.

18. GOING CONCERN

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the company to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

THE FOOTSTEPS TRUST

England & Wales - Charity number 1146215

Accounts

Company Registration: 07782588 (England & Wales)

Registered Charity Number: 1146215

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

THE FOOTSTEPS TRUST

CONTENTS OF THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

	Page
Reference and Administrative details	1
Report of the Trustees	2 - 6
Report of the Independent Examiners	7 - 8
Statement of Financial Activities	9
Balance Sheet	10 - 11
Notes to the Financial Statements	12 - 19

THE FOOTSTEPS TRUST

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees	Mr C J Hall - Chief Executive A M Amartey - Director Mr G Hall - Director Mr M Doe - Director C Brooks - Director Mr S Ohene-Nyarko
Company Name	The Footsteps Trust
Registered Office	New River Sports Centre White Hart Lane London, N22 5QW
Registered Company Number	07782588 (England & Wales)
Registered Charity Number	1146215
Independent Examiner	Kelly Douglas PO Box 519 Hoddesdon Herts EN11 1RA
Bankers	Barclays Bank PLC 1 Churchill Place London, E14 5HP

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2020

The trustees, who are also directors for the purposes of the Companies Act, are pleased to present their report and the independently examined financial statements of the charity for the year ended 31st August 2020.

OBJECTIVES AND ACTIVITIES

The Footsteps Trust: Public Benefit

Footsteps accepts all students for whom conventional education has proved to be unsuitable. Many that have been seen to 'fail' in one or more conventional schools are seen to thrive in the Footsteps environment. The benefits of a stable education and positive role models has far-reaching effects, on the individual concerned, their families, and in the wider community. Haringey, and Tottenham, in particular, are difficult environments for any young person - street crime, gang related crime, drug misuse, family breakdown - all combine to distract young people from education and public service and respect. Footsteps provides the chance of education and progression, helping to relieve poverty, improve life chances, and return alienated young people to their communities. Footsteps provides quality education, tuition, coaching in football and other sports, vocational training, lifestyle, and career guidance and counselling, to young people who seek personal development, sporting achievement, physical health, and psychological wellbeing. We assist any individual, whatever their background, to be the absolute best they can be. We encourage and assist all those who seek excellence in any and every aspect of their lives. This ethos pervades all aspects of Footsteps' activities. The holistic approach taken by Footsteps helps us to identify, confront and remove the negative aspects of a young person's environment which may adversely affect and hinder their development. We work with partner organisations to ensure engagement, mentoring, and academic/further education and employment guidance is delivered to every Footsteps student. Every effort is made to ensure provision is available to, and taken up, by all ethnic, gender and age groups.

ORGANISATION AND ACTIVITIES

Ensuring the effectiveness of our work

The Footsteps program is regularly reviewed as to efficiency and effectiveness. Examination results are compared across a wide range of criteria, and student progress is monitored both internally and by referrers. Referrers are legally obliged to monitor the well-being and progress of any students placed with Footsteps, an obligation which includes Ofsted visits to Footsteps when a referring establishment is inspected. Referrers and funders are welcomed at all times and regularly inspect and comment upon the work that we undertake. The Footsteps Trust is now registered with both the DfE and Ofsted as an independent school - URN:141859 / UKPRN: 10056424 DfE registration entailed a pre-registration inspection from Ofsted, followed by a detailed inspection by the DfE, followed by a detailed inspection from Ofsted. These inspections ensured the legal compliance and operational accuracy of the organisation and were an excellent indicator of our operations from expert, independent sources. We have since had two further Ofsted inspections which have demonstrated clearly the improvements that have been made and maintained. We were inspected by Ofsted in February of 2018 and received a 'Good' overall assessment - a tremendous result for the whole organisation. The full report is available as a PDF on the Footsteps website.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2020

ACHIEVEMENTS AND PERFORMANCE

Charitable Activities

The majority of Footstep's income is derived from fees charged to referrers, schools, local government and other agencies. Income from this source varies directly with the number of students referred. Fees are charged per student per term on a pro-rata basis. Footsteps has seen a gradual rise in the number of students referred but cannot rely on the level of occupancy. This situation makes financial forecasting difficult. A possible solution would be to limit the intake to a maximum number that is below that which we know will be required. However, we feel that Footsteps should always strive to offer places to any students that would benefit from our services. Further difficulties in financial planning arise due to the requirement of providing staff - teachers and 'pod leaders' / 'Learning Mentors', before the number of students to be catered for is known. This difficulty is exacerbated by our desire to offer as wide a curriculum as possible, and we would therefore wish to provide a subject, even though the number of students wishing to study might be below the optimum financial level. Currently, we are considering reducing GCSE options from six to five options in order to increase grades across a smaller curriculum. There will also be financial savings if we choose this option. In the previous financial year Footsteps was able to greatly reduce our ongoing deficit built up over previous years. Unfortunately, this reduction has not been adequate to fully offset costs and we once again find that we have had to draw funds against future service provision. Undoubtedly, Footsteps' financial position for year end August 2020 was negatively impacted by the Coronavirus crisis. Student referral numbers were negatively impacted by the same. Footsteps established a relationship with Haringey 6th Form College that enables students to perform their academic work at the college, whilst continuing their relationship with Footsteps to develop the practical side of their BTEC Sport Level 1, 2, and 3 qualifications. Unfortunately, there were too few students to whom this appealed and therefore the project has been reluctantly discontinued for the time being. The situation will be monitored and the scheme re-introduced should the number of students interested become viable.

FINANCIAL REVIEW

Investment policy and objectives

Footsteps has not enjoyed the level of surplus funds necessary to consider investment options, but aims to keep the matter under review once additional fundraising/free school status leads to increased income

Reserves policy

The committee recognises that, given the unpredictable nature of future student numbers, and therefore fee income, ongoing difficulties with the payment methods of referrers, and the unpredictable nature of donated income, the charity should begin to build a reserve fund. Although we are able to adjust costs somewhat by matching staffing levels, our major cost to anticipated and actual student numbers, the committee has agreed that a reserve amounting approximately to total expenditure for a school term be established. It has been decided therefore that we should endeavour to establish a reserve of unrestricted funds of £200,000 which would be adequate to finance our longest school term.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2020

Reserves policy continued

The committee is aware that, at present levels, it would take many years to achieve this level of reserves. However, we are confident that, by reducing services if necessary, and streamlining some of the wide range of options we currently offer, the charity could continue to operate on a considerably reduced income should circumstances demand. In any case, staff levels have been reduced considerably without substantially affecting the charity's activities. Further, the unpredictability of staff requirements, depending on student numbers, has been addressed so that some staff, in future, will be offered ongoing temporary contracts or contracts which will allow Footsteps to reduce the total number of hours worked. There has also been a higher level of volunteer use, though this is often limited by the high level of training required to work with and mentor sometimes volatile young people. At a recent meeting of the trustees' consideration was given to entering into agreement with professional fundraising agencies as we believe that their experience and expertise would be able to substantially increase our grant income. Further investigation of fees and expectations is currently ongoing.

FUTURE PLANS

Having now successfully registered with DfE and Ofsted, there is a cost element involved, on top of the time dedicated to the mechanics of registration, since Footsteps will subsequently be required to pay for Ofsted inspections. The recent 'Good' Ofsted report allows us to apply for Free School status which would substantially increase revenues. Unfortunately, the opportunity has not arisen for independent AP's to apply to DfE for Free School status. The charity will continue to offer its services as at present, funding allowing, across all three established venues. It has been decided that no further expansion be undertaken before adequate funding has been secured, including funding for all necessary costs of establishment, staffing, equipment and adequate reserves. We shall monitor, and expand where desirable, relationships with partner organisations with a view to increased effectiveness and efficiency of our work with young people. We shall examine the possibility of expansion of our services into areas that would return an income to the charity that would improve our financial position. All options outlined above would naturally be considered in respect of charity law and our stated charitable aims.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 21st September 2011, Co. No 7782588, and registered as a charity on 2nd March 2012, Reg. No. 1146215. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute a set amount.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2020

Recruitment and appointment of new trustees

The directors of the company are also charity trustees for the purposes of charity law. All trustees are familiar with the work done by Footsteps, and bring additional skills in business and education. Whilst Chris Hall is involved with the day to day running of the academy, the remaining trustees are more concerned with the overall running of the charity, utilising their varied experience in business and education. Specialist skills in safeguarding, education etc. are provided to the committee by the Footsteps Steering Group, made up of teachers, education and care specialists employed by the Trust. The committee recognises that the available skillset is always open to improvement and are taking steps to identify and encourage new applicants. All committee members, and all other members of staff, have now been successfully DBS checked on behalf of Footsteps. New applicants will be invited to visit one of the academies with the option of shadowing one or more staff members so that they may fully understand our work with young people. The committee feel that a full understanding is vital if the contribution of trustees is to be fully utilised. Potential candidates will be made aware of current and future operations, acquainted with the charity commission documentation for trustees, and made fully aware of financial considerations and the charity's current financial position.

Organisational structure

The trustees administer the charity on an ongoing basis. There is regular communication to resolve strategy and ongoing developments. The trustees have appointed an Operations Officer who, assisted by the office staff, ensures the day-to-day matters are attended to. To facilitate operations, the Operations Officer has been delegated certain authority including financial, HR and operations.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

The charity is governed by company law, charity law, and the requirements of the DfE. Further, all referrers are required to satisfy themselves of the good practise of the charity. Schools, local authorities and partner organisations such as The Hackney Learning Trust review the performance of Footsteps on a regular basis, and Ofsted is required to inspect the academies as part of the official inspection of any referrers and, since DfE registration as an independent school, inspect Footsteps in its own right. We believe that this level of scrutiny ensures that The Footsteps Trust will continue to excel in all areas of operation.

Organisational Management

The trustees determine the general policy of Footsteps. The day to day running of Footsteps is delegated to the Academy Principal, supported by senior staff. The Academy Principal undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day-to-day administration of Footsteps is undertaken within the policies and procedures approved by the trustees which provide for only significant expenditure decisions and major capital projects to be referred to the trustees for prior approval.

THE FOOTSTEPS TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2020

Organisational Management continued

The Academy Principal oversees the recruitment of all educational staff, administrative and non-teaching support staff.

Risk management

The trustees are aware of the major risks to which the charity may be exposed. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces, and the trustees continues to monitor the policies published by Footsteps' management to ensure that the trust remains compliant with all health and safety legislation covering staff, students and visitors to the academies. Chris Hall also sits on the Steering Group Committee that meets regularly and addresses the requirements of policy development and implementation. Chris also acts as Academy Principal and Chief Executive of the charity's operations, ensuring compliance with policy and reporting directly to other members of this committee.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07782588 (England and Wales)

Registered Charity number

1146215

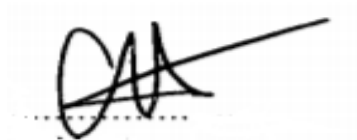
Registered office

New River Sports Centre
White Hart Lane
London, N22 5QW

Approved by the board of trustees.

Dated: 22nd February 2021

Signed

A handwritten signature in black ink, appearing to be 'CJH', written over a horizontal line.

Mr C J Hall, Trustee

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

I report to the trustees of The Footsteps Trust (Charity No 1146215) on the accounts of the company for the year ended 31st August 2020 which are set out on pages 9 to 19.

Respective responsibilities of the trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("The Charities Act") and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act 2011,
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act 2011, and
- to state whether particular matters have come to my attention

Basis of independent examiner's statement

My examination was carried out in accordance with General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

THE FOOTSTEPS TRUST

INDEPENDENT EXAMINER'S REPORT

Independent examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act 2011; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

K Douglas

Kelly Douglas
PO Box 519
Hoddesdon
Herts
EN11 1RA

THE FOOTSTEPS TRUST

STATEMENT OF FINANCIAL ACTIVITIES

FOR PERIOD ENDED 31ST AUGUST 2020

		Unrestricted Funds	Restricted Funds	Restricted Fixed Asset Funds	Total Funds 2020	Total Funds 2019
	Note	£	£	£	£	£
INCOME RESOURCES						
Donations and legacies	2	3,915			3,915	2,720
Charitable activities:						
Fees from referrers	3	412,965			412,965	610,048
Other income	4				0	3,887
Total Income Resources		416,880	0	0	416,880	616,655
RESOURCES EXPENDED						
Charitable Expenditure:						
Charitable activities	5	410,226			410,226	577,447
Total Resources Expended		410,226	0	0	410,226	577,447
NET INCOME / (EXPENDITURE)		6,655	0	0	6,655	39,209
Balance brought forward		-49,137	-	-	-49,137	-88,346
Balance carried forward		-42,483	0	0	-42,483	-49,137

THE FOOTSTEPS TRUST

BALANCE SHEET
AS AT 31ST AUGUST 2020

		Unrestricted Funds	Restricted Funds	Total Funds 2020	Total Funds 2019
	Notes	£	£	£	£
FIXED ASSETS					
Tangible assets	10	166	-	166	478
CURRENT ASSETS					
Debtors	12	5,572	-	5,572	2,185
Cash at bank and in hand		75,061	-	75,061	54,100
		80,633	0	80,633	56,285
CREDITORS: falling within 1 year	13	-44,282	-	-44,282	-105,900
NET CURRENT ASSETS		36,351	-	36,351	-49,615
TOTAL ASSETS LESS CURRENT LIABILITIES		36,517	-	36,517	-49,137
CREDITORS: falling due more than 1 year					
Long Term loans	14	-79,000	-	-79,000	-
NET ASSETS / (LIABILITIES)		-42,483	-	-42,483	-49,137
FUNDS	15				
Unrestricted Funds					
General fund				-42,483	-49,137
Restrictive Funds					
General fund				-	-
Fixed asset fund				-	-
TOTAL FUNDS				-42,483	-49,137

THE FOOTSTEPS TRUST

**BALANCE SHEET continued
AS AT 31ST AUGUST 2020**

For the period ending 31.08.2020 the charitable company was entitled to exception from audit under section 477 of the Companies Act 2006 relating to small companies.

The trustees have not required the charitable company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of Sections 386 & 387 of the Act with respect to keeping accounting records and Sections 394 & 395 for preparation of the accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - Small Entities.

The financial statements were approved by the trustees on 22nd February 2021 and were signed on its behalf by:

A handwritten signature in black ink, appearing to be 'C J Hall', written over a dotted line.

Mr C J Hall, Trustee

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company have been prepared in accordance with the Charities SORP (FRSSE) 'Accounting and Reporting' by Charities: Statement of Recommended Practice applicable to Charities preparing their accounts in accordance with the provisions of FRS 102 Section 1A Small Entities and the Companies Act 2006. The financial statements have been prepared under the historic cost convention.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings - 33.33% straight line

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

1. ACCOUNTING POLICIES continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity.

Restrictions arise when specified by the donor or when the funds are raised for particular restricted purposes.

Further explanation of the nature and purposes of each fund is included in the notes to the financial statements.

Hire purchase and lease commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Investments

Investments are stated at market value as at the balance sheet date. The statement of financial activities includes net gains and losses arising on revaluation and disposals during the period.

2. DONATIONS AND LEGACIES

	2020	2019
	£	£
Donations	3,915	2,720
	<u>3,915</u>	<u>2,720</u>
Grants received, included in the above are as follows;		
Other grants	<u>0</u>	<u>0</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

3. INCOME FROM CHARITABLE ACTIVITIES

	2020 £	2019 £
Fees from referrers	412,965	610,048

4. OTHER INCOME

	2020 £	2019 £
Fundraising	-	3,864
Other Income	-	23
	0	3,887

5. CHARITABLE ACTIVITIES COST

	Direct costs £	Support costs (note 6) £	Totals £
Charitable activities	339,564	70,662	410,226

6. SUPPORT COSTS

	Management £	Governance costs £	Totals £
Other resources expended			
School	60,600	10,062	70,662
	60,600	10,062	70,662

7. NET INCOME / (EXPENDITURE)

	2020 £	2019 £
Net income / (expenditure) is stated after charging / (crediting);		
Accountants fee	10,062	14,790
Depreciation	312	312
	10,374	15,102

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

8. TRUSTEES' REMUNERATION AND BENEFITS

During the year the following payments were made to companies under the control of the trustees, the arrangements had been agreed by the other trustees and limits set:

Expenses of £31,600 (2019 - £36,000) were charged in respect of educational services by The London Boxing Academy Limited, a company under the control of Mr C Hall.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2020 nor for the year ended 31 Aug 2019 .

9. STAFF COSTS

	2020	2019
	£	£
Wages and salaries	<u>231,991</u>	<u>352,167</u>
The average number of employees during the period was as follows:	<u>18</u>	<u>18</u>
The number of employees who's employee benefits (excluding pensions) exceeded £60,000 was	<u>0</u>	<u>0</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

10. TANGIBLE FIXED ASSETS

	Computer Equipment
	£
Cost	
At 1st September 2019	9,905
Additions	-
At 31st August 2020	<u>9,905</u>
Depreciation	
At 1st September 2019	9,427
charge for the period	312
At 31st August 2020	<u>9,739</u>
Net Book Value	
At 31st August 2020	<u>166</u>
At 1st September 2019	<u>478</u>

11. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2020	2019
	£	£
Within one year	<u>15,000</u>	<u>15,000</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

12. DEBTORS	2020	2019
	£	£
Trade receivables	1,392	885
Other Debtors	4180	1300
	<u>5,572</u>	<u>2,185</u>

13. CREDITORS	2020	2019
	£	£
Trade creditors		9,305
Social security and other taxes	16,407	7,018
Other creditors	22,875	28,147
Deferred income	-	56,430
Accrued expenses	5000	5000
	<u>44,282</u>	<u>105,900</u>

14. CREDITORS FALLING DUE MORE THAN 1 YEAR	2020	2019
	£	£
Bank loan	<u>79,000</u>	<u>-</u>

15. MOVEMENT IN FUNDS	At 01.09.2019	Net movement in funds	At 31.08.2020
	£	£	£
Unrestricted funds			
General funds	-49,137	6,655	-42,483
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-49,137</u>	<u>6,655</u>	<u>-42,483</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

15. MOVEMENT IN FUNDS CONT.

Net movement in funds, as included above are as follows:

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	416,880	-410,226	6,655
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>416,880</u>	<u>-410,226</u>	<u>6,655</u>

Comparative figures for movement in funds

	At 01.09.2018 £	Net movement in funds £	At 31.08.2019 £
Unrestricted funds			
General funds	-88,346	39,209	-49,137
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	<u>-88,346</u>	<u>39,209</u>	<u>-49,137</u>

THE FOOTSTEPS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR YEAR ENDED 31ST AUGUST 2020

15. MOVEMENT IN FUNDS CONT.

Comparative figures for net movement in funds

	Incoming Resources £	Resources Expended £	Movement in funds £
Unrestricted funds			
General funds	616,655	-577,447	39,209
Restricted funds			
General funds	-	-	-
Fixed asset funds	-	-	-
TOTAL FUNDS	616,655	-577,447	39,209

16. RELATED PARTY DISCLOSURES

At the balance sheet date an amount of £1,350 (2019 - £1,100) which is interest free and repayable on demand was owed to The Footsteps Trust by The London Boxing Academy Trust, a charity in which C Hall is a trustee.

At the balance sheet date an amount of £200 (2018 - £200) which is interest free and repayable on demand was owed to The Footsteps Trust by The London Boxing Academy, a company in which C Hall is a director.

17. LIMITED LIABILITY

The company is limited by guarantee, every member promises that if the Charity is dissolved while he or she remains a member, or within twelve months afterwards to contribute up to £1 towards the cost of dissolution of the liabilities incurred by the Charity.