

FOOTBALL BEYOND BORDERS

England & Wales · Charity number 1158046

Details

Other names FBB

Status Registered

Legal form Charitable company

Company number 08809181

Registered 2014-07-29

Register [View on the Charity Commission register](#)

Contact

Address Unit 4
Warwick House
Overton Road
London
SW9 7JP

Phone 03001024435

Email info@footballbeyondborders.org

Website www.footballbeyondborders.org

Activities

Objects: TO ACT AS A RESOURCE FOR YOUNG PEOPLE UP TO THE AGE OF 30 BY PROVIDING ADVICE AND ASSISTANCE AND ORGANISING PROGRAMMES OF PHYSICAL, EDUCATIONAL AND OTHER ACTIVITIES AS A MEANS OF: (A) ADVANCING IN LIFE AND HELPING YOUNG PEOPLE BY DEVELOPING THEIR CAPACITY TO BECOME ENGAGED IN PUBLIC LIFE FOR THE BETTERMENT OF THEMSELVES AND SOCIETY AS A WHOLE. (B) ADVANCING EDUCATION. (C) RELIEVING UNEMPLOYMENT. (D) PROVIDING RECREATIONAL AND LEISURE TIME ACTIVITY IN THE INTERESTS OF SOCIAL WELFARE AND SOCIAL HARMONY FOR PEOPLE LIVING IN THE AREA OF BENEFIT WHO HAVE NEED BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABILITY, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES WITH A VIEW TO IMPROVING THE CONDITIONS OF LIFE OF SUCH PERSONS.

Activities: Football Beyond Borders supports young people who are disengaged at school and passionate about football, in order to help them finish school with the skills and grades to make a successful transition into adulthood.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Amateur Sport, Recreation
- **Who:** Children/young People

Geography

- Birmingham City
- Bolton
- Bradford City
- Essex
- Manchester City
- Oldham
- Salford City
- St Helens
- Walsall
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£4,186,747	£4,178,775	£1,298,960	69
2023-08-31	£3,436,104	£3,667,047	£1,290,988	68
2022-08-31	£2,785,885	£2,754,445	£1,521,931	73
2021-08-31	£2,132,945	£1,825,609	£1,490,491	64
2020-08-31	£1,921,683	£1,246,841	£1,183,155	51

Trustees

Name	Role	Appointed
Paul Barber	Chair	2025-02-13
Alma Donohoe		2023-11-08
Clearaline Anne Camara		2022-10-26
Hugo Scheckter		2022-07-21
Ian Gethin		2018-03-22
Maria Mintah		2023-11-08
Sherine Mahmoud		2025-11-10
Syreeta Allen		2022-07-21

FOOTBALL BEYOND BORDERS

England & Wales - Charity number 1158046

Accounts

TRUSTEES'



and Consolidated
Financial Statements

For the Year ended 31 August 2024

REPORT



COMPANY LIMITED BY GUARANTEE
CHARITY REGISTRATION NUMBER: 1158046
COMPANY REGISTRATION NUMBER: 8809181



CONTENTS

Legal and administrative information	02
Introduction from Trustee Chair	03
Annual Report of the Trustees	04
Independent Auditor's report	30
Consolidated statement of financial activities	34
Balance sheets	35
Consolidated statement of cash flows	46

Legal & Administrative Information for the Year Ended 31 August 2024

Charity Name	Football Beyond Borders
Charity Registration	The Charity was registered with the Charity Commission on 26 July 2014. The registration number is 1158046.
Registered Office	Football Beyond Borders, Unit 4, Warwick House, Overton Road, London, SW9 7JP
Governing Document	Memorandum and Articles of Association dated 10 August 2013 as amended by special resolution on August 2021.
Objects	<p>To act as a resource for young people up to the age of 30 by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:</p> <ol style="list-style-type: none">1. advancing in life and helping young people by developing their capacity to become engaged in public life for the betterment of themselves and society as a whole.2. advancing education.3. relieving unemployment.4. providing recreational and leisure time activity in the interests of social welfare and social harmony for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.
Board of Trustees	<p>The Trustees who served during the year or who were serving at the date of this report were:</p> <p>Paul Barber OBE (appointed 13 February 2025 as the Trustee Chair) Ian Gethin (Interim Chair from 8 November 2023 to 12 February 2025) Matt Stevenson-Dodd (Trustee Chair, resigned 8 November 2023) Alma Donohoe (Treasurer, appointed 8 December 2023) Syreeta Allen Claire Camara Aninda Saha Hugo Scheckter Susan Williamson Maria Ohenewa (appointed 8 December 2023)</p>
Key Management	Those in charge of directing, controlling, running and operating the Charity on a day to day basis are the Chair together with Jack Reynolds (CEO of Football Beyond Borders), Tom Bateman (Director of Programmes), Joe Watfa (Director Of People, Culture & Operations) and Ceylon Hickman (Director of External Relations).
Bankers	Natwest Bank Croydon High Street, 1 High Street, Croydon, London, CR9 1PD
Auditor	Maurice Brindley BSc FCA Brindley Millen Ltd 167 Turners Hill Cheshunt, Hertfordshire, EN8 9BH

Introduction from Paul Barber OBE, Trustee Chair:

When I first came across the work of Football Beyond Borders, I was struck by how powerfully it aligned with my own experiences — both as a professional in football and as a young person who, at a critical moment in life, was given a chance by someone who saw potential in me.

I was 13 when my parents separated. I wasn't failing at school, but I certainly wasn't thriving. Like many young people facing upheaval at home, I lost focus. I stopped turning up, I stopped engaging. What brought me back was football — and more importantly, a coach who took the time to build a relationship with me. That trusted adult relationship, forged on the pitch but grounded in care and consistency, helped me back on track and shaped the path I've walked ever since.

That's what Football Beyond Borders is all about. Every day, around a million children go to school in this country without that kind of support — without a trusted adult to lean on when life gets tough. FBB's mission is simple but profound: to ensure that every young person has a trusted adult in their corner, and to use football as the starting point for building that relationship. It's not about pulling young people out of school — it's about keeping them in it, helping them re-engage, and equipping them with the confidence, skills, and qualifications to thrive.

Having spent more than 25 years in the game, I've seen firsthand the unique power football has to bring people together, build confidence, and shape identity. Football is often the hook — but the real magic of FBB lies in its people. The practitioners who work in schools week in, week out are skilled, compassionate professionals who understand how to reach young people who might otherwise slip through the cracks. It's a privilege to support them in this role.

When I was asked to become Chair of the Board of Trustees at FBB, the answer was an easy one. I recognised not only the impact this organisation is already having — with over 3,000 young people supported last year — but also its ambition to go further. Over the next three years, we want to more than double our reach. That's not just a target on paper — it's a commitment to expanding the number of lives we can help transform, while staying grounded in the deep relational work that makes FBB special.



I'm proud to be joining a group of Trustees who care deeply about this mission, and who bring real insight and expertise to the table. As you read this report, you'll see the evidence of a year of growth, learning, and deepened impact — from enhanced programme outcomes to new partnerships and an ever-stronger financial foundation. You'll also get a glimpse of what's to come: a refreshed business plan, a growing external relations function, and a ten-year anniversary that gives us cause to celebrate — and to dream bigger.

It's an honour to Chair this organisation at such a pivotal moment. I look forward to working alongside staff, Trustees, supporters, and most importantly, young people, to make our vision — of a country where every young person has a trusted adult — a reality.

Paul Barber OBE
Non-Executive Chair of Trustees

1. STRUCTURE, GOVERNANCE & MANAGEMENT

Annual report of the trustees
For the year ended 31 August 2024



The Trustees submit their report and the group financial statements of Football Beyond Borders (“the Charity”) for the year ended 31 August 2024. The financial statements have been prepared in the format prescribed by the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP2019 (FRS102)). The legal and administrative information set out earlier in this document forms part of this report. This report also constitutes a directors’ report required by section 415 of the Companies Act 2006 as all Trustees of a charity company are directors.

1.1. Trustees

The Trustees meet at least four times annually to discuss a full range of matters relating to strategy, project work, recruitment, finance and general administration.

The induction process for any individual newly-appointed to the Board of Trustees comprises – in addition to our statutory safeguarding requirements as set out in Department for Education and Charities Commission guidance – an initial meeting with at least two of the Trustees (whenever possible one of these two Trustees being the Chair) and receipt of copies of:

- the memorandum and articles of association
- the most recent financial statements
- the organisation’s strategic objectives for the year
- the Charity Commission’s guidance ‘The Essential Trustee’.

This academic year was the first year of our three year business plan 09/2023 to 08/2026.

Therefore, it was a year of stability on the board. Our chair for the previous business plan cycle, Matt Stevenson-Dodd, stood down and our Treasurer for the previous business plan, Ian Gethin, stepped up to the Chair role while we searched for the right candidate in the long term. In turn, Alma Donahoe became Treasurer and Chair of the Finance, Governance and Risk Committee.

In a year in which the business plan had already been agreed, and of financial and staffing stability, the Trustees focused on developing the policies and practices to enable FBB to continue scaling in line with its values and working culture.

This included:

- a pay review process and a new pay policy incorporating job factor scoring, external benchmarking and an equity review for all roles;
- a revised communications framework setting out the criteria through FBB would judge the appropriateness of commenting on issues within the education system and relating to young people
- a strategy for FBB’s role in driving system level change, grounded in our vision of a country where every young person has at least one trusted adult relationship throughout their teenage years

The Trustees continued to focus on FBB’s founding question: ‘What does it take for our most vulnerable young people to thrive in mainstream school?’. This year’s impact evaluation saw the Trustees prioritise making progress in our outcomes for the most at risk girls in Year 2 of our programme, on reducing variability in outcomes on our programmes in the North West, and on necessary adaptations to maintain our high levels of weekly reach of young people in a system with high levels of pupil absence from school..

On leadership development, the Trustees have continued to take a long term, developmental view to succession planning with a steadfast commitment to nurturing talent and ensuring a seamless transition in key leadership roles. There were no departures from our Senior Leadership Team this year, enabling the organisation to continue with a long term focus on succession.

Each year it’s the Trustees’ responsibility to state whether or not the annual accounts have been drawn up on a going concern basis. Going concern is the assumption that an entity, in this case the charity, has the resources (financial or otherwise) needed to continue operating for the foreseeable future and, in particular, for at least 12 months from the date of approval by the trustees of these accounts. If the going concern principle did not apply then the accounts would be drawn up on an insolvent basis.

On submitting these accounts in May 2025, the Board are confident the charity is a going concern for the next 12 months. This is based on a detailed review of the organisation’s latest month-end closing balance sheet, level of unrestricted reserves and our funding pipeline (both secure and target versus applicable expenditure) as evidenced by our cashflow forecast.



1.2 Finance, Governance, and Risk Committee (FGRC)

The Finance, Governance, and Risk Committee (FGRC) was established in October 2020 to provide additional oversight and expertise in key areas of the organisation, in alignment with the Charity Governance Code. The Committee comprises a minimum of two Trustees (Alma Donahoe, Ian Gethin, and Syreeta Allen) and two Independent Experts (Charlotte Towerton and Stephanie Allen), who bring specialist knowledge in areas such as risk management, charity law, safeguarding, governance, compliance, and charity finance.

During the 2023/24 period, there were no departures from the Committee. However, discussions commenced with potential new members to join for the 2024/25 academic year. These individuals bring expertise in safeguarding, legal, finance, and lived experience as FBB participants, ensuring the Committee continues to benefit from diverse perspectives and specialised insights.

All FGRC activities are guided by its Charter, established by the Board of Trustees in 2020. Governance has been formally added to the Committee's Charter and has been a key focus alongside safeguarding. Safeguarding remains a critical priority, and its inclusion in the Charter has facilitated deeper scrutiny and discussion of this vital area. Together, these additions ensure the Committee provides comprehensive oversight, strengthening the organisation's overall accountability, governance, and risk management. Below is a summary of progress made against each category of the Charter over the past year:

1. **External Audit/Examiner:** Following a tendering process involving multiple auditors, the Board of Trustees decided to retain Brindley Millen Ltd as the organisation's external auditor. Their proven reliability, competitive cost, and efficient timelines made them the preferred choice.
2. **Internal Finance Controls:** An internal review was conducted to assess staff access and limits on prepaid cards. Additionally, heads of each department received training on the internal finance system, enabling them to review their teams' spending and enhance overall financial oversight.
3. **Annual Financial Statements:** The FGRC fulfilled its Charter mandate by reviewing and approving the latest annual accounts. This process included a discussion with management and the accountant responsible for preparing the draft accounts, followed by final approval after the auditor's review.
4. **Financial Reporting:** Significant improvements were made to financial reporting, including the introduction of a more detailed and structured monthly management account. This new format places greater emphasis on cashflow forecasting, secured income, and revenue pipeline analysis. Quarterly forecasting continued to ensure agility in responding to financial performance.
5. **Governance:** The Committee reviewed and proposed enhancements to the charity's governance framework. A new centralised document was introduced to monitor and track governance activities, alongside a scorecard to ensure high standards are consistently met.
6. **Risk Management:** The Senior Leadership Team expanded its approach to risk management by involving the wider team in risk review and mitigation planning. This inclusive approach ensures risks are effectively monitored and that all staff can contribute to developing solutions.
7. **Safeguarding:** Safeguarding remained a priority for the Committee this year. The safeguarding policy was reviewed and streamlined to ensure clarity and accessibility for all staff. The Designated Safeguarding Lead provided detailed quarterly reports to the FGRC, enabling in-depth discussion and ongoing improvement in this area.

Overall, it is felt that committee has made progress in the key areas of governance standards, financial reporting, internal controls, risk management and reviewing annual financial statements.

13 Risk Management

The Trustees acknowledge that they have a responsibility for the identification and proper management of risks faced by the Charity in achieving its primary aims. The Trustees have therefore assessed the major risks to which the Charity is exposed, in particular those relating to the specific operational areas of delivering services in schools, its investments and its finances.

A particular focus of risk management for the period of the accounts was on the additional risks created by double digit inflation. The Trustees sought to mitigate risk in this area, by monitoring reserve levels, by targeting reductions in non-staff expenditure, and by ensuring that controls exist over key financial systems.

The table below sets out a summary of the key risks which the organisation identified and worked to mitigate during this period.

Risk identified	Controls, actions and mitigations
Significant incident occurs with a student while in the care of FBB	<ul style="list-style-type: none"> • Additional resources brought in to maintain internal systems • Annual First Aid training for all staff and First Aid kits for all staff • Set of documents required - risk assessments, contact numbers - before any trip is approved • First Aid register for all practitioners to add incidents • Regular training around reporting and trips
Regional operations close down due to a lack of new schools' pipeline or capacity outside of London.	<ul style="list-style-type: none"> • New retention strategy was developed for existing schools. • Director of Programmes allocated some of their own resource to focusing on school retention and development of new business pipeline. • Additional management capacity in the NW • As part of the school retention strategy, we are exploring a school sales focused role in each of the regions with an increased focus on the relationship management with schools • NW Leadership Group set up to discuss new schools and schools retention
FBB Schools programme impact not maintained at scale	<ul style="list-style-type: none"> • The Impact Team was built with 3 members working across Data, Evaluation, Training and Design, and with a responsibility for embedding an impact culture across the organisation. • An Impact brief was included in the School Programme Managers's role. • Embedding Termly evaluations of our impact which will feed into Impact Management work with SPMs and the design of our staff training. • We have partnered and received funding from Impetus to embed ImpactEd platform to set-up school level benchmarks to better understand our regional impact, to help us better investigate regional contexts and variables. • A Practitioner Training Programme in place practitioners focusing on key skills needed to deliver our impact. • School Sales Retention and Programme re-design project to adapt our programme to meet school's needs. • All schools we worked with last year who continued into this year are on multiyear contracts.
Safeguarding disclosure not dealt with properly by a staff member	<ul style="list-style-type: none"> • Safeguarding training delivered at start of school year and start of calendar year • Weekly reminders of safeguarding processes in team meetings • Designated Safeguarding Leads (DSL) now have monthly supervision from NSPCC DSL Supervisor. • Full time Safeguarding lead in place. • Investment in CPOMS software. • Regular training as part of the PTP for all staff. • Senior leaders have taken part in DSL level 3 training

2. PROGRAMMES AND IMPACT



OUR VISION

At FBB, we are fighting for a country where our most vulnerable young people have a trusted adult relationship at their secondary school.

OUR MISSION

FBB works with young people from areas of socio-economic disadvantage who are passionate about football but disengaged at school to help them finish school with the skills and grades to make a successful transition into adulthood. We do this by providing long-term, intensive support built around relationships and young people's passions in the classroom and beyond.



WE DELIVERED

2,664 PARTICIPANTS

1,764

(66%) BOYS

900

(34%) GIRLS

58%

FROM GLOBAL MAJORITY BACKGROUNDS

1,492

(56%) YOUNG PEOPLE WERE ELIGIBLE FOR PUPIL PREMIUM

414

INCREASE IN PARTICIPANTS FROM THE PREVIOUS YEAR

852

(32%) OF OUR YOUNG PEOPLE HAD SPECIAL EDUCATIONAL NEEDS (4% EHCP AND 28% K CODE)

	2021/22	2022/23	2023/24
Total Participants	1,497	2,250	2,664
Total Projects	97	120	132

Our Work

We support young people who are:

1. Predicted not to obtain their GCSEs (based on Key Stage Two attainment)
2. Growing up in low-income households (based on their Free School Meals status)
3. At risk of not finishing school due to behaviour issues (based on our explicit enrolment criteria)

We work across three regions: London (51% of participants), the North West (38%) and the West Midlands (11%).

Of the 2,664 young people we worked with this year, 1,764 (66%) were boys, 900 (34%) were girls. 1,492 (56%) of our young people were eligible for Pupil Premium; 852 (32%) of our young people had Special Educational Needs (4% EHCP and 28% K Code) and 1,545 (58%) of our participants were from global majority backgrounds.

Our Outcomes

- **Finishing School:** 97% of our at-risk students weren't permanently excluded or managed moved. This measure has remained strong year on year, even as we've continued to scale our programmes (97% in 2022-23).
- **Academic Attainment:** 51% of our at-risk participants achieved a pass grade in their English and Maths GCSEs. Our young people were 10 times more likely to pass English and Maths than those in our national comparison groups (9 times more likely in 2022-23).
- **Developing Skills:** 70% of our at-risk participants improved their Social Emotional Learning (SEL) skills. Our participants' Social Emotional Learning (SEL) skills get stronger the longer they are with FBB. This bucks the global trend of SEL skills declining between the ages of 11 and 15 (OECD).

OUTCOMES

97%

Of our at-risk students weren't permanently excluded or managed moved. This measure has remained strong year on year, even as we've continued to scale our programmes (97% in 2022-23).

51%

Of our at-risk participants achieved a pass grade in their english and maths gcse. Our young people were 10 times more likely to pass english and maths than those in our national comparison groups (9 times more likely in 2022-23).

70%

Of our at-risk participants improved their social emotional learning (sel) skills. Our participants' social emotional learning (sel) skills get stronger the longer they are with fbb. This bucks the global trend of sel skills declining between the ages of 11 and 15 (OECD).

Intermediate Outcomes

Behaviour:

We're positively impacting behaviour points; 3 out of 5 of our at-risk students and passive learners improved their behaviour in school (received fewer behaviour points in HT5 than in HT1).

Wellbeing:

2 out of 3 of our at risk students saw an improvement or a stabilisation in their mental wellbeing over the course of the year. An independent evaluation from #Beewell, the University of Manchester and Probono Economics found that "wellbeing improvements were similar to those observed for UK adults moving from being unemployed to employment.

The FBB programme looks to be good value for money, even without including wider potential benefits through improved academic attainment and reduced exclusions which were not included due to lack of quantitative evidence to benchmark FBB against" (Probono Economics and # Beewell 2024). We're continuing to impact young people's mental wellbeing positively. Our young people's mental well-being remains the same across the year; this goes against the global trend of young people's mental well-being getting worse throughout adolescence.

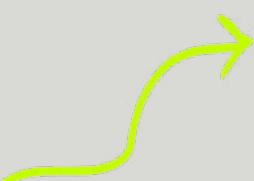
Suspensions:

3 out of 4 at-risk students saw a reduction in the number of suspensions they received over the course of the year (received fewer suspensions in HT5 than in HT1).



OUR *APPROACH*

Our approach has three pillars:
Direct Delivery, Services for Teachers
and Developing the Workforce.



Direct Delivery

Social Emotional Learning Curriculum

We deliver an intensive curriculum every week, helping young people to develop self-awareness, social awareness, self management, responsible decision making and relationship skills. This takes place over a two hour period, with one hour in the classroom the second hour on the football pitch.

1:1 therapeutic mentoring support & school advocacy

We provide additional contact time with specialist trauma-informed practitioners to build trust with young people and school staff. Our staff are in school for a full day per week, acting as an extension of the school's pastoral team, delivering 1:1 therapeutic mentoring sessions, conducting classroom observations, restorative meetings, re-integration meetings and much more.

Parent/carer engagement

We build and strengthen the bridges between school, home and young people. We do this through half termly parent/carer engagement including phone calls home, updates and supporting on parent's evenings.

Reward Trips

We take young people on transformative experiences to strengthen the relationships they hold with their peers and practitioners. Young people are set behaviour and attendance targets. If they are met, we draw on our connections in football to provide transformational experiences in reward.

Play Forward by Marcus Rashford:

The Play Forward curriculum, designed by Football Beyond Borders and co-created with Marcus Rashford and Nike, is leveraging the power of football to enable 11-12-year-olds to understand their own unique superpowers and establish relationships in their first year in secondary school.

Services for Teachers

Continuous Professional Development with Teachers

We deliver supervision and wellbeing support to teachers through deepening peer relationships. Our clinical services team provides theoretical grounding and emotional support to enable school-based staff to sustain trusting relationships with their most vulnerable students.

Developing the Workforce

The Practitioner Training Programme

We were founded on a question: what does it take for the most vulnerable young people to thrive in school? Over the past nine years, we have developed an approach that combines a codified programme with a consistent, trained and trusted adult. We need that adult to stay with young people for the period of adolescence. We spend the vast majority of our time thinking about how we can retain and train excellent staff to develop the autonomy, mastery and connection they need to become a trusted adult for young people. We believe that providing trusted adults for all young people will be the 'mechanism of change' (the lever we need to pull) which will improve outcomes for all young people.

To achieve this, all of our staff complete the The Football Beyond Borders Level 3 Certificate in Supporting Vulnerable Adolescents to Thrive in School. It involves over 100 taught hours of study and 4 days per week of placement working within our partner schools. There are six assignments completed every half-term and all of our staff have fortnightly reflective practice sessions.

We're building a network of partners across the sector who believe in a similar approach to driving change in the system. We hope to be able to roll out national pilots of this work as soon as possible.



TESTIMONIALS:



Jean

Jean joined the FBB programme as a role model in 2020, and from the outset, it was clear he had a natural charisma and charm that helped him connect with others. He quickly became a positive influence within his group, known for his kindness, thoughtfulness, and sharp sense of humour. It was rare for a morning at Chestnut Grove to pass without Jean popping into the FBB office to greet staff and check in on how everyone was doing.

However, despite his role model status, it became clear that actually Jean was actually at risk of exclusion. He struggled with emotional regulation, which at times led to conflict with both peers and teachers. When relationships broke down, he found it difficult to rebuild them, and this ultimately resulted in several internal and off-site exclusions.

A turning point came during the Year 10 residential trip with FBB. During a football tournament, Jean was in-

involved in a confrontation with a player from another team. Where he might previously have reacted with anger, Jean showed real maturity by walking away and avoiding further conflict. When his team was later disqualified from the tournament, Jean responded with reflection rather than frustration. He took responsibility for his actions and those of the group, recognising the importance of accountability — a real moment of growth.

Through an FBB link, Jean also accessed free maths tutoring to support his learning. Over time, Jean made great progress in managing his emotions and became more open to the process of rupture and repair in relationships with adults. His journey with FBB also saw him share his experiences with others at staff training, offering insight into what the programme meant to him. In 2024, Jean graduated the programme and secured his GCSEs.

**"LAST YEAR,
WE HAD SEEN A
64% REDUCTION
IN OUR SUSPENSION
DATA AND FBB
HAD A HUGE PART
TO PLAY IN THAT."**

— Raj Mann, Headteacher at
Arena Academy, Birmingham



"FBB staff role model what we want from adults in our school."

— David Carr, Principal at Burlington Danes Academy, London

"If you give FBB a chance, you'll change the lives of those young people"

— Christian Harris, Deputy Headteacher at Chorlton School, Manchester

"All young people can benefit from this kind of intervention. It's not just about those with the highest needs – it's about broadening every student's experience."

— Paddy Russell, Headteacher at Ladybridge High School, Bolton

The Trustees would like to thank the staff and pupils of the following schools who have helped to make these achievements possible:



Accrington Academy, Archbishop Lanfranc Academy, Archbishop Tenison's School, Arena Academy, Ark Globe Academy, Ark Walworth Academy, Bacon's College, Basildon Lower Academy, Bishop Justus CofE School, Blessed Thomas Holford, Burlington Danes Academy, The Charter School North Dulwich, Chestnut Grove Academy, Chorlton High School, City Academy, City Heights, COLA Southwark, De La Salle High School, Debden Park High School, Eltham Hill, Evelyn Grace Academy, Glebe School, Halewood Academy, Harris Beulah Hill Academy, Harris Clapham Academy, Harris Morden Academy, Harris Tottenham Academy, Haverstock School, Hendon School, Highgate Wood, Holland Park School, Holy Family Catholic School, Jewellery Quarter Academy, Kennal Technology College, Knights Haberdasher's Academy, Ladybridge Community School, Laisterdyke Leadership Academy, London Nautical School, Magna Carta School, Manchester Enterprise Academy, North Liverpool Academy, Oasis Academy Shirley Park, Ormiston Forge Academy, Our Lady St Chad's, Rockwood Academy, Sale High School, Salford City Academy, Skinners' Academy, Saint Gabriel's College, St John Fisher Catholic Voluntary Academy, St Philomena's High School for Girls, Teddington School, The Barlow RC High School, The County High School Leftwich, The Elmgreen School, The Urswick School, Valley Leadership Academy, Wardle Academy, West Walsall Academy, Whitefield School, Willenhall Academy and Woodside High School.

Coverage

The FBB brand reached new heights in our 10th anniversary year. We marked this milestone with a series of celebrations, culminating in our biggest Annual Showcase yet – supported by Nike and EA Sports. Hosted by young people, the night followed the theme ‘Brave New World’ and featured an immersive exhibition, interactive workshops, and a stage show that brought the history of FBB to life. Special guests included global football icon Sam Kerr, and we proudly announced Manchester City and Spain’s Rodri as our latest FBB Ambassador.

Throughout the year, we continued to create spaces for powerful conversations. We hosted an exclusive evening with Ian Wright and Gillette, premiering our documentary ‘[What Makes A Man](#)’ – a moving exploration of masculinity, featuring Ife Ogunjobi from Ezra Collective. In football, we brought together players and leaders like Ben Mee, Justin Cochrane, and Daniel Geey for exclusive discussions about the game.

Our impact was further validated by a [landmark report](#) from Pro Bono Economics, using University of Manchester research and #BeeWell’s data set, which highlighted that FBB generated £5.5 million in well-being benefits to society. Each FBB Practitioner delivered £150,000 worth of benefits, and the jump in wellbeing was found to be equivalent to going from unemployed to employed. This evidence strengthens our mission and underscores the value of trusted adults in education.

This year also saw major partnerships come to life. We launched the EA Sports FC Futures School, providing



young people with opportunities to engage in their learning through the medium of football. Our collaboration with Marcus Rashford led to the global launch of Play Forward – a programme dedicated to supporting transition from primary to secondary school. In a continuation of our work with Common Goal, we introduced Create The Space – a mental health initiative to support practitioners within the football sector with the core skills to be trusted adults to young people.

Our creative output was recognised on major platforms. Our [Women’s World Cup film](#) won a prestigious Young Directors Award at Cannes, and we were featured in the [Portrait of Britain exhibition](#). FBB staff and young people also played a role in the Nike kit launch for England at the Men’s Euros of 2024, highlighting the intersection of football, culture, and community.

Beyond the pitch, our brand partnerships reflected our commitment to young people. We teamed up with JD Sports to create a bespoke duffel bag for every young person on our programme. In collaboration with Fred Again, we released a limited-edition t-shirt, and we worked with Visa and Kitround on their ‘Declutter & Do Good’ campaign to provide further opportunities for our young people.

Finally, as we closed out our 10th year, we unveiled a bold new visual identity – a rebrand that reflects the evolution of FBB while staying true to our roots. The past year was our most impactful yet, and as we look ahead, we remain committed to ensuring that every young person has the opportunity to thrive.



YBB[®]

23/24 UPDATES





YBB is the trading subsidiary of the FBB group

Strong Revenue Growth and Community Reach

More than doubled our revenue from *£320k to £780k* in turnover, while building a grassroots youth network of over 2,000 young people across the creative, entrepreneurial, and wellness sectors.

High-Profile Brand Collaborations

Delivered impactful campaigns and programmes for some of the *world's leading youth-focused brands*, including Nike, JD Sports, Netflix, Kurt Geiger, and KFC.

Establishment of a Culturally Resonant Youth Brand

Built a *trusted and aspirational youth identity* that has attracted influential 16–25-year-old tastemakers across the UK, establishing early brand affinity and cultural relevance.

Development of a Scalable Agency Operating Model

Established a *core agency infrastructure* with defined service offerings, operational workflows, project delivery tools, financial systems, and a repeatable revenue model.

Formation of a High-Performing Hybrid Team

Built a *talented, mission-aligned team* covering some of the core creative and strategic capabilities needed to consistently deliver high-quality work

3. FINANCIAL REVIEW

Funding for the Charity comes mainly from partner school service delivery fees, grants, corporate partnerships, supporter donations, legacies, and events. The trustees would like to express their thanks and appreciation to the following benefactors for their very generous support:

WOH

[ART OF FOOTBALL]

KITLOCKER COM

Venus Gillette

Gillette

passion
digital 



CAA Stellar, EA Sports, Gillette & Venus, Gumball 3000, Haal Media, Hill & Knowlton Strategies, Hugo Boss, JD Sports, KFC, Media Arts Lab, Montagu Events Limited, Nike, Playmaker Experiential, Salesforce, Snap Group, The FA, The Powerhouse Project, Visa, Xero

Grant making trusts and foundations:



Brightside Charity, Common Goal/ King Baudouin Foundation, Esmee Fairbairn, Garfield Weston, Greenwood Place, Impetus, JD Foundation, Julia Rausing, Lightbulb, Paul Hamlyn Foundation, Propel, The Dulverton Trust, The Neville Abraham Foundation, The Rayne Foundation, The Sanghera Foundation, Tony Greener/ Minton Charitable Trust, William Wates, Walcott Foundation, Youth Futures Foundation



Special mentions to
the following individuals:

ASHLEY COE
GORDON SANGHERA
JASON MCGIBBON
MIRANDA PORRITT
RODRI



3.1 Financial Activity and Financial Position

The Statement of Financial Activities, Balance Sheets and Statement of Cashflows can be found on pages 34, 35 and 36 respectively. The Charity’s group reserves increased by £7,972 (2023: decreased by £230,943). The balance sheet shows total net assets of £1,298,960 (2023: £1,290,988). Cash decreased £428,991 from £1,162,361 to £733,370 (2023: decreased £187,725 from £1,350,086 to £1,162,361).

Included in total funds are amounts totalling £68,562 (2023: £135,997) which are restricted. These monies have either been raised for, and their use restricted to, specific purposes, or they comprise grants subject to grantor imposed conditions. Full details of these restricted funds can be found in note 11 to the accounts together with an analysis of movements in the year.

3.2 Reserves Policy

Football Beyond Borders’ reserves policy is to maintain a sufficient level of reserves to enable operating activities to be continued, taking account of potential risks and contingencies that may arise from time to time. The Board of Trustees has set the charity’s reserves requirement as a target range between three to four months of normal operating expenditure. This corresponds to one school term, which is the basis of the charity’s invoicing cycle. At 31 August 2024 the Charity (Group) had net free reserves of £1,160,938 (2023: £1,053,804) as follows:

	2024 (£)	2023 (£)
Total reserves	1,298,960	1,290,988
Less: restricted funds	(68,562)	(135,997)
Less: intangible fixed assets	(24,905)	(37,086)
Less: tangible fixed assets	(44,555)	(64,101)
Free reserves	1,160,938	1,053,804
Free reserves requirement 3 to 4 month’s budgeted routine expenditure	1,000,000	900,000

3.3 Key Management Remuneration

The Trustees carry out an annual pay review to ensure that the charity’s pay levels are fair, competitive and an effective use of Charity funds.



4. FUNDRAISING

The Fundraising team at FBB focuses on securing income from corporate partnerships, trusts and foundations, major donors and community fundraising. Our school income sits within our Programmes Team. In 2023/24, we raised £3,190,607 of income including significant multi-year grants and donations.

Partnerships with companies can offer both financial and in-kind support in the form of pro bono work and providing volunteers. We seek funds from charitable trusts and foundations and apply for both core support and funds restricted to specific projects and purposes. We claim Gift Aid on eligible donations made by individuals.

All fundraising was carried out by the Chief Executive Officer, Director of External Relations, Head of External Relations and their team. Fundraising efforts

were supported by the Development Committee. As well as being guided by our own internal fundraising strategy and policies, FBB adheres to the Code of Fundraising Practice (including guidance on vulnerable donors) and is registered with the UK Fundraising Regulator. No external professional fundraisers were used in the financial year ended 31 August 2024 and FBB has not received any complaints regarding our fundraising activities. When interacting with others, fundraisers ensure that they treat people fairly and with respect, explain the cause in a way which does not mislead people, and are sensitive to people who may be in vulnerable circumstances. When FBB graduates are involved in fundraising activities (for example through telling their stories to donors at events), they are remunerated for their time in line with the London Living Wage.



5. PLANS FOR FUTURE PERIODS

As we look ahead, Football Beyond Borders (FBB) is committed to building on our nine years of direct delivery in schools to drive systemic change in education. Our vision is for an education system where every young person has a trusted adult relationship in school.

To achieve this, we will focus on four key priorities:

Drive systems change: Expanding our training of both our practitioners and school staff, while campaigning for a shift in the mental model of the education system. Collaboration with key partners will be central to this effort.

Deliver more impactful programmes: Strengthening the depth and quality of our work to ensure young people receive the support they need to thrive. This includes enhancing practitioner development and deepening our partnerships with schools.

Reach more young people: Expanding our programmes to engage more young people across the country, ensuring those who need our support the most can access it.

Scale with confidence: Growing sustainably by embedding strong internal structures, investing in our marketing to schools, and growing each of our four income streams sustainably.

To support these priorities, we will embed participatory budgeting to empower all of our staff in shaping our organisation's direction, and implement dynamic decision-making to create a more agile and responsive structure where those with greatest experience of the context will make the decisions on our strategic priorities.

Impact & Programmes

Improving our programme and reach with At Risk young people in Year 2: In 2023-24 we continued to see lower reach for our young people in Year 2 (75%) and we continued to see school exclusions be highest in that year too, we explored the barriers to reaching and impacting young people in Year 2 of our programme and through that project we came to the following approach to roll-out this academic year:

- A change management approach to drive practitioner focus on Year 2 through creating a working group dedicated to improving Year 2
- Small pilots to be delivered across the academic year, including designing new schemes of learning; new structure for transformational opportunities; incentivising attendance through lunches; events to build relationships with teachers and home; peer to peer mentoring
- All practitioners who've been with us for 2+ years completing a Level 5 degree in Trauma Informed Practices, to improve their skills in supporting vulnerable young people
- Roll-out of fortnightly 'At Risk Hour': a reflective space to support practitioners with interventions for individual young people
- New impact team members bringing in their experi-



ence working with different groups of young people (North West, Boys, Safeguarding) to inform decisions and approach working with different young people

Improving our engagement in Year 3 and Year 4: In 2023-24 we continued to struggle to deliver our Year 3 and Year 4 programmes as intended, we have struggled with data completion around our older cohorts which makes it hard to fully understand our reach and we have faced challenges with the management and prioritisation of Year 3 +4.

We know that when young people do engage in Year 3 and Year 4 we see considerable developments in their SEL outcomes which the evidence demonstrates leads to increased likelihood of GCSE success. Our plan to address Year 3 +4 engagement this year is

- Strategic Project to increase Year 3 and Year 4 engagement led by SLT member
- Additional resource allocated to Year 3 and Year 4 (SLT leading this workstream and we're recruiting a full time Partnerships Lead who will be leading on the logistics for holiday programmes and external opportunities for our Year 3 participants)
- The new Senior Impact Manager will be responsible for improving data completion

Developing our programme to support young people who are struggling with their School Attendance: Since COVID we've seen a national school attendance crisis. In Half Term 5 this year, our most vulnerable young people's school attendance dropped to 79% (meaning they are missing a day of learning every week). Our programme is designed to work during the school day and pre-pandemic we used to say that young people with low school attendance were ineligible for the programme because it hindered our ability to effectively reach and engage with them. This year, we'll deep dive into school attendance and decide:

- Is school attendance one of our core outcomes?
- If it is, what programme and resource changes do we need to make to best support young people who are struggling with this (e.g. do we need more time for home visits and support outside of school?)

In collaboration with our partner schools, we will continue to explore avenues for achieving impact at scale through working with adults in the system. We will seek to bring together school leaders more to help us explore this route to scale and advocate for our trusted adult vision.

People, Culture, and Operations

We are prioritising a people-first approach to amplify our impact and growth. This includes developing a strong employer brand to attract a broader, more diverse talent pool at all levels, with a focus on equity-driven recruitment practices and partnerships with underrepresented communities. To retain and empower our team, we're expanding our development and workforce support package - embedding developmental programmes, leadership pathways, and trauma-informed training tailored to working with vulnerable young people.

External Relations

2024/25 will be a year to consolidate and build on the success and growth of 23/24. We look forward to working with our new Chair, Paul Barber OBE, in growing our presence in football. We will also be adding members to our Development Committee, as we look to grow our income from major donors.

We plan to invest in our fundraising and communications systems as we set the foundations for increased scale. We will pivot away from the traditional 'Annual Showcase' event this year, and run a series of different events for our supporters.

5.1 Responsibilities of Trustees for the Financial Statements

The Trustees are responsible for preparing the report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Charity law in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the activities of the Charity will continue.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enables them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the governing document. The Trustees are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the Charity and financial information included in the Charity's website.

These financial statements were reviewed by the organisation's Finance and Governance, Risk and Compliance Sub-Committee at quarterly meeting. The Sub-Committee recommended that the Trustees approve the financial statements.

6. APPROVAL

This report has been prepared in accordance with the special provisions for small companies under Part 15 of The Companies Act 2006.

The report of the Trustees was approved by the Trustees on 30th April 2025 and signed on their behalf by:

Paul Barber OBE
Chair of the Board of Trustees



Paul Barber (May 27, 2025 17:55 GMT+2)



Report of the Auditor to the Trustees of Football Beyond Borders For the year ended 31 August 2024

Opinion

We have audited the financial statements of Football Beyond Borders (the 'charity') for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant are those covered by the Statement of Recommended Practice for Charities (SORP 2019) and the Charities Act 2011. We assessed the risk of material misstatement in respect of fraud by making enquiries of management and trustees and by testing the implementation of accounting controls in place.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above by making enquiries with key personnel and reviewing relevant documentation such as minutes of Trustee meetings and correspondence with regulatory bodies. We considered the risk of fraud through management override by incorporation testing of journal entries. We also considered, and tested for, the possibility of unauthorised payments to related parties.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



28/05/2025

Dated:

Maurice Brindley BSc FCA
Senior Statutory Auditor
for and on behalf of Brindley Millen Ltd
Chartered Accountants and Statutory Auditors
167 Turners Hill
Cheshunt
Hertfordshire, EN8 9BH



Consolidated Statement of Financial Activities (incorporating an income and expenditure account) For the year ended 31 August 2024

	Note	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £
Income from:	2						
Voluntary giving		1,812,691	755,129	2,567,820	1,353,753	951,600	2,305,353
Charitable activities		695,272	-	695,272	613,870	-	613,870
Other trading activities		921,138	-	921,138	515,522	-	515,522
Investments		2,517	-	2,517	1,359	-	1,359
Total Income		3,431,618	755,129	4,186,747	2,484,504	951,600	3,436,104
Expenditure on:	3						
Raising income in respect of:							
Voluntary giving		299,259	81,614	380,873	353,744	103,634	457,378
Charitable activities		2,432,246	734,745	3,166,991	1,952,628	810,985	2,763,613
Trading subsidiary costs of sales		621,623	-	621,623	393,649	-	393,649
Charitable activities		3,083	6,205	9,288	16,296	36,111	52,407
Total Expenditure		3,356,211	822,564	4,178,775	2,716,317	950,730	3,667,047
Net income/(expenditure) before tax	4	75,407	(67,435)	7,972	(231,813)	870	(230,943)
Tax payable		-	-	-	-	-	-
Net income/(expenditure) after tax		75,407	(67,435)	7,972	(231,813)	870	(230,943)
Transfers between funds	11	-	-	-	2,963	(2,963)	-
Other recognised gains/(losses)		-	-	-	-	-	-
Net movement in funds		75,407	(67,435)	7,972	(228,850)	(2,093)	(230,943)
Total funds brought forward		1,154,991	135,997	1,290,988	1,383,841	138,090	1,521,931
Total funds carried forward		1,230,398	68,562	1,298,960	1,154,991	135,997	1,290,988

Balance Sheets As at 31 August 2024

	Note	Group						Charity												
		Unrestricted Funds		Restricted Funds		Total		Unrestricted Funds		Restricted Funds		Total								
		2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023							
Fixed Assets																				
Intangible Assets	5	24,905	37,086	-	-	24,905	37,086	-	-	24,905	37,086	-	-	24,905	37,086	-	-	37,086	64,101	1
Tangible Assets	6	44,555	64,101	-	-	44,555	64,101	-	-	44,555	64,101	-	-	44,555	64,101	-	-	64,101	-	-
Investments	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		69,460	69,460	0	0	69,460	69,460	0	0	69,461	69,461	0	0	69,461	0	101,188	101,188	0	101,188	1
Current Assets																				
Debtors	8	701,662	313,898	107,544	37,311	809,206	351,209	107,544	37,311	844,562	434,584	107,544	37,311	844,562	434,584	107,544	37,311	434,584	107,544	37,311
Cash At Bank And In Hand		772,352	1,039,675	(38,982)	122,686	733,370	1,162,361	(38,982)	122,686	588,286	1,039,444	(38,982)	122,686	588,286	1,039,444	(38,982)	122,686	1,039,444	122,686	122,686
		1,474,014	1,474,014	68,562	68,562	1,542,576	1,542,576	68,562	68,562	1,432,848	1,474,028	68,562	68,562	1,432,848	1,474,028	68,562	68,562	1,432,848	1,474,028	1,314,031
Creditors - Amounts Falling Due Within One Year																				
	9	247,178	211,363	-	24,000	247,178	235,363	-	24,000	137,451	141,706	-	24,000	137,451	141,706	-	24,000	141,706	24,000	24,000
		1,226,836	1,226,836	68,562	68,562	1,295,398	1,295,398	68,562	68,562	1,295,397	1,332,322	68,562	68,562	1,295,397	1,332,322	68,562	68,562	1,295,397	1,332,322	1,196,325
Net Current Assets																				
		1,230,398	1,230,398	68,562	68,562	1,298,960	1,298,960	68,562	68,562	1,298,960	1,345,104	68,562	68,562	1,298,960	1,345,104	68,562	68,562	1,298,960	1,345,104	1,209,107
Creditors - Amounts Falling Due After More Than One Year																				
	10	65,898	88,406	-	-	65,898	88,406	-	-	65,898	88,406	-	-	65,898	88,406	-	-	88,406	88,406	88,406
		1,230,398	1,230,398	68,562	68,562	1,298,960	1,298,960	68,562	68,562	1,298,960	1,345,104	68,562	68,562	1,298,960	1,345,104	68,562	68,562	1,298,960	1,345,104	1,209,107
Represented By:																				
Restricted Funds	11	-	-	68,562	135,997	68,562	135,997	68,562	135,997	68,562	135,997	68,562	68,562	68,562	135,997	135,997	68,562	135,997	135,997	135,997
Unrestricted Income Funds		1,230,398	1,154,991	-	-	1,230,398	1,154,991	-	-	1,230,398	1,209,107	-	-	1,230,398	1,209,107	-	-	1,209,107	1,209,107	1,209,107
		1,230,398	1,154,991	68,562	135,997	1,298,960	1,290,988	68,562	135,997	1,298,960	1,345,104	68,562	135,997	1,298,960	1,345,104	68,562	135,997	1,298,960	1,345,104	1,345,104


These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime as set out in Part 15 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with section 386 of the Companies Act 2006
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial period and of its profit or loss for the financial period in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as is applicable to the company.

The financial statements were approved by the Trustees on 30th April 2025 and signed on their behalf by:

Paul Barber OBE
Chair of the Board of Trustees
 Company registration: 8809181


 Paul Barber (May 27, 2025 17:55 GMT+2)

The Consolidated Statement of Cashflows for the year ended 31 August 2024

	Note	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Total 2023 £
Net cash flows from operating activities	12	(225,345)	(161,668)	(387,013)	(159,840)
Cash flows from investing activities:					
Interest from investments		2,517	-	2,517	1,359
Purchase of intangible fixed assets		-	-	-	(2,963)
Purchase of tangible fixed assets		(18,820)	-	(18,820)	(12,672)
Net cash used in investing activities		(16,303)	0	(16,303)	(14,276)
Cash flows from financing activities					
Repayments of borrowing		(22,508)	-	(22,508)	(12,049)
Interest paid		(3,167)	-	(3,167)	(1,560)
Net cash provided by financing activities		(25,675)	0	(25,675)	(13,609)
Change in cash and cash equivalents in the reporting period		(267,323)	(161,668)	(428,991)	(187,725)
Cash and cash equivalents brought forward		1,039,675	122,686	1,162,361	1,350,086
Cash and cash equivalents carried forward		772,352	(38,982)	733,370	1,162,361

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

The financial statements have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) (revised 1 January 2022). The financial statements are drawn up on the historical cost basis of accounting.

These financial statements consolidate the results of the charity and its wholly owned subsidiary Youth Beyond Borders Limited. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account and cashflow statement, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006 and Section 1 of FRS 102.

The Charity meets the definition of a public benefit entity under FRS 102.

Going Concern

There are no material uncertainties about the charity's ability to continue as a going concern and accordingly the accounts have been drawn up on a going concern basis.

Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In preparing financial statements it is necessary to make certain judgements, estimated and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements:

Useful economic life of tangible fixed assets: the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

Income recognition

Voluntary income and donations (including legacies) are accounted for once the Charity has entitlement to the income, it is probable the income will be received, and the amount of income receivable can be reliably measured. Income from the recovery of tax on gift aided donations is accounted for in the period to which the relevant donation is received. Grant income is recognised on a receivable basis.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure recognition

Expenditure is accrued as soon as a liability is considered probable, and the amount of obligation can be measured reliably. Longer term liabilities are discounted to present value. The Charity is not registered for VAT and accordingly expenditure includes VAT where appropriate.

Expenditure included in Raising Funds includes amounts incurred in obtaining grants and other donations.

Charitable expenditure includes those costs in fulfilling the Charity's principal objects, as outlined in the Report of the Trustees. Charitable expenditure includes governance costs and an apportionment of support costs. Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include costs related to the independent examination and legal fees.

Rentals under operating leases are charged as incurred over the term of the lease.

Intangible Fixed Assets

The costs of software development have been capitalised and is being amortised over 5 years.

Tangible Fixed Assets

The cost of fixed assets, less any expected residual value, is depreciated on a straight-line basis over the effective useful life of the asset, which has been estimated as follows:

Equipment: 4 years.

Vehicles: 5 years.

Leasehold improvements: 5 years.

Investments in subsidiaries

Investments in subsidiaries are at cost.

Debtors

Debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be

measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Fund accounting

The funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes

2. Income

Group	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Total 2023 £
Voluntary income				
Donations	1,180,767	233,411	1,414,178	920,485
Income tax reclaimed	14,701	-	14,701	41,385
Grants	617,223	521,718	1,138,941	1,343,483
	1,812,691	755,129	2,567,820	2,305,353
Charitable activities				
Service delivery	695,272	-	695,272	613,870
Other trading activities				
Fundraising (event income, auctions etc)	1,540	-	1,540	33,208
Subsidiary trading	919,598	-	919,598	482,314
	921,138	0	921,138	515,522
Investments				
Bank Interest	2,517	-	2,517	1,359
	3,431,618	755,129	4,186,747	3,436,104

Grants totalling £ 213,871 were received from government funded schemes.

A wide range of donors have made generous contributions towards the work of FBB's various activities. These include: Adobe, Brightside Charity, CHK Foundation, Common Goal/ King Baudouin Foundation, Esmee Fairbairn, FIFA Foundation, Garfield Weston, Greenwood Place, Immersion Capital LLP, Impetus, JD Foundation, Julia Rausing, Lightbulb, Paul Hamlyn Foundation, Propel, The Dulverton Trust, The Neville Abraham Foundation, The Rayne Foundation, The Sanghera Foundation, Tony Greener/ Minton Charitable Trust, Tuixen Foundation, William Wates, Walcott Foundation, Youth Futures Foundation

3. Expenditure

Group

2024	Direct costs £ (note 3b)	Support costs £ (note 3a)	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £
Expenditure on:					
Raising Funds					
Voluntary giving	219,323	161,550	299,259	81,614	380,873
Charitable activities	1,909,529	1,257,462	2,432,246	734,745	3,166,991
Trading subsidiary costs	621,623	-	621,623	-	621,623
Charitable Activities	5,600	3,688	3,083	6,205	9,288
	2,756,075	1,422,700	3,356,211	822,564	4,178,775
2023					
	Direct costs £ (note 3b)	Support costs £ (note 3a)	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £
Expenditure on:					
Raising Funds					
Voluntary giving	284,060	173,318	353,744	103,634	457,378
Charitable activities	1,716,371	1,047,242	1,952,628	810,985	2,763,613
Trading subsidiary costs	393,649	-	393,649	-	393,649
Charitable Activities	32,548	19,859	16,296	36,111	52,407
	2,426,628	1,240,419	2,716,317	950,730	3,667,047

3a. Allocation of 2023 support costs to charitable and fundraising expenditure

2024	Staff costs	Office costs	Other costs	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Raising funds:						
Voluntary giving	63,930	72,088	25,532	135,049	26,501	161,550
Charitable activities	497,613	561,117	198,732	1,051,178	206,284	1,257,462
Charitable activities	1,459	1,646	583	3,083	605	3,688
	563,002	634,851	224,846	1,189,309	233,390	1,422,700

2023	Staff costs	Office costs	Other costs	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Raising funds:						
Voluntary giving	77,270	75,273	20,775	142,225	31,094	173,318
Charitable activities	466,890	454,824	125,528	859,362	187,879	1,047,242
Charitable activities	8,854	8,625	2,380	16,296	3,563	19,859
	553,014	538,722	148,683	1,017,883	222,536	1,240,419

Support costs have been allocated on the basis of direct charitable costs (see 3b)

3b. Direct charitable costs

2024	Unrestricted	Restricted	Total
	£	£	£
Raising funds:			
Voluntary giving	190,210	55,113	245,323
Charitable activities	1,381,068	528,461	1,909,529
Charitable activities	-	5,600	5,600
	1,571,278	589,174	2,160,452

2023	Unrestricted	Restricted	Total
	£	£	£
Raising funds:			
Voluntary giving	211,520	72,540	284,060
Charitable activities	1,093,265	623,106	1,716,371
Charitable activities	-	32,548	32,548
	1,304,785	728,194	2,032,979

3c. Staff costs

The Charity was staffed during the year ended 31 August 2024 by both employed and self-employed individuals. Included within expenditure are the following staff costs of employed individuals:

	Total 2024 £	Total 2023 £
Wages and salaries	2,272,975	2,108,698
Statutory Maternity Pay recovered	(9,530)	(13,499)
Employer's National Insurance	226,064	209,170
Pension contributions	49,926	45,217
	2,539,435	2,349,586
Of which: gross salaries, Employer National Insurance and employer pension contributions paid to Key Management Personnel	292,795	137,376

The average number of employed individuals during the year was 69 (2023: 68). 4 (2023: 3) employed individuals received emoluments (including employer pension contributions) in the banding £60,000 - £70,000.

4. Net (Expenditure)/Income

Net (expenditure)/income is stated after charging:

Net income/(expenditure) is stated after charging:

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Total 2023 £
Depreciation of owned assets	33,474	-	33,474	34,440
Loss on disposal of fixed assets	4,891	-	4,891	553
Amortisation of intangible fixed assets	12,181	-	12,181	11,661
Auditor's remuneration	5,950	-	5,950	4,730

5. Intangible Fixed Assets

Group & Charity

	Software Development £
Cost	
At 1 September 2023	60,905
Additions	-
Disposals	-
	<u>60,905</u>
At 31 August 2024	<u>60,905</u>
Amortisation	
At 1 September 2023	23,819
Charge For Year	12,181
Disposals	-
	<u>36,000</u>
At 31 August 2024	<u>36,000</u>
Net Book Value	
At 31 August 2024	<u>24,905</u>
At 31 August 2023	<u>37,086</u>

6. Tangible Fixed Assets

Group & Charity

	Leasehold Improvements £	Recording Equipment £	Office Equipment £	Vehicles £	Total £
Cost					
At 1 September 2023	25,657	6,781	91,786	66,176	190,400
Additions	-	-	18,820	-	18,820
Disposals	-	-	(13,213)	-	(13,213)
	<u>25,657</u>	<u>6,781</u>	<u>97,393</u>	<u>66,176</u>	<u>196,007</u>
At 31 August 2024	<u>25,657</u>	<u>6,781</u>	<u>97,393</u>	<u>66,176</u>	<u>196,007</u>
Depreciation					
At 1 September 2023	19,290	6,496	44,941	55,572	126,299
Charge for Year	5,132	72	21,401	6,869	33,474
Disposals	-	-	(8,321)	-	(8,321)
	<u>24,422</u>	<u>6,568</u>	<u>58,021</u>	<u>62,441</u>	<u>151,452</u>
At 31 August 2024	<u>24,422</u>	<u>6,568</u>	<u>58,021</u>	<u>62,441</u>	<u>151,452</u>
Net Book Value					
At 31 August 2024	<u>1,235</u>	<u>213</u>	<u>39,372</u>	<u>3,735</u>	<u>44,555</u>
At 31 August 2023	<u>6,367</u>	<u>285</u>	<u>46,845</u>	<u>10,604</u>	<u>64,101</u>

All of the fixed assets are used for charitable purposes.

7. Fixed Asset Investments

The investment is 100% of the share capital of Youth Beyond Borders Limited (“YBB”) (company number: 13369578), a company limited by shares. YBB was incorporated on 30 April 2021 and established to generate income for the Charity. All activities have been consolidated in the statement of financial activities and balance sheets. Available profits are gift aided to the charitable company. A summary of the results and financial position of YBB is shown below:

	2024	2023
	£	£
Profit & loss account		
Turnover	931,599	514,862
Cost of sales	(621,623)	(393,649)
Gross profit	309,976	121,213
Administration expenses	(237,685)	(170,606)
Loan interest	(3,167)	(4,723)
Corporation tax	-	-
Net profit/(loss) before tax	69,124	(54,116)
Corporate distributions	(15,008)	(44,748)
Net profit/(loss) for the year	54,116	(98,864)
Balance Sheet		
Current assets	248,815	188,118
Creditors: amounts due within one year	(185,056)	(137,490)
Creditors: amounts due after more than one year	(63,758)	(104,743)
Net assets/(liabilities)	1	(54,115)
Represented by:		
Share capital	1	1
Retained profit	-	(54,116)
	1	(54,115)

8. Debtors

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Grants receivable	584,983	182,176	584,983	182,176
Service delivery receivables	51,125	61,054	51,125	61,054
Amounts due from Youth Beyond Borders Ltd	-	-	140,203	148,576
Gift Aid receivable	7,500	-	7,500	-
Trade debtors	49,800	61,067	-	-
Prepayments	54,920	35,116	54,920	35,116
Other debtors	60,878	11,796	5,831	7,662
	809,206	351,209	844,562	434,584

9. Creditors - Amounts Falling Due Within One Year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade creditors	135,113	53,096	42,165	27,480
Deferred income	-	24,000	-	24,000
Other creditors including taxation and social security	64,518	46,403	56,058	40,293
VAT	1,459	32,973	-	-
Loan	24,545	24,545	24,545	24,545
Accruals	21,543	54,346	14,683	25,388
	247,178	235,363	137,451	141,706

10. Creditors - Amounts Falling Due After More Than One Year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Loan: due between 1 and 5 years	65,898	88,406	65,898	88,406
Loan: due after more than 5 years	-	-	-	-
Loan	65,898	88,406	65,898	88,406

The loan is from the Postcode Innovation Trust and was drawn down in March 2023. The loan, which is unsecured, is repayable over 6 years and interest is payable at a rate of 3% per annum.

11. Restricted Funds

Group

11a. Current Year	At 1 September 2023 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2024 £
Resourcing Specific Programmes & Activities	135,997	755,129	(822,564)	-	-	68,562
	135,997	755,129	(822,564)	0	0	68,562

11b. Prior Year	At 1 September 2022 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2023 £
FBB Schools	6,892	-	-	(6,892)	-	0
FBB Therapeutic Work	34,392	-	-	(34,392)	-	0
FBB Reflective Practice	15,039	-	-	(15,039)	-	0
FBB North West	41,541	-	-	(41,541)	-	0
Core costs	40,226	-	-	(40,226)	-	0
Resourcing Specific Programmes & Activities	0	951,600	(950,730)	135,127	-	135,997
	138,090	951,600	(950,730)	(2,963)	0	135,997

The various fund transfers to Resourcing of Specific Programmes & Activities were to reflect the fact that all of the restricted funding is received with a view to fulfilling the stated objects of the charity. The presentation is simplified and easier both to present and to understand. Further details of the activities previously disclosed separately can be found in the report of the trustees.

12. Reconciliation of net income to net cash flow from operating activities

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Total 2023 £
Net income for the reporting year (as per the statement of financial activities)	75,407	(67,435)	7,972	(230,943)
Adjustments for:				
Depreciation charges	33,474	-	33,474	34,440
Amortisation charges	12,181	-	12,181	11,661
Interest from investments	(2,517)	-	(2,517)	(1,359)
Interest paid on loans	3,167	-	3,167	1,560
Loss/profit on the disposal of fixed assets	4,892	-	4,892	553
(Increase)/decrease in debtors	(387,764)	(70,233)	(457,997)	89,894
Increase/(decrease) in creditors	35,815	(24,000)	11,815	(65,646)
Net cash provided by (used in) operating activities	(225,345)	(161,668)	(387,013)	(159,840)

13. Operating Lease Commitments

The total future minimum lease payments under non-cancellable operating leases are payable:

	2024 £	2023 £
Not later than one year	49,572	8,300
Later than one year and not later than five years	135,064	33,200
More than five years	49,108	40,808
	233,744	82,308

14. Related Party Transactions

Barak Ngoma, a trustee, was paid £34,000 (£nil) and pension contributions of £833 (2023: £nil) in his employed capacity at Youth Beyond Borders, a 100% owned subsidiary of the charity. In 2023 Barak Ngoma was paid £100 for services to Youth Beyond Borders.

No Trustee received any financial benefits through their association with the charity. Trustees were reimbursed £316.40 during the year for Travel.

The aggregate total amount of donations by Trustees to the charity during the year was £924.

15. Members Funds

The company is a private company limited by guarantee with no share capital. The total liability of the members is limited to £10 in the event of a winding up.





FOOTBALL BEYOND BORDERS

England & Wales - Charity number 1158046

Accounts



TRUSTEES' **FBB** **REPORT**

AND CONSOLIDATED
FINANCIAL
STATEMENTS

For the Year ended 31 August 2023

Company Limited by Guarantee

Charity Registration Number: 1158046
Company Registration Number: 8809181



CONTENTS

Legal and administrative information	3
Foreword from the Youth Board Chair	4
Annual Report of the Trustees	5
Independent Auditor's report	32
Consolidated statement of financial activities	36
Balance sheets	37
Consolidated statement of cash flows	38
Notes to the financial statements	39

Legal & Administrative Information For the year ended 31 August 2023

Charity Name	Football Beyond Borders
Charity Registration	The Charity was registered with the Charity Commission on 26 July 2014. The registration number is 1158046.
Registered Office	Football Beyond Borders, Unit 4, Warwick House, Overton Road, London, SW9 7JP
Governing Document	Memorandum and Articles of Association dated 10 August 2013 as amended by special resolution on 25 June 2022.
Objects	<p>To act as a resource for young people up to the age of 30 by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:</p> <ol style="list-style-type: none">1. advancing in life and helping young people by developing their capacity to become engaged in public life for the betterment of themselves and society as a whole.2. advancing education.3. relieving unemployment.4. providing recreational and leisure time activity in the interests of social welfare and social harmony for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.
Board of Trustees	<p>The Trustees who served during the year or who were serving at the date of this report were:</p> <p>Matt Stevenson-Dodd (chair) (resigned 8 November 2023) Keme Nzerem (resigned 22 February 2023) Richard Wheeler (resigned 22 February 2023) Ian Gethin (treasurer) Barak Ngoma (resigned 19 July 2023) Syreeta Allen Claire Camara Aninda Saha (appointed 10 November 2022) Hugo Scheckter Susan Williamson Alma Donohoe (appointed 8 December 2023) Maria Ohenewa (appointed 8 December 2023)</p>
Key Management	Those in charge of directing, controlling, running and operating the Charity on a day to day basis are the Chair together with Jack Reynolds (CEO).
Bankers	Natwest Bank 250 Bishopsgate London, EC2M 4AA
Auditor	Maurice Brindley BSc FCA Brindley Millen Ltd 167 Turners Hill Cheshunt, Hertfordshire, EN8 9BH

Introduction from the Trustee and Chair of the Youth Board:

As the Youth Trustee for Football Beyond Borders (FBB), I'm hyped to share this report and chat about the big achievements we've clocked this year, empowering our young people who need it most.

At Football Beyond Borders, our mission is clear: to do what it takes for our most vulnerable young people to thrive in mainstream school. Our approach to achieving this mission is simple: to ensure all of our young people have a trusted adult who can support them with their secondary school journey. That means every kid gets a solid adult in their corner to help them ace secondary school.

This year, we've been grinding hard. We worked with 2,234 students on 128 programs from September 2022 to August 2023. And check this out, 43% of our crew smashed a pass in their English and Maths GCSEs—way above the average for our national comparison groups. Huge shoutout to all our young legends for not giving up because I know through my own experiences that those exams aren't a walk in the park.

And big thanks to the Uni of Manchester and Pro Bono Economics for backing us up with some solid research. It turns out, our FBB crew brought in over £5.5 million of well-being benefits to society with each FBB practitioner dropping nearly £150,000 worth of goodness. That's some serious numbers backing up what we've known all along—FBB changes lives.

So this year's been a special one. We've kept levelling up our flagship FBB Schools programme, and we're blazing new trails with our work with teachers and support staff. And our degree level Practitioner Training Programme is creating a team of experts on supporting every young person to thrive at school. Plus, we launched the Youth Board, so our young voices are shaping FBB's future.

We've also enjoyed a successful year of growth and learning with our trading subsidiary, Youth Beyond Borders with the YBB pioneer cohort hitting the ground running with their new mentors and with lots of brand partners snapping up their creative agency services. Watch this space, because the YBB team are on a roll right now!

As we head into the next academic year, we're keeping the momentum. I've got so much gratitude for our staff, trustees, and committee members for holding it down. And above all, to all our practitioners who are those trusted adults for our young people.



Maria Mintah Trustee and Chair of the Youth Board

1. STRUCTURE, GOVERNANCE & MANAGEMENT

A photograph showing a group of young women in blue and green tracksuits, likely football players, engaged in a conversation with a woman in a black jacket. The scene is set outdoors, possibly on a sports field or in a school courtyard.

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

THE TRUSTEES SUBMIT THEIR REPORT AND THE GROUP FINANCIAL STATEMENTS OF FOOTBALL BEYOND BORDERS ("THE CHARITY") FOR THE YEAR ENDED 31 AUGUST 2023. THE FINANCIAL STATEMENTS HAVE BEEN PREPARED IN THE FORMAT PRESCRIBED BY THE STATEMENT OF RECOMMENDED PRACTICE: ACCOUNTING AND REPORTING BY CHARITIES (SORP2019 (FRS102)). THE LEGAL AND ADMINISTRATIVE INFORMATION SET OUT EARLIER IN THIS DOCUMENT FORMS PART OF THIS REPORT. THIS REPORT ALSO CONSTITUTES A DIRECTORS' REPORT REQUIRED BY SECTION 415 OF THE COMPANIES ACT 2006 AS ALL TRUSTEES OF A CHARITY COMPANY ARE DIRECTORS.

1.1. Trustees

The Trustees meet at least four times annually to discuss a full range of matters relating to strategy, project work, recruitment, finance and general administration.

The induction process for any individual newly-appointed to the Board of Trustees comprises – in addition to our statutory safeguarding requirements as set out in Department for Education and Charities Commission guidance - an initial meeting with at least two of the Trustees (whenever possible one of these two Trustees being the Chair) and receipt of copies of:

- the memorandum and articles of association
- the most recent financial statements
- the organisation's strategic objectives for the year
- the Charity Commission's guidance 'The Essential Trustee'.

In line with our business plan cycles, we saw the departure after 6 years of three long-serving Trustees: Keme Nzerem, Richard Wheeler, and Barak Ngoma. They have all had a huge impact in overseeing significant growth and impact during their period as Trustees, and they leave the organisation in a much stronger place than when they arrived. The Trustees would like to extend their gratitude to Keme, Richard and Barak for all they contributed to FBB. Conversely, we extend a warm welcome to our newest Trustees: Maria Mintah, Alma Donohoe, and Indy Saha. Each brings a wealth of experience and expertise that will further develop our governance and guide our strategic direction in the years ahead.

Central to the Trustees' focus this year has been the formulation and adoption of a new three-year Business Plan. This comprehensive roadmap outlines our strategic objectives and priorities, providing a framework for sustained growth and impact.

Additionally, the Trustees have reviewed and endorsed the one-year Business Plan for our trading subsidiary, Youth Beyond Borders, reaffirming our commitment to diversification and sustainability in our revenue streams.

FBB began the year with unrestricted reserves in excess of our 3 to 4 month target level. As a result, the Trustees took the decision to use these reserves to drive improvements in key areas of the business across impact, operations, leadership development, and fundraising.

On impact, the Trustees continue to focus on the importance of evidence-based practice and learning. Through our annual impact review cycles, we identified areas for improvement and made strategic investments in programme management and quality assurance to enhance our effectiveness.

On operations, the Trustees prioritised the development of a robust digital infrastructure, with a particular focus on establishing a sector-leading Ops function to increase our operational efficiency and make it as easy as possible for our practitioners to form brilliant relationships with our young people.

On leadership development, the Trustees have continued to take a long term, developmental view to succession planning with a remain steadfast commitment to nurturing talent and ensuring a seamless transition in key leadership roles. And on fundraising, in pursuit of enhanced cohesion, we have established a Directorate of External Relations to consolidate our branding and fundraising efforts under a unified strategic vision.

Each year it's the Trustees' responsibility to state whether or not the annual accounts have been drawn up on a going concern basis. Going concern is the assumption that an entity, in this case the charity, has the resources (financial or otherwise) needed to continue operating for the foreseeable future and, in particular, for at least 12 months from the date of approval by the trustees of these accounts. If the going concern principle did not apply then the accounts would be drawn up on an insolvent basis.

On submitting these accounts in May 2024, the Board are confident the charity is a going concern for the next 12 months. This is based on a detailed review of the organisation's latest month end closing balance, level of unrestricted reserves and our funding pipeline (both secure and target) as evidenced by our cashflow forecast.





1.2 Finance, Governance, and Risk Committee (FGRC)

The FGRC was set up in October 2020 to provide additional oversight and expertise to these fundamental areas of the organisation in accordance with the Charity Governance Code. The Committee is formed by a minimum of two Members of the Board of Trustees (Ian Gethin, Alma Donohoe, and Syreeta Allen) and two Independent Experts (Charlotte Towerton and Stephanie) with specialist expertise in the areas such as risk management, charity law, safeguarding, governance, compliance and charity finance. There were no changes to the membership of the Committee during the period of these accounts.

In line with our business plan cycles, we said goodbye to three Independent Experts (Samara Lawrence, Andrew Roberts and Ahmed Salim). Each of them had been with us since the founding of the Committee. They have all played a vital role in developing a robust organisational wide approach to Finance, Governance and Risk. The Trustees thank them for all that they have contributed.

All activities of the FGRC are shaped by the Committee's Charter which was established by the Board of Trustees upon the Committee's formation in 2020.

The Trustees also took the decision to add 'Safeguarding' to the Committee's Charter, given that this is always one of key risks that the organisation manages. Although the Trustees maintain ultimate responsibility for safeguarding and safeguarding is a standing item at Trustee meetings, the Trustees judged that adding this to the Committee's Charter would enable further time for scrutiny and to deep dive into this crucial area of the organisation's operations.

We have summarised below where progress has been made against each category of the charter:

The separate categories for the charter and key comments against each are listed below:

1. External Audit/Examiner. In 2021/2022, Brindley Millen Ltd was selected as the auditor by the Board of Trustees following a tendering process with quotes received from 11 different auditors.

We continued with the same auditor for this financial year.

2. Internal Controls. While maintaining the same levels of sign off and review for financial expenditure, the introduction of new digital systems has allowed for the streamlining and simplification of our approach to finance.
3. Risk Management. We continued to develop our approach to risk management. Our Senior Leadership Team now meet monthly to review the risk register and to integrate key risks into all resourcing decisions. Our Trustees now receive a half-termly update on significant movement in key risks. And our Committee meetings are now structured around deep dives on the key risks faced by the charity.
4. Annual Financial Statements. We fulfilled the charter mandate with FGRC reviewing and approving the latest annual accounts after holding a call to discuss the draft accounts with management and the accountant engaged to prepare the accounts, and then approving the final set of accounts following review by the auditor.
5. Financial Reporting. We continued to develop our metrics for financial reporting through the introduction of Strategic Scorecard for the organisation. Our Finance Manager and our Head of Operations and Finance continue to produce monthly reports which are up to date and accurate. We have moved to quarterly reforecasting on our year end position to ensure we can maintain agility to respond to over or under-performance.
6. Treasury and Cash Management. In response to the rise in interest rates, we have opened new bank account to ensure we are making better use of our existing cash deposits. This also minimises the financial risk to the charity of any individual bank going bust.

Overall, it is felt that committee has made progress in the key areas of financial reporting, internal controls, risk management and reviewing annual financial statements.

1.3 Risk Management

The Trustees acknowledge that they have a responsibility for the identification and proper management of risks faced by the Charity in achieving its primary aims. The Trustees have therefore assessed the major risks to which the Charity is exposed, in particular those relating to the specific operational areas of delivering services in schools, its investments and its finances. A particular focus of risk management for the period of the accounts was on the additional risks created by double digit inflation. The Trustees sought to

mitigate risk in this area, by monitoring reserve levels, by targeting reductions in non-staff expenditure, and by ensuring that controls exist over key financial systems. Following the FGRC's review of risk management discussed in the previous Financial Statements, much of the focus for this year was on embedding this revised approach.

The table below sets out a summary of the key risks which the organisation identified and worked to mitigate during this period.

<u>Risk</u>	<u>Risk Management</u>
Loss of significant external funder	<ul style="list-style-type: none"> Financial red lines remain in place (no more than 15% from any one funder / no more than 60% trusts and foundations) Move to multi-year agreements with partner schools Continuing progress in driving up share of schools income to overall expenditure Hiring of Head of External Relations Rapid growth in Youth Beyond Borders trading subsidiary
Significant incident / injury of a young person while in the care of FBB	<ul style="list-style-type: none"> Full time Head of Safeguarding recruited Rolling out of CPOMS software for all safeguarding reporting and EVOLVE software for all trip sign off Trips policy reviewed and specific training delivered to staff on effective trip management All staff continue to complete First Aid training annually
Loss of sensitive data	<ul style="list-style-type: none"> Full time Digital Systems Manager recruited with focus on information flow and data security Deepening of relationship with external IT experts Review of data flow and data access with reductions made to who has access to what Two Factor Authentication enabled on all key platforms New laptops for all staff with multi-layer protection and remote data erasure tool installed to enable factory resets in the case of device loss Automatic password resets across all key platforms
Potential liabilities	<p>We ensure that insurance cover is appropriate and up-to-date, including employer's and public liability.</p> <p>The Charity is fully compliant with regulatory requirements. We have updated our policies on:</p> <ul style="list-style-type: none"> Data Privacy Safeguarding and Child Protection Online Safety Grievance Policy Disciplinary Policy Mobile Phone Policy Whistleblowing Policy Anti-Fraud Policy <p>The above policies have been made freely available to the public on our website.</p>



2. PROGRAMMES AND IMPACT



WE ARE FIGHTING FOR A COUNTRY WHERE ALL OF OUR MOST VULNERABLE YOUNG PEOPLE HAVE A TRUSTED ADULT RELATIONSHIP AT THEIR SECONDARY SCHOOL.

Our Mission

FBB works with young people from areas of socio-economic disadvantage who are passionate about football but disengaged at school to help them finish school with the skills and grades to make a successful transition into adulthood. We do this by providing long-term, intensive support built around relationships and young people's passions in the classroom and beyond.

Our Work

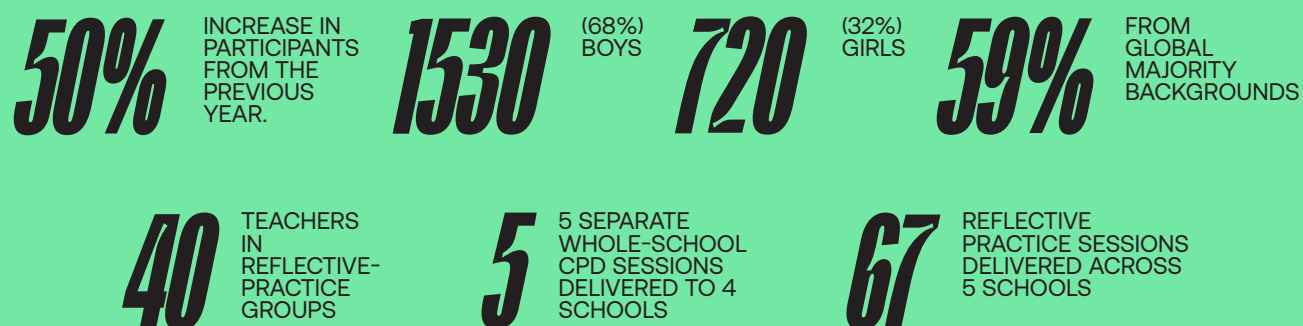
We support young people who are:

1. Predicted not to obtain their GCSEs (based on Key Stage Two attainment)
2. Growing up in low-income households (based on their Free School Meals status)
3. At risk of not finishing school due to behaviour issues (based on our explicit enrolment criteria)



	2020/21	2021/22	2022/23
Total participants	1,156	1,497	2,250
Total schools	39	45	50

WE DELIVERED 2,250 PARTICIPANTS



In line with our trajectory over the past three years, 2022-23 was another year of growth for FBB. 2,250 participants participated in more than 5 FBB sessions and were part of our tracked cohort, a 50% increase in participants from the previous year.

Of the 2,250 young people we worked with this year, 1,530 (68%) were boys, 720 (32%) were girls, and 1,331 (59%) of our participants were from global majority backgrounds. We continued to grow our reach in the North West, expanding from 535 young people in 2021-22 to 933 in 2022-23. In the West Midlands, we started our work with 186 young people in the region.

With regards to our work with teachers; 40 teachers took part in reflective-practice groups (RPGs), we delivered 15 hours of Continuous Professional Development (CPD) including 5 separate whole-school CPD sessions delivered to 4 schools, and 67 Reflective Practice Sessions delivered across 5 schools.

Our Outcomes

- Finishing School - 93% of our at-risk students weren't permanently excluded or managed moved
- Academic Attainment - 43% of our at-risk participants achieved a pass grade in their English and Maths GCSEs
- Developing Skills - 50% of our participants' improved their Social Emotional Learning (SEL) skills

Finishing School

This has stayed the same as in 2021/22. We're continuing to have a positive impact on preventing exclusions with boys in London (95%) and in the West Midlands (96%). The North West (90%) and girls' exclusions (89%) are areas of focus for 2023-24.

Academic Attainment

Our young people were 9 times more likely to pass English and maths than those in our national comparison groups.

Developing Skills

Social and Emotional Learning: Our participants' Social Emotional Learning (SEL) skills get stronger the longer they are

with FBB. This bucks the global trend of SEL skills declining between the ages of 11 and 15 (OECD).

- 46% of young people improved their SEL between Year 1 and Year 2 (compared to 39% in 2021-22).
- 54% of young people improved their SEL between Year 2 and Year 3 (compared to 51% in 2021-22).

Intermediate outcomes

Attendance:

We positively impact attendance in Year 9 in London, where our young people attend school more than young people in the control group (FBB 89% vs Control Group 84%).

Behaviour

We're positively impacting behaviour points; 48% of our at-risk students and passive learners in Year 8 and Year 9 saw their behaviour points decline over the year compared to 40% of students in the control group.

Wellbeing:

58% of students finished the year with good mental wellbeing. Year 9 and Year 10 students had better mental wellbeing

than our Year 8s. This suggests that spending more time with FBB increases the likelihood of having better mental wellbeing.

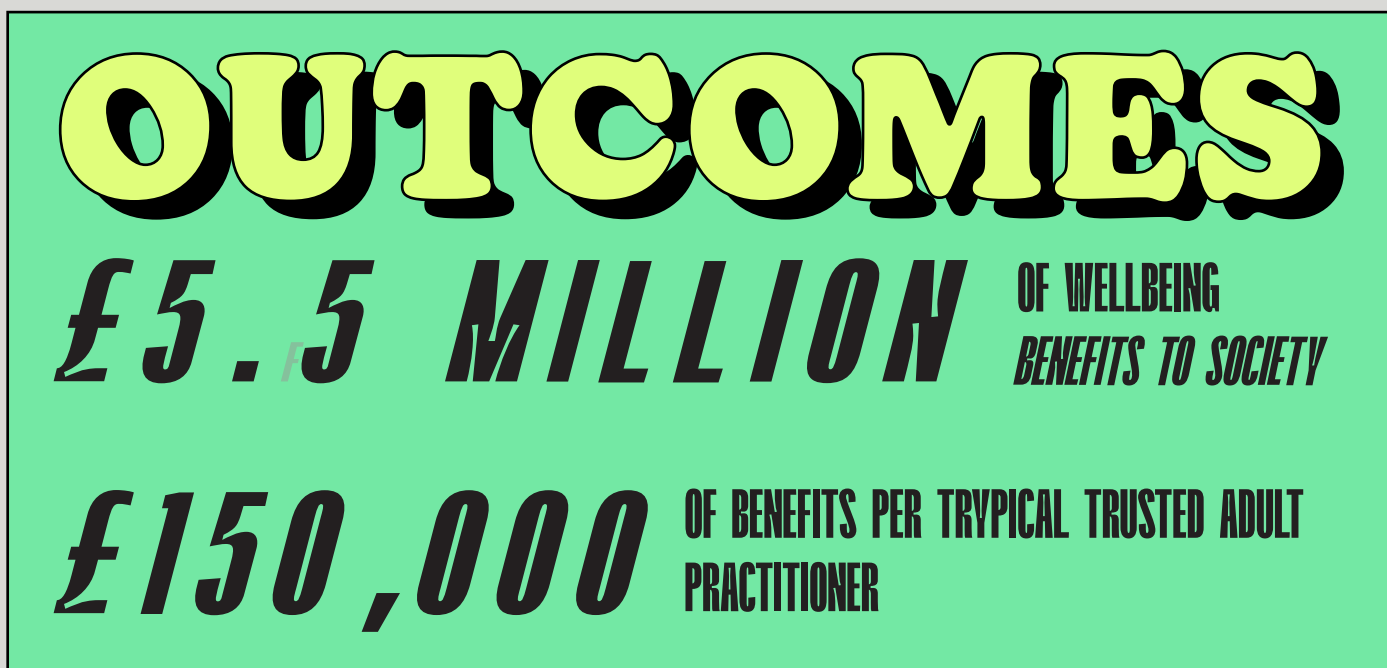
We're continuing to impact young people's mental wellbeing positively. Our young people's mental wellbeing remains the same across the year; this goes against the global trend of young people's mental well-being getting worse throughout teenagehood.

The University of Manchester and Pro Bono Economics undertook an independent evaluation of the impact of our programme on the wellbeing of our participants.

Their analysis, using an approach called difference-in-differences estimation, demonstrated that participation in FBB led to a statistically significant improvement in mental wellbeing of at-risk young people, equivalent to about 2.4 points on the SWEMWBS measure (about a 17 percentile-point increase). This compares favourably to the average effects observed for targeted, school-based interventions, and provides robust, preliminary independent evidence of the efficacy of our work. And to quantify the difference on wellbeing, our at-risk young people on only a year of FBB see a similar change to wellbeing as an adult who goes from being unemployed to having a job.

The programme delivered more than £5.5 million of wellbeing benefits to society from the 2,401 students who participated.

The typical trusted adult practitioner delivered almost £150,000 of benefits or £109,000 of benefits per school.



OUR

Our approach has three pillars:
Direct Delivery, Services for Teachers
and Developing the Workforce.

APPROACH

Direct Delivery

Social Emotional Learning Curriculum

We deliver an intensive curriculum every week, helping young people to develop self-awareness, social awareness, self-management, responsible decision making and relationship skills. This takes place over a two hour period, with one hour in the classroom the second hour on the football pitch.

1:1 therapeutic mentoring support & school advocacy

We provide additional contact time with specialist trauma-informed practitioners to build trust with young people and school staff. Our staff are in school for a full day per week, acting as an extension of the school's pastoral team, conducting classroom observations, restorative meetings, re-integration meetings and much more.

Parent/carer engagement

We build and strengthen the bridges between school, home and young people.

Reward Trips

We take young people on transformative experiences to strengthen the relationships they hold with their peers and practitioners. Young people are set behaviour and attendance targets. If they are met, we draw on our connections in football to provide transformational experiences in reward.

Play Forward by Marcus Rashford:

The Play Forward curriculum, designed by Football Beyond Borders and co-created with Marcus Rashford and Nike, is leveraging the power of football to enable 11–12-year-olds to understand their own unique superpowers and establish relationships in their first year in secondary school.

Services for Teachers

Reflective Practice Groups with Teachers

We deliver supervision and wellbeing support to teachers through deepening peer relationships. Our clinical services team provides theoretical grounding and emotional support to enable school-based staff to sustain trusting relationships with their most vulnerable students.

Continuous Professional Development with Teachers

We deliver whole-school training to equip teachers with the skills needed to become relatable, consistent and trusted adults for their

most vulnerable students. We deliver modules on Attachment Theory, Developmental Trauma and Adolescent Neuroscience.

Developing the Workforce

The Practitioner Training Programme

We were founded on a question: what does it take for the most vulnerable young people to thrive in school? Over the past nine years, we have developed an approach that combines a codified programme with a consistent, trained and trusted adult. We need that adult to stay with young people for the period of adolescence. We spend the vast majority of our time thinking about how we can retain and train excellent staff to develop the autonomy, mastery and connection they need to become a trusted adult for young people. We believe that providing trusted adults for all young people will be the 'mechanism of change' (the lever we need to pull) which will improve outcomes for all young people.

To achieve this, all of our staff complete the Practitioner Training Programme. It is a Level 4/5 equivalent programme (pending accreditation). It involves over 100 taught hours of study and 4 days per week of placement working within our partner schools. There are six assignments completed every half-term and all of our staff have fortnightly reflective practice sessions.

We're building a network of partners across the sector who believe in a similar approach to driving change in the system. We hope to be able to roll out national pilots of this work as soon as possible.





TESTIMONIALS:

Darcy

A 15-years-old and from Bolton. She embodies spirit, resilience and determination. She's a talented striker who loves playing football, and currently plays for an under-18 side two years up. Darcy faced early challenges in school and was initially at risk of exclusion. Her FBB practitioner, Nuh, used classroom sessions to integrate reflection and group work that helped build her confidence and supported her to reflect on her identity. Darcy visited the FBB offices and the Kitlocker factory as part of a shirt design project.

"I always enjoyed the lessons before we played football... We made presentations, learned about each other's backgrounds, and worked on our confidence," Darcy explains.

"Most teachers know how to speak to you - they do notice when something's changed, and they ask if you're alright. But it depends on the teacher. If I am angry and it's a teacher I like I would speak to them, but if I was sad because of something not in school, I wouldn't tell them.

I'd go and speak privately with a teacher from FBB."

"Schools think that things like FBB you just go to have fun, but you learn loads of new things and you get therapy lessons.

"I DON'T THINK SHE WOULD HAVE GOTTEN THROUGH SCHOOL WITHOUT FBB. IT'S A FANTASTIC ASSOCIATION FOR SCHOOL, AND I THINK EVERY SCHOOL SHOULD HAVE THEM."

Suzanne Howard, Director of Professional Development, United Learning

"The feel of FBB is a combination of joy and rigor"

Nicola, Darcy's mum, on Nuh:

"He knows how to talk to the kids and is on their level. When you're on their level, they will respect you. I don't think she would have gotten through school without FBB. It's a fantastic association for school, and I think every school should have them."





Harry - a letter from his Mum

"Thank you [Katie] and the FBB team for your support of Harry over his time in Year 9. He is so engaged with your program and in turn school much more. Since you have worked with him, we can see a distinct improvement in his behaviour and effort toward his schooling.

Within six months of starting at BTH [school] Harry was diagnosed with significant dyslexia and within a further 12 months, ADHD. It was a struggle to get the diagnosis, due to his primary school's lack of drive and Covid slowing and delaying the process. Harry's confidence in his abilities took a hit, he just thought of himself as 'stupid' and 'a bit naughty'.

Since the diagnosis, we have worked with BTH to try and get the support needed to enable Harry as much as possible, but it has been difficult at times. As a family, we needed to upskill ourselves and look into avenues such as medication. I firmly believe that involvement in the FBB program has significantly benefited Harry's personal and academic development. Due to his learning differences, he often faces challenges within the traditional classroom setting that can affect his confidence and engagement with his studies.

Since the beginning of the program, Harry has shown resilience and a willingness to learn, traits that I am confident have been contributed to by the supportive

environment of FBB. FBB's commitment to using football as a vehicle to provide young people with the skills, confidence, and experiences necessary to succeed in life aligns perfectly with the needs of Harry. The program's focus on educational engagement through the passion for football has undoubtedly resonated with him, helping to improve his literacy skills and attention span in an interactive manner that he finds relatable and enjoyable.

Additionally, the emphasis on teamwork and social skills development that FBB offers has been instrumental in helping Harry manage his ADHD symptoms, providing him with structured physical activity and opportunities to practice self-discipline, cooperation, and communication in a group setting.

The support and mentorship provided by FBB coaches during the FBB sessions and out of them have been pivotal in helping Harry, meaning a happy engaged child, not on ADHD Medication. I wholeheartedly recommend the Football Beyond Borders program. Their determination, combined with the guidance and positive influence of FBB, will surely lead to a transformative experience for many more students."

"I WHOLEHEARTEDLY RECOMMEND THE FOOTBALL BEYOND BORDERS PROGRAMME. THEIR DETERMINATION, COMBINED WITH THE GUIDANCE AND POSITIVE INFLUENCE OF FBB, WILL SURELY LEAD TO A TRANSFORMATIVE EXPERIENCE FOR MANY

The Trustees would like to thank the staff and pupils of the following schools who have helped to make these achievements possible:



Archbishop Lanfranc Academy, Archbishop Tenison’s School, Arena Academy, Bacon’s College, Basildon Lower Academy, Burlington Danes Academy, Chestnut Grove Academy, Chorlton High School, Chorlton High South, City Academy, City Heights, De La Salle, Debden Park High School, DSLV Academy, Eltham Hill, Evelyn Grace Academy, Halewood Academy, Harris Clapham Academy, Harris Morden Academy, Harris Peckham Academy, Haverstock, Highgate Wood, Jewellery Quarter Academy, Kemnal Technology College, Ladybridge Community School, Laisterdyke Leadership Academy, London Nautical, Manchester Enterprise Academy, Marsden Heights Community College, MEA Central, North Birmingham Academy, Oasis Media City, Rivington and Blackrod High School, Sale High School, Salford City Academy, Salvatorian college, Sedgehill School, Shenley Academy, Saint Gabriel’s College, St Mary Magdalene C of E School, Sydenham School, The Albion Academy, The Barlow RC High School, The Crest Academy, The Elmgreen School, The Lowry Academy, The Parker Academy, Valley Leadership Academy, Willenhall Academy and Woodside High School

Coverage

The FBB youth brand continues to grow. In partnership with Gillette, we hosted our biggest Annual Showcase event at the Tottenham Stadium with over 500 guests from the world of football, education, policy, the creative industries and beyond. As ever the night was hosted by young people, with our Youth Board devising the theme of 'New Era, New Game.' Special guests included the England men's team manager, Gareth Southgate, Arsenal legend, Ian Wright, and Lioness and Arsenal defender Lotte Wubben-Moy.

2022 also saw the first FIFA Men's World Cup in the winter months, and on December 6th, we hosted our first ever Football For Good summit in partnership with Common Goal. The event was attended by over 100 representatives from the football sector: players, agents, young people, funders, brands, clubs, campaigners and many more. The event was a large scale co-design workshop to demonstrate how football can be used for good in advancing: educational outcomes, racial justice, LGBTQ+ Inclusion, mental health, environmental outcomes and gender equity. We had experts from across the sector host inspirational team talks in the morning, and then FBB practitioners facilitate the co-creation. Following the summit, we launched the Football For Good Gameplan which published the insight and recommendations from the summit.

Ahead of the World Cup, we sent off the England Men's team at St George's Park on Monday 14th November, in partnership with NIKE FC. All of our schools in the West Midlands got to attend and we



had exclusive access with the players for our social channels. One FBB young person - Aisha - got to co-host the Q&A section with the England men's team and every young person received an England shirt.

We were incredibly proud to partner with JD Sports to build and open a football pitch in Manchester. Our youth creative agency, Youth Beyond Borders, led on the production of the pitch and the launch event, with over 200 people from the local community in Moss Side joining Phil Foden and Ella Toone for the opening at Millennium Powerhouse.

The summer of 2023 brought around a FIFA Women's World Cup. Ahead of the World Cup, FBB & YBB undertook a research project to ask whether the Lionesses' Euros win has impacted our teenage girls' engagement in the game. We conducted focus groups in all regions and surveyed over 600 girls - both in and beyond the FBB cohort. We launched the report at a breakfast event on the 5th of April at M&C Saatchi's offices with Karen Carney MBE, Alex Scott MBE and many other women's football system-influencers and brands in attendance. In the summer, we took over King's Cross station for two days with our first ever immersive exhibition that brought to life the barriers teenage girls face to access football, and asked the general public to support the movement. We were proud to partner with GoFundMe and The Park to bring this campaign to life.

We continued to make headlines in 2022-23, and were particularly proud of this feature in The Times Education Supplement on the importance of Social and Emotional Learning (TES). Our film - Sam's Story - that featured FBB Practitioner Sam Hulme was released in partnership with the National Youth Agency for Youth Work Week 2022 and shortlisted at the Smiley film awards.

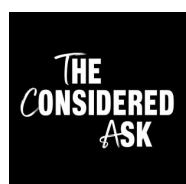
3. FINANCIAL REVIEW

Funding for the Charity comes mainly from partner school service delivery fees, grants, corporate partnerships, supporter donations, legacies, and events. The trustees would like to express their thanks and appreciation to the following benefactors for their very generous support:



AIX Live, Classic Football Shirts, Evelyn Partners, Fanzo, Gillette & Venus, Hill & Knowlton Strategies, LimeLight Sports, Mishcon De Reya, Nike, One Future Sports, Passion Digital, PayPal, Salesforce, The FA, The Powerhouse Project, Yard Sale Pizza

Grant making trusts and foundations:



Allegria's Ambition, Bruno Schroder Trust, Buffini Chao, Centrebridge, Comic Relief, Draper's Charitable Trust, Esmée Fairbairn, Eveson Charitable Trust, Fidelity Foundation, Garfield Weston, Greater London Authority, Immersion Capital LLP, Impetus, Jack Petchey, Leathersellers Company, London Violence Reduction Unit, Marcus Lipton, Maudsley Charity, Maurice Fry Charitable Trust, Nuffield Department of Clinical Neurosciences, Paul Hamlyn Foundation, Propel, Raise Your Hands, Sport England, The Considered Ask, formerly known as, Big Ask Foundation, The Dulverton Trust, The Henry Smith Charity, The Rayne Foundation, The Rubin Foundation Charitable Trust, Tuixen Foundation, William Wates, Young Londoners Fund



Special mentions to the following individuals:

- Alan Payne
- Alastair Gibbons
- Jason McGibbon
- Kevin Reynolds
- Rodri

And in loving memory of:

- Sean Brady
- Morris Gordon
- Amir Hasan
- Freddie McLennan
- Rob Teppett
- Zaian Aimable Lina

And finally, a huge thank you to all those involved with the FBB2023 Challenge who raised more than £25,000 to support our work.



3.1 Financial Activity and Financial Position

The Statement of Financial Activities, Balance Sheets and Statement of Cashflows can be found on pages 36 onwards. The Charity's group reserves decreased by £230,943 (2022: increased by £31,440). The balance sheet shows total net assets of £1,290,988 (2022: £1,521,931). Cash decreased £187,725 from £1,350,086 to £1,162,361 (2022: increased £127,250 from £1,222,836 to £1,350,086).

Included in total funds are amounts totalling £135,997 (2022: £138,090) which are restricted. These monies have either been raised for, and their use restricted to, specific purposes, or they comprise grants subject to grantor imposed conditions. Full details of these restricted funds can be found in note 11 to the accounts together with an analysis of movements in the year.

3.2 Reserves Policy

In August 2023, the Board of Trustees reviewed and amended the organisation's reserves policy to require a higher level of reserves to be maintained. This is as a result of our increased size and reach as an organisation. Football Beyond Borders' reserves policy is to maintain a sufficient level of reserves to enable operating activities to be continued, taking account of potential risks and contingencies that may arise from time to time. The Board of Trustees has set the charity's reserves requirement as a target range between three to four months of normal operating expenditure. This corresponds to one school term, which is the basis of the charity's invoicing cycle. At 31 August 2023 the Charity had net free reserves of £1,053,804 (2022: £1,251,635) as follows:

	2023 (£)	2022 (£)
Total reserves	1,290,988	1,521,931
Less: restricted funds	(135,997)	(138,090)
Less: intangible fixed assets	(37,086)	(45,784)
Less: tangible fixed assets	(64,101)	(86,422)
Free reserves	1,053,804	1,251,635
Free reserves requirement : 3 to 4 month's budgeted routine expenditure	900,000	800,000

3.3 Key Management Remuneration

The Trustees carry out an annual pay review to ensure that the charity's pay levels are fair, competitive and an effective use of Charity funds.



4. FUNDRAISING

The Fundraising team at FBB focuses on securing income from corporate partnerships, trusts and foundations, major donors and community fundraising. Our schools income sits with our Programmes Team. In 2022/23, we raised £2.98 million of income including significant multi-year grants and donations.

Partnerships with companies can offer both financial and in-kind support in the form of pro bono work and providing volunteers. We seek funds from charitable trusts and foundations and apply for both core support and funds restricted to specific projects and purposes. We claim Gift Aid on eligible donations made by individuals.

During budgeting for 22/23, we were aware that we had built up reserves in excess of our target level. We therefore made two key investment decisions: to improve practitioner quality through creating our Practitioner Training Programme, and to improve practitioner experience through building a functioning Operations and Systems team and rolling out a set of digital tools to save practitioner time. This included a partnership with ImpactEd to automate the collection of data from our partner schools, the introduction of a new safeguarding reporting system (CPOMS) and a new reward trip system (Evolve), and new tools for recruitment (TeamTailor) and HR (CharlieHR). This was a strategic decision to invest our excess reserves in developing our internal operations and impact model in preparation for further scale, as well as to develop a trading subsidiary to further drive unrestricted income growth.

All fundraising was carried out by the Chief Executive Officer, Head of Fundraising, Head of Brand and their teams. Fundraising efforts were supported by the Fundraising and Development Committee. As well as being guided by our own internal fundraising strategy and policies, FBB adheres to the Code of Fundraising Practice (including guidance on vulnerable donors) and is registered with the UK Fundraising Regulator.



No external professional fundraisers were used in the financial year ended 31 August 2023 and FBB has not received any complaints regarding our fundraising activities. When interacting with others, fundraisers ensure that they treat people fairly and with respect, explain the cause in a way which does not mislead people, and are sensitive to people who may be in vulnerable circumstances. When FBB graduates are involved in fundraising activities (for example through telling their stories to donors at events), they are remunerated for their time in line with the London Living Wage.

5. PLANS FOR FUTURE PERIODS

As we look ahead to the future at Football Beyond Borders (FBB), our focus involves leveraging our nine years of direct delivery in schools to enact broader systemic change in education. Our vision is of an education system where every young person has a trusted adult in school.

These financial statements form the final year of our 2020-2023 business plan.

- We met or exceeded all targets in the previous business plan, increasing from 900 to 2,000 young people and from £1.6m to £3m.
- We substantially built the evidence base in support of our work through achieving 43% GCSE pass rates for our young people and through completing external evaluations to give further evidence to the robustness of our model.

Programmes & Impact

We will continue to evolve our programme to drive impact with young people. We are committed to enhancing our staff's capabilities through ongoing training and development, ensuring that FBB remains an organisation that prioritises growth and learning. We will continue to design and refine our Practitioner Training Programme for our staff. Additionally, we are refining our programme interventions, particularly in the second year of our programme, to ensure that we are always driving outcomes for young people.

We will also be seeking better access to school data, enabling practitioners to have real-time insights into key metrics such as attendance, behaviour points, and exclusions. We will also work with external partners to provide the closest control group data set that is possible in order to evaluate our impact.

- We added a third region – the West Midlands – alongside deepening our presence in both Greater Manchester and London. We achieved a successful transition from Co-CEO to sole Chief Executive, recruited a new Chair and built a new Board.

- We secured £250k of start-up funding to launch our trading subsidiary, Youth Beyond Borders, and secured more than £500k of sales in that business over its first 12 months of operation.

- And we did all this despite our programme model and business model being badly hit by the Covid schools shutdown.

In collaboration with our partner schools, we will expand our provision of Continuous Professional Development (CPD) and Restorative Practices (RP) to teachers, exploring avenues to achieve outcomes for young people at scale.

People, Culture, and Operations

Our commitment to excellence extends to our internal operations. We are dedicated to refining our recruitment and induction processes to attract and retain top-tier practitioners, and develop them into the experts at working with vulnerable young people. By providing weekly formal training through our PTP (Practitioner Training Programme), as well as structuring the organisation into a 'small teams' model, we want to set up every team member for success in their role.

External Relations

2024 will mark ten years as a charity. As we approach the milestone, we are gearing up to celebrate this moment through a series of events and communications, reuniting previous supporters, partners, teachers, graduates and the rest of the community who have supported FBB's growth over the last decade. To mark ten years, we will also conduct a brand refresh with new visual assets to tell the story of FBB.

5.1 Responsibilities of Trustees for the Financial Statements

The Trustees are responsible for preparing the report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Charity law in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and

In order to deliver this work, we have merged the Fundraising and Brand teams to create one External Relations team whose focus will be to continue growing our youth brand and generating income through corporate partnerships, trusts and foundations, community fundraising and major donors. We will be developing our offer for major donors through the 'Football Patrons Club' next year.

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the activities of the Charity will continue.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enables them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the governing document. The Trustees are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the Charity and financial information included in the Charity's website.

These financial statements were reviewed by the organisation's Finance and Governance, Risk and Compliance Sub-Committee at quarterly meeting. The Sub-Committee recommended that the Trustees approve the financial statements.





6. APPROVAL

This report has been prepared in accordance with the special provisions for small companies under Part 15 of The Companies Act 2006.

The report of the Trustees was approved by the Trustees on^{5/28/2024}..... and signed on their behalf by:

Ian Gethin
Chair of the Board of Trustees

DocuSigned by:
Ian Gethin
6D85F149541D4D4...

Report of the Auditor to the Trustees of Football Beyond Borders For the year ended 31 August 2023

Opinion

We have audited the financial statements of Football Beyond Borders (the 'charity') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not

identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees

are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant are those covered by the Statement of Recommended Practice for Charities (SORP 2019) and the Charities Act 2011. We assessed the risk of material misstatement in respect of fraud by making enquiries of management and trustees and by testing the implementation of accounting controls in place.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above by making enquiries with key personnel and reviewing relevant documentation such as minutes of Trustee meetings and correspondence with regulatory bodies. We considered the risk of fraud through management override by incorporation testing of journal entries. We also considered, and tested for, the possibility of unauthorised payments to related parties.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Maurice Brindley BSc FCA
Senior Statutory Auditor
for and on behalf of Brindley Millen Ltd
Chartered Accountants and Statutory Auditors
167 Turners Hill
Cheshunt
Hertfordshire, EN8 9BH

Dated:..... 5/28/2024

DocuSigned by:
Maurice Brindley
19A64E62D36249A...



Consolidated Statement of Financial Activities (incorporating an income and expenditure account) For the year ended 31 August 2023

	Note	Funds 2023 £	Funds 2023 £	Total 2023 £	Funds 2022 £	Funds 2022 £	Total 2022 £
Income from:	2						
Donations, legacies and grants		1,353,753	951,600	2,305,353	1,100,918	978,719	2,079,637
Charitable activities		613,870	-	613,870	441,000	-	441,000
Other trading activities		515,522	-	515,522	264,760	-	264,760
Investments		1,359	-	1,359	488	-	488
Total Income		2,484,504	951,600	3,436,104	1,807,166	978,719	2,785,885
Expenditure on:	3						
Raising funds		1,070,473	191,539	1,262,012	476,251	349,389	825,640
Charitable activities		1,645,844	759,191	2,405,035	1,141,329	787,476	1,928,805
Total Expenditure		2,716,317	950,730	3,667,047	1,617,580	1,136,865	2,754,445
Net (expenditure)/income before tax	4	(231,813)	870	(230,943)	189,586	(158,146)	31,440
Tax payable		-	-	-	-	-	-
Net (expenditure)/income after tax		(231,813)	870	(230,943)	189,586	(158,146)	31,440
Transfers between funds	11	2,963	(2,963)	-	8,997	(8,997)	-
Other recognised gains/(losses)		-	-	-	-	-	-
Net movement in funds		(228,850)	(2,093)	(230,943)	198,583	(167,143)	31,440
Total funds brought forward		1,383,841	138,090	1,521,931	1,185,258	305,233	1,490,491
Total funds carried forward		1,154,991	135,997	1,290,988	1,383,841	138,090	1,521,931

Balance Sheets As at 31 August 2023

	Note	Group				Charity			
		Unrestricted Funds		Restricted Funds		Unrestricted Funds		Restricted Funds	
		2023	2022	2023	2022	2022	2022	2022	2022
		£	£	£	£	£	£	£	£
Fixed Assets									
Intangible Assets	5	37,086	-	45,784	-	37,086	-	45,784	-
Tangible Assets	6	64,101	-	86,422	-	64,101	-	86,422	-
Investments	7	-	-	-	-	-	-	-	-
		101,187	0	132,206	0	101,188	0	132,207	0
Current Assets									
Debtors	8	313,898	37,311	323,575	117,528	397,273	37,311	472,365	117,528
Cash At Bank And In Hand		1,039,675	122,686	1,244,524	1,350,086	916,758	122,686	1,039,867	105,562
		1,353,573	159,997	1,568,099	223,090	1,314,031	159,997	1,512,232	223,090
Creditors - Amounts Falling Due Within One Year									
	9	211,363	24,000	199,691	284,691	117,706	24,000	188,574	85,000
		1,142,210	135,997	1,368,408	1,506,498	1,196,325	135,997	1,323,658	138,090
Net Current Assets									
		88,406	-	116,773	-	88,406	-	116,773	-
Creditors - Amounts Falling Due After More Than One Year									
	10	1,154,991	135,997	1,383,841	1,521,931	1,209,107	135,997	1,339,092	138,090
Net Assets									
		1,290,988	135,997	1,506,498	1,521,931	1,209,107	135,997	1,345,104	1,477,182
Represented By:									
Restricted Funds	11	-	135,997	-	138,090	-	135,997	-	138,090
Unrestricted Income Funds		1,154,991	-	1,383,841	1,383,841	1,209,107	-	1,339,092	-
Total Funds		1,154,991	135,997	1,383,841	1,521,931	1,209,107	135,997	1,339,092	138,090
		1,290,988	135,997	1,506,498	1,521,931	1,209,107	135,997	1,345,104	1,477,182

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime as set out in Part 15 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with section 386 of the Companies Act 2006
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial period and of its profit or loss for the financial period in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as is applicable to the company.

The financial statements were approved by the Trustees on5/28/2024..... and signed on their behalf by:

Ian Gethin
Chair of the Board of Trustees
Company registration: 8809181

DocuSigned by:
Ian Gethin
6D85F149541D4D4...

Report of the Auditor to the Trustees of Football Beyond Borders For the year ended 31 August 2023

	Note	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Total 2022 £
Net cash flows from operating activities	12	(176,964)	17,124	(159,840)	68,420
Cash flows from investing activities:					
Interest from investments		1,359	-	1,359	488
Purchase of intangible fixed assets		(2,963)	-	(2,963)	(27,642)
Purchase of tangible fixed assets		(12,672)	-	(12,672)	(39,016)
Net cash used in investing activities		(14,276)	0	(14,276)	(66,170)
Cash flows from financing activities					
Repayments of borrowing		(12,049)	-	(12,049)	-
Cash inflows from new borrowing		-	-	-	125,000
Interest paid		(1,560)	-	(1,560)	-
Net cash provided by financing activities		(13,609)	0	(13,609)	125,000
Change in cash and cash equivalents in the reporting period		(204,849)	17,124	(187,725)	127,250
Cash and cash equivalents brought forward		1,244,524	105,562	1,350,086	1,222,836
Cash and cash equivalents carried forward		1,039,675	122,686	1,162,361	1,350,086

1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

The financial statements have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities Statement of Recommended Practice (Charities SOP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) (revised 1 January 2022). The financial statements are drawn up on the historical cost basis of accounting.

These financial statements consolidate the results of the charity and its wholly owned subsidiary Youth Beyond Borders Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account and cashflow statement, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006 and Section 1 of FRS 102.

The Charity meets the definition of a public benefit entity under FRS 102.

Going Concern

There are no material uncertainties about the charity's ability to continue as a going concern and accordingly the accounts have been drawn up on a going concern basis.

Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In preparing financial statements it is necessary to make certain judgements, estimated and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements:

Useful economic life of tangible fixed assets: the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when

necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

Income recognition

Voluntary income and donations (including legacies) are accounted for once the Charity has entitlement to the income, it is probable the income will be received, and the amount of income receivable can be reliably measured. Income from the recovery of tax on gift aided donations is accounted for in the period to which the relevant donation is received. Grant income is recognised on a receivable basis.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure recognition

Expenditure is accrued as soon as a liability is considered probable, and the amount of obligation can be measured reliably. Longer term liabilities are discounted to present value. The Charity is not registered for VAT and accordingly expenditure includes VAT where appropriate.

Expenditure included in Raising Funds includes amounts incurred in obtaining grants and other donations.

Charitable expenditure includes those costs in fulfilling the Charity's principal objects, as outlined in the Report of the Trustees. Charitable expenditure includes governance costs and an apportionment of support costs. Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include costs related to the independent examination and legal fees.

Accounting Policies

Rentals under operating leases are charged as incurred over the term of the lease.

Intangible Fixed Assets

The costs of software development have been capitalised and is being amortised over 5 years.

Tangible Fixed Assets

The cost of fixed assets, less any expected residual value, is depreciated on a straight-line basis over the effective useful life of the asset, which has been estimated as follows:

Equipment: 4 years.
Vehicles: 5 years.

Leasehold improvements: 5 years.

Investments in subsidiaries

Investments in subsidiaries are at cost.

Debtors

Debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Fund accounting

The funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

2. Income

Group	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Total 2022 £
Donations & legacies				
Donations	700,485	220,000	920,485	973,997
Income tax reclaimed	41,385	-	41,385	15,954
Legacies	-	-	-	200
Grants	611,883	731,600	1,343,483	1,089,487
	1,353,753	951,600	2,305,353	2,079,638
Charitable activities				
Service delivery	613,870	-	613,870	441,000
Other trading activities				
Fundraising (event income, auctions etc)	33,208	-	33,208	32,170
Subsidiary trading	482,314	-	482,314	232,590
	515,522	0	515,522	264,760
Investments				
Bank Interest	1,359	-	1,359	488
	2,484,504	951,600	3,436,104	2,785,886

Grants totalling £125,514 were received from government funded schemes.

A wide range of donors have made generous contributions towards the work of FBB's various activities. These include: Allegra's Ambition, Big Ask Foundation, Buffini Chao, Centrebridge, Comic Relief, Draper's Charitable Trust, Esmee Fairbairn, Eveson Charitable Trust, Fidelity Foundation, Garfield Weston Foundation, Greater London Authority, Immersion Capital LLP, Impetus, Jack Petchey, Leathersellers Company, London Violence Reduction Unit, Marcus Lipton, Maudsley Charity, Maurice Fry Charitable Trust, ML Community Enterprise Ltd, Nuffield Department of Clinical Neurosciences, Pangolin PR, Paul Hamlyn Foundation, Propel, Raise Your Hands, Sport England, Sported Barclays, Team Archie, The Dulverton Trust, The Henry Smith Charity, The Rayne Foundation, The Rubin Foundation Charitable Trust, Tuixen Foundation, William Wates Memorial Trust, Young Londoners Fund

3. Expenditure

	Direct costs £	Support costs £ (note 3a)	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Total 2022 £
Expenditure on:						
Raising Funds	1,178,054	83,958	1,070,473	191,539	1,262,012	825,640
Charitable Activities	1,649,410	755,624	1,645,844	759,191	2,405,034	1,928,805
	2,827,464	839,582	2,716,317	950,730	3,667,046	2,754,445

Raising funds: direct costs include salaries, collecting agent fees, marketing, advertising, equipment and events costs; subsidiary's cost of sales.

Charitable Activities: direct costs include salaries, sub-contractors, travel & subsistence.

3a. Allocation of 2023 support costs to charitable and fundraising expenditure

	Staff costs £	Office costs £	Other costs £	Unrestricted £	Restricted £	Total £
Raising funds	29,145	39,945	14,868	71,901	12,057	83,958
Charitable activities	262,307	359,503	133,814	647,114	108,510	755,624
	291,452	399,448	148,682	719,015	120,567	839,582

Support costs have been allocated the following basis: 10% raising funds and 90% to charitable activities.

3b. Staff costs

Included within expenditure are the following staff costs:

	Total 2023 £	Total 2022 £
Wages and salaries	2,108,698	1,547,954
Statutory Maternity Pay recovered	(13,499)	(10,644)
Employer's National Insurance	209,170	152,384
Pension contributions	45,217	29,221
	2,349,586	1,718,915
Of which: gross salaries (including Employer National Insurance and employer pension contributions paid to Key Management Personnel)	137,376	112,493

The Charity was staffed during the year ended 31 August 2023 by both employed and self-employed individuals. The average number of employed individuals during the year was 68 (2022: 60). 3 (2022: nil) employed individuals received emoluments (including employer pension contributions) in the banding £60,000 - £70,000 during the year.

4. Net (Expenditure)/Income

Net (expenditure)/income is stated after charging:

	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £	Total 2022 £
Depreciation of owned assets	34,440	-	34,440	30,552
Loss on disposal of fixed assets	553	-	553	1,324
Amortisation of intangible fixed assets	11,661	-	11,661	6,060
Auditor's remuneration	4,730	-	4,730	4,750

5. Intangible Fixed Assets

Group & Charity

Cost

At 1 September 2022
Additions
Disposals

At 31 August 2023

Amortisation

At 1 September 2022
Charge For Year
Disposals

At 31 August 2023

Net Book Value

At 31 August 2023

At 31 August 2022

Software Development £
57,942
2,963
-
60,905
12,158
11,661
-
23,819
37,086
45,784

6. Tangible Fixed Assets

Group & Charity	Leasehold Improvements £	Recording Equipment £	Office Equipment £	Vehicles £	Total £
Cost					
At 1 September 2022	25,657	6,494	81,364	66,176	179,691
Additions	-	287	12,385	-	12,672
Disposals	-	-	(1,963)	-	(1,963)
At 31 August 2023	25,657	6,781	91,786	66,176	190,400
Depreciation					
At 1 September 2022	14,158	6,494	23,914	48,703	93,269
Charge for Year	5,132	2	22,437	6,869	34,440
Disposals	-	-	(1,410)	-	(1,410)
At 31 August 2023	19,290	6,496	44,941	55,572	126,299
Net Book Value					
At 31 August 2023	6,367	285	46,845	10,604	64,101
At 31 August 2022	11,499	0	57,450	17,473	86,422

All of the fixed assets are used for charitable purposes.

7. Fixed Asset Investments

The investment is 100% of the share capital of Youth Beyond Borders Limited ("YBB") (company number: 13369578), a company limited by shares. YBB was incorporated on 30 April 2021 and established to generate income for the Charity. All activities have been consolidated on a line by line basis in the statement of financial activities and balance sheets. Available profits are gift aided to the charitable company. A summary of the results and financial position of YBB is shown below:

Profit & loss account	2023 £	2022 £
Turnover	514,862	297,590
Cost of sales	(393,649)	(120,351)
Gross profit	121,213	177,239
Administration expenses	(170,606)	(130,603)
Loan interest	(4,723)	(1,887)
Corporation tax	-	-
Gift Aid Donation	(44,748)	(39,391)
Net (loss)/profit for the year	(98,864)	5,358

Balance Sheet	2023 £	2022 £
Current assets	188,118	220,673
Creditors: amounts due within one year	(137,490)	(59,151)
Creditors: amounts due after more than one year	(104,743)	(116,773)
	(54,115)	44,749
Net (liabilities)/assets	(54,115)	44,749
Represented by:		
Share capital	1	1
Retained profit	(54,116)	44,748
	(54,115)	44,749

8. Debtors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Grants receivable	182,176	340,057	182,176	340,057
Service delivery receivables	61,054	5,500	61,054	5,500
Amounts due from Youth Beyond Borders Ltd	-	-	148,576	164,806
Gift Aid receivable	-	9,310	-	9,310
Trade debtors	61,067	10,240	-	-
Prepayments	35,116	64,337	35,116	62,695
Other debtors	11,796	11,659	7,662	7,525
	351,209	441,103	434,584	589,893

9. Creditors - Amounts Falling Due Within One Year

	2023 £	2022 £	2023 £	2022 £
Trade creditors	53,096	47,611	27,480	43,597
Deferred income	24,000	150,000	24,000	150,000
Other creditors including taxation and social security	46,403	46,780	40,293	42,445
VAT	32,973	2,768	-	-
Loan	24,545	8,227	24,545	8,227
Accruals	54,346	29,305	25,388	29,305
	235,363	284,691	141,706	273,574

10. Creditors - Amounts Falling Due After More Than One Year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Loan: due between 1 and 5 years	88,406	105,287	88,406	105,287
Loan: due after more than 5 years	-	11,486	-	11,486
Loan	88,406	116,773	88,406	116,773

The loan is from the Postcode Innovation Trust and was drawn down in March 2022. The loan, which is unsecured, is repayable over 6 years and interest is payable at a rate of 3% per annum.

11. Restricted Funds

11a. Current Year	At 1 September 2022 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2023 £
FBB Schools	6,892	-	-	(6,892)	-	0
FBB Therapeutic Work	34,392	-	-	(34,392)	-	0
FBB Reflective Practice	15,039	-	-	(15,039)	-	0
FBB North West	41,541	-	-	(41,541)	-	0
Core costs	40,226	-	-	(40,226)	-	0
Resourcing Specific Programmes & Activities	0	951,600	(950,730)	135,127	-	135,997
	138,090	951,600	(950,730)	(2,963)	0	135,997

The various fund transfers to Resourcing of Specific Programmes & Activities were to reflect the fact that all of the restricted funding is received with a view to fulfilling the stated objects of the charity. Going forward the presentation is simplified and easier both to present and to understand. Further details of the activities previously disclosed separately can be found in the report of the trustees.

In addition, there was one transfer of £2,963 from restricted to unrestricted to record the restricted funding of the purchase of intangible fixed assets during the year. Depreciation on the intangible fixed asset is being charged to the unrestricted fund.

11b. Prior Year	At 1 September 2021 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2022 £
FBB Schools	0	284,816	(277,924)	-	-	6,892
FBB Therapeutic Work	0	140,771	(202,122)	95,743	-	34,392
FBB Reflective Practice	0	60,000	(75,636)	30,675	-	15,039
FBB North West	0	215,000	(173,459)	-	-	41,541
Core costs	305,233	278,132	(407,724)	(135,415)	-	40,226
	305,233	978,719	(1,136,865)	(8,997)	0	138,090

The fund transfers were from Core Costs to FBB Therapeutic Work and FBB reflective Practice in order to more accurately reflect the funding for those activities from the prior year; the balance of 8997 to unrestricted funds in order to align the total of restricted funds by the underlying funders.

Descriptions of the funds are as follows:

- FBB Schools: funds received in support of our core programme which uses FBB's Curriculum to deliver education and football classes to 9 to 15 year olds who are passionate about football but underperforming at school.
- FBB Therapeutic Work: Funds received in support of our specialist counselling support for young people
- FBB Reflective Practice: Funds received in support of our continual professional development and supervisory support for teachers and pastoral staff at our partner schools.
- FBB North West: funds received in support of our core programme in the north west of England.
- Core Costs: funds received in order to fund support costs.

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

	Funds 2023 £	Funds 2023 £	Total 2023 £	Total 2022 £
Net income for the reporting year (as per the statement of financial activities)	(228,850)	(2,093)	(230,943)	31,440
Adjustments for:				
Depreciation charges	34,440	-	34,440	30,552
Amortisation charges	11,661	-	11,661	6,060
Interest from investments	(1,359)	-	(1,359)	(488)
Interest paid on loans	1,560	-	1,560	
Loss/profit on the disposal of fixed assets	553	-	553	1,324
(Increase)/decrease in debtors	9,677	80,217	89,894	(169,989)
Increase/(decrease) in creditors	(4,646)	(61,000)	(65,646)	169,521
Net cash provided by (used in) operating activities	(176,964)	17,124	(159,840)	(101,101)

13. Operating Lease Commitments

	2023 £	2022 £
Not later than one year	10,500	10,500
Later than one year and not later than five years	-	10,500
	10,500	21,000

14. Related Party Transactions

Barak Ngoma, a trustee, was paid £100 for services to Youth Beyond Borders, 100% owned subsidiary of the charity.

No other Trustee received any financial benefits through their association with the charity. Trustees were reimbursed £185 expenses during the year (2022: £64).

The aggregate total amount of donations by Trustees to the charity during the year was £164 (2022: £400).

15. Members Funds

The company is a private company limited by guarantee with no share capital. The total liability of the members is limited to £10 in the event of a winding up.



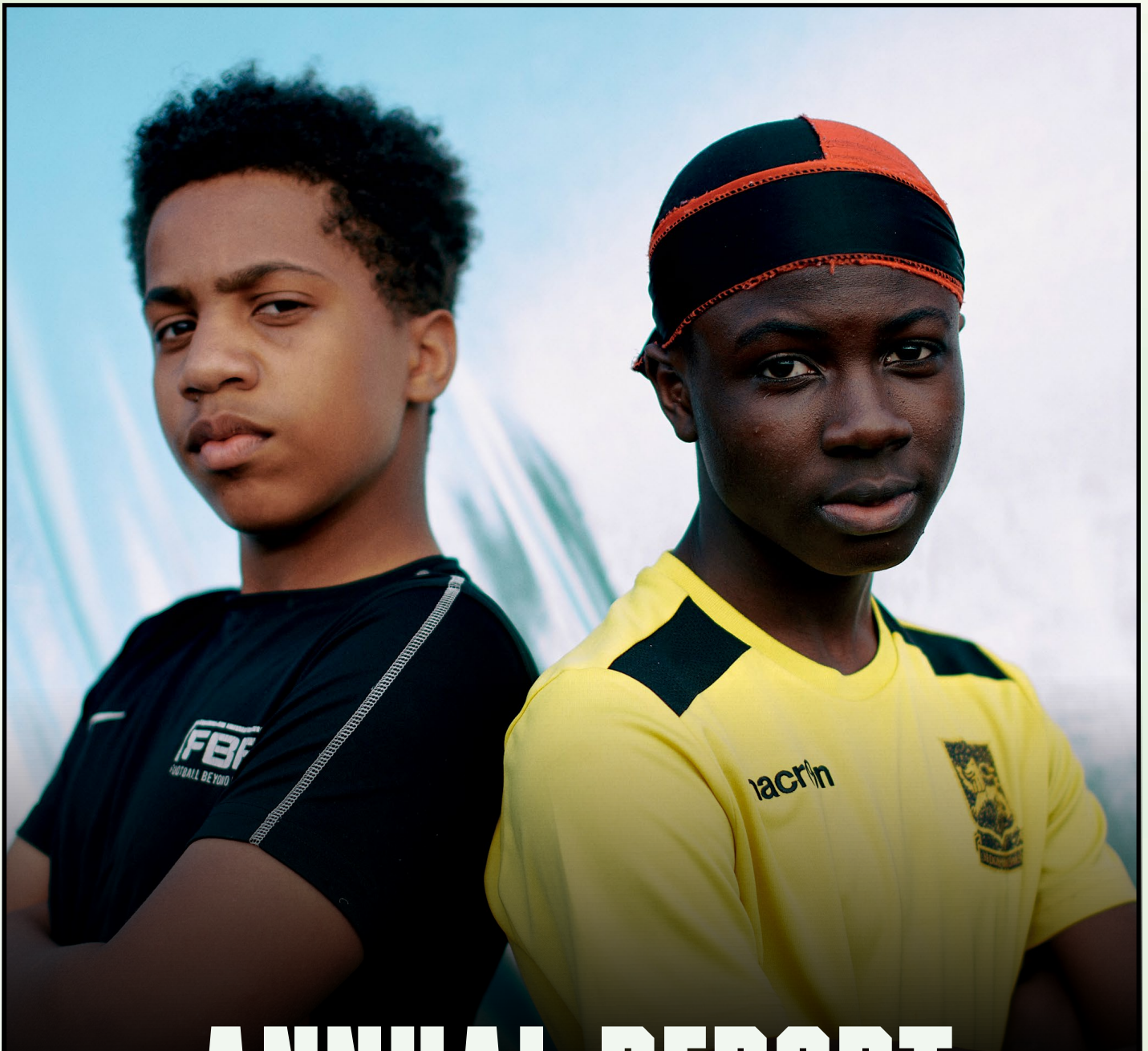


FBB HAPPEN

FOOTBALL BEYOND BORDERS

England & Wales - Charity number 1158046

Accounts



ANNUAL REPORT 2021/22

**Trustees' Report and
Consolidated Financial Statements**

For the year ended 31 August 2022

Company Limited by Guarantee

Charity Registration Number: 1158046

Company Registration Number: 8809181



CONTENTS



02

LEGAL AND ADMINISTRATIVE INFORMATION

03

FOREWORD FROM THE CHAIR

04

ANNUAL REPORT OF THE TRUSTEES

24

INDEPENDENT AUDITOR'S REPORT

26

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

27

BALANCE SHEETS

29

CONSOLIDATED STATEMENT OF CASH FLOWS

30

NOTES TO THE FINANCIAL STATEMENTS

LEGAL AND ADMINISTRATIVE INFORMATION

Charity Name	Football Beyond Borders																											
Charity Registration	The Charity was registered with the Charity Commission on 26 July 2014. The registration number is 1158046.																											
Company Registration	The company was incorporated on 10 August 2013. The registration number is 8809181.																											
Registered Office	Football Beyond Borders, Unit 4, Warwick House, Overton Road, London, SW9 7JP																											
Objects	<p>To act as a resource for young people up to the age of 30 by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:</p> <p>(a) advancing in life and helping young people by developing their capacity to become engaged in public life for the betterment of themselves and society as a whole.</p> <p>(b) advancing education.</p> <p>(c) relieving unemployment.</p> <p>(d) providing recreational and leisure time activity in the interests of social welfare and social harmony for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.</p>																											
Board of Trustees	<p>The Trustees who served during the year or who were serving at the date of this report were:</p> <table><tr><td>Matt Stevenson-Dodd</td><td>(chair)</td></tr><tr><td>Ian Gethin</td><td>(treasurer)</td></tr><tr><td>Keme Nzerem</td><td>(resigned 22 February 2023)</td></tr><tr><td>Richard Wheeler</td><td>(resigned 22 February 2023)</td></tr><tr><td>Alex Carroll</td><td>(resigned 10 November 2021)</td></tr><tr><td>Barak Ngoma</td><td></td></tr><tr><td>Zoya Wallington</td><td>(resigned 19 May 2022)</td></tr><tr><td>Nicola Crossley</td><td>(resigned 13 July 2022)</td></tr><tr><td>Syreeta Allen</td><td>(appointed 21 July 2022)</td></tr><tr><td>Claire Camara</td><td>(appointed 26 October 2022)</td></tr><tr><td>Aninda Saha</td><td>(appointed 10 November 2022)</td></tr><tr><td>Hugo Scheckter</td><td>(appointed 21 July 2022)</td></tr><tr><td>Susan Williamson</td><td>(appointed 21 July 2022)</td></tr></table>		Matt Stevenson-Dodd	(chair)	Ian Gethin	(treasurer)	Keme Nzerem	(resigned 22 February 2023)	Richard Wheeler	(resigned 22 February 2023)	Alex Carroll	(resigned 10 November 2021)	Barak Ngoma		Zoya Wallington	(resigned 19 May 2022)	Nicola Crossley	(resigned 13 July 2022)	Syreeta Allen	(appointed 21 July 2022)	Claire Camara	(appointed 26 October 2022)	Aninda Saha	(appointed 10 November 2022)	Hugo Scheckter	(appointed 21 July 2022)	Susan Williamson	(appointed 21 July 2022)
Matt Stevenson-Dodd	(chair)																											
Ian Gethin	(treasurer)																											
Keme Nzerem	(resigned 22 February 2023)																											
Richard Wheeler	(resigned 22 February 2023)																											
Alex Carroll	(resigned 10 November 2021)																											
Barak Ngoma																												
Zoya Wallington	(resigned 19 May 2022)																											
Nicola Crossley	(resigned 13 July 2022)																											
Syreeta Allen	(appointed 21 July 2022)																											
Claire Camara	(appointed 26 October 2022)																											
Aninda Saha	(appointed 10 November 2022)																											
Hugo Scheckter	(appointed 21 July 2022)																											
Susan Williamson	(appointed 21 July 2022)																											
Key Management Personnel	Those in charge of directing, controlling, running and operating the Charity on a day to day basis are the Chair together with Jack Reynolds (Chief Executive).																											
Bankers	Natwest Bank South Norwood Branch	83-84 High Street London, SE25 6YZ																										
Auditor	Maurice Brindley BSc FCA Brindley Millen Ltd	167 Turners Hill Cheshunt Hertfordshire, EN8 9BH																										

FOREWORD FROM THE CHAIR

INTRODUCTION FROM THE CHAIR OF THE BOARD OF TRUSTEES

I am pleased to be writing this introduction as the Chair of Football Beyond Borders (FBB).

It has been another successful and exciting year at Football Beyond Borders, as we've continued to make progress in answering our founding question: What does it take for our most vulnerable young people to thrive in mainstream school?

We are delighted by another year of progress in the development of our FBB Schools programme. This year we worked with 1,478 students across 96 programmes, from September 2021 to August 2022.

We were proud to see that 58% of our programme achieved a level 4 (pass) in their English and maths GCSE, at a rate 11x higher than young people in our national comparison groups. I want to extend my congratulations to all of them for their hard work and success.

Amid a busy year, there were three key areas which formed the focus of Board discussions this year.

Firstly, we focused on ensuring that everything was in place to successfully launch our third regional hub in the West Midlands. As part of our focus on ensuring that the principles of our working culture remain as we scale, our Director of Programmes, Tom Bateman, moved to the region in order to set things up. I'm delighted that from September 2023, we will be working with 300 young people at our partner schools across the West Midlands.

Secondly, the Board are determined to create a financial model which allows us to continue to grow without compromising on the long term, intensive principles which underpin our impact. As part of this work, we were fortunate enough to be provided with expert consultancy support from Bain, with the support of Centerbridge, in order to answer the question: 'What is the financial model for scaling our FBB Schools programme model?' We are so grateful for the level of support we received to answer this question. The research produced by Bain will form the starting point of our next year 3 year business plan (2023-2026) due to be approved by the Trustee Board in February 2023.

Thirdly, we have worked hard to rebuild the Board, after reaching the end of the term limits of 4 Trustees. On behalf of the Board, I want to thank Zoya, Richard, Alex and Keme for all they have contributed during their time with us. They are leaving an organisation which is more impactful and operating at a far larger scale than the one they joined.

Following a rigorous recruitment process, with the support of Prospectus, and more than 100 applicants



for the Trustee position, we were delighted to add 5 new Trustees to the Board for this next stage of our journey. I was delighted to welcome Syretta Allen, Sue Williamson, Indy Saha, Hugo Scheckter, and Claire Camara to become Trustees in July 2022.

We were also proud to launch our trading arm, Youth Beyond Borders, this year. This marks the end of the Co-Founder / Co-CEO leadership model at FBB, with Jasper Kain moving across to lead the trading arm. We are so grateful for all the incredible things he achieved as Co-CEO of FBB, and are excited for his next steps. We are excited to see Jack step up from the co-founder model to becoming a Chief Executive.

We go into the next academic year in a really strong place, both in terms of our impact and business model. None of this would have been possible without the dedication of our staff team, our Board of Trustees and our Committee members. I want to take this opportunity to thank them for all they have given this year.

A handwritten signature in black ink, appearing to read 'Matt Stevenson-Dodd'. The signature is stylized and cursive.

Matt Stevenson-Dodd
Chair of the Board of Trustees

ANNUAL REPORT OF THE TRUSTEES

The Trustees submit their report and the group financial statements of Football Beyond Borders (“the Charity”) for the year ended 31 August 2022. The financial statements have been prepared in the format prescribed by the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP2019 (FRS102)) (revised 1 January 2022) and the Financial Reporting Standard 102. The legal and administrative information set out earlier in this document forms part of this report. This report also constitutes a directors’ report required by section 415 of the Companies Act 2006 as all Trustees of a charity company are directors.

1. STRUCTURE, GOVERNANCE & MANAGEMENT

1.1 Trustees

The Trustees meet at least four times annually to discuss a full range of matters relating to strategy, project work, recruitment, finance and general administration.

The induction process for any individual newly-appointed to the Board of Trustees comprises – in addition to our statutory safeguarding requirements as set out in Department for Education and Charities Commission guidance - an initial meeting with at least two of the Trustees (whenever possible one of these two Trustees being the Chair) and receipt of copies of:

- the memorandum and articles of association
- the most recent financial statements
- the organisation’s strategic objectives for the year
- the Charity Commission’s guidance ‘The Essential Trustee’.

In recognition of the organisation’s ambition for growth of the charity, our Articles of Association specify a three year term, with an option for an addition 3 year term if deemed appropriate. Although this is always phased in terms of exactly when Trustees leave the Board, this means we essentially have a board refresh every three years. These board

changes always begin with a detailed skills audit setting out the skills and networks necessary for this next stage of growth. 2021-22 formed the third of our three year cycles and so the focus has been on the refreshing of the Board.

We recruited five Trustees who will form the backbone of the Board for this next three year cycle. The opportunity to join the Board received significant interest from a wide range of individuals. Therefore, the five new Trustees who made it through that selection process, will bring a huge amount to charity, and were an excellent fit for the skills priorities for the organisation for this next stage of growth. These Trustees will bring sector-leading experience across the areas of inclusive education, brand development, change management, HR and working culture, and the football industry.

Alongside the board rebuild, the Trustees have continued to work with the Exec team on our business model for achieving impact at scale. Central to this approach has been the twin focus of driving up the share of schools income to overall turnover and launching our trading arm (with the generous support of People’s Postcode Lottery), Youth Beyond Borders, to use our expertise in branding to create a long term, sustainable funding source for the charity. The expert support of Bain and Centerbridge was fundamental to allowing us to make progress in these key areas. Each year it’s the trustees’ responsibility to state whether or not the annual accounts have been drawn up on a going concern basis. Going concern is the assumption that an entity, in this case the charity, has the resources (financial or otherwise) needed to continue operating for the foreseeable future and, in particular, for at least 12 months from the date of approval by the trustees of these accounts. If the going concern principle did not apply then the accounts would be drawn up on an insolvent basis.

The Board remain confident the charity is a going concern for the next 12 months, regardless of whether the current progress in vaccination and reduced infection rates continues. This is based on a detailed review of the organisation’s latest month end closing balance, level of unrestricted reserves and our funding pipeline (both secure and target) as evidenced by our cashflow forecast.

1.2 Finance, Governance and Risk Committee (FGRC)

The FGRC was set up in October 2020 to provide additional oversight and expertise to these fundamental areas of the organisation in accordance with the Charity Governance Code. The Committee is formed by a minimum of two Members of the Board of Trustees (Ian Gethin, Zoya Wallington and Matt Stevenson-Dodd) and three Independent Experts (John Meehan and Samara Lawrence) with specialist expertise in the areas such as risk management, charity law, governance, compliance and charity finance.

During this period, Matt Stevenson-Dodd joined the Committee as an additional Trustee member. Ahmed Salim and Andrew Roberts left the Committee after three years as Independent Experts. John Meehan, Partner at Ernst and Young, joined the Committee to bring his expertise across Finance and HR.

All activities of the FGRC are shaped by the Committee's Charter which was established by the Board of Trustees upon the Committee's formation in 2020.

We have summarised below where progress has been made against each category of the charter:

The separate categories for the charter and key comments against each are listed below:

1. **External Audit/Examiner.** We continued with the same auditor - Brindley Millen Ltd - for this financial year. We filed on time following detailed review of the Financial Statements by Committee and Trustees.
2. **Internal Controls.** We added additional capacity in Finance – from 0.5 to 1.5 – through adding a full time Finance Manager to support our Finance Lead. We added in additional controls and more frequent training regarding prepay cards following a review of where potential theft could occur.
3. **Risk Management.** Following the review of our risk management approach in the previous set of accounts, we've made good progress in embedding this new approach across this financial year. The recruitment of an experienced Head of Operations was a crucial part of these improvements, as she has led on managing the process for risk reviews and reporting. Members of the Senior Leadership Team are regularly reviewing and updating risks in their department and these risks are informing strategic decisions and resource allocation at Executive and Board level. The recruitment of our full time Head of Safeguarding has substantially reduced our assessment of the risk of safeguarding incidents occurring and not being reported.
4. **Annual Financial Statements.** We fulfilled the charter mandate with FGRC reviewing and approving the latest annual accounts after holding a call to discuss the draft accounts with management and the accountant engaged to prepare the accounts, and then approving the final set of accounts following review by the auditor.
5. **Financial Reporting.** The quality of our financial reporting has continued to improve with our Finance Lead, Finance Manager and Treasurer working closely together to ensure consistency and timeliness of reporting.
6. **Treasury and Cash Management.** Ultimately, the Committee decided, following a review, that existing arrangements were satisfactory for the moment.

Overall, it is felt that committee has made progress in the key areas of financial reporting, internal controls, and financial reporting.

1.3 Risk Management

The Trustees acknowledge that they have a responsibility for the identification and proper management of risks faced by the Charity in achieving its primary aims. The Trustees have therefore assessed the major risks to which the Charity is exposed, in particular those relating to the specific operational areas of delivering services in schools, its investments and its finances.

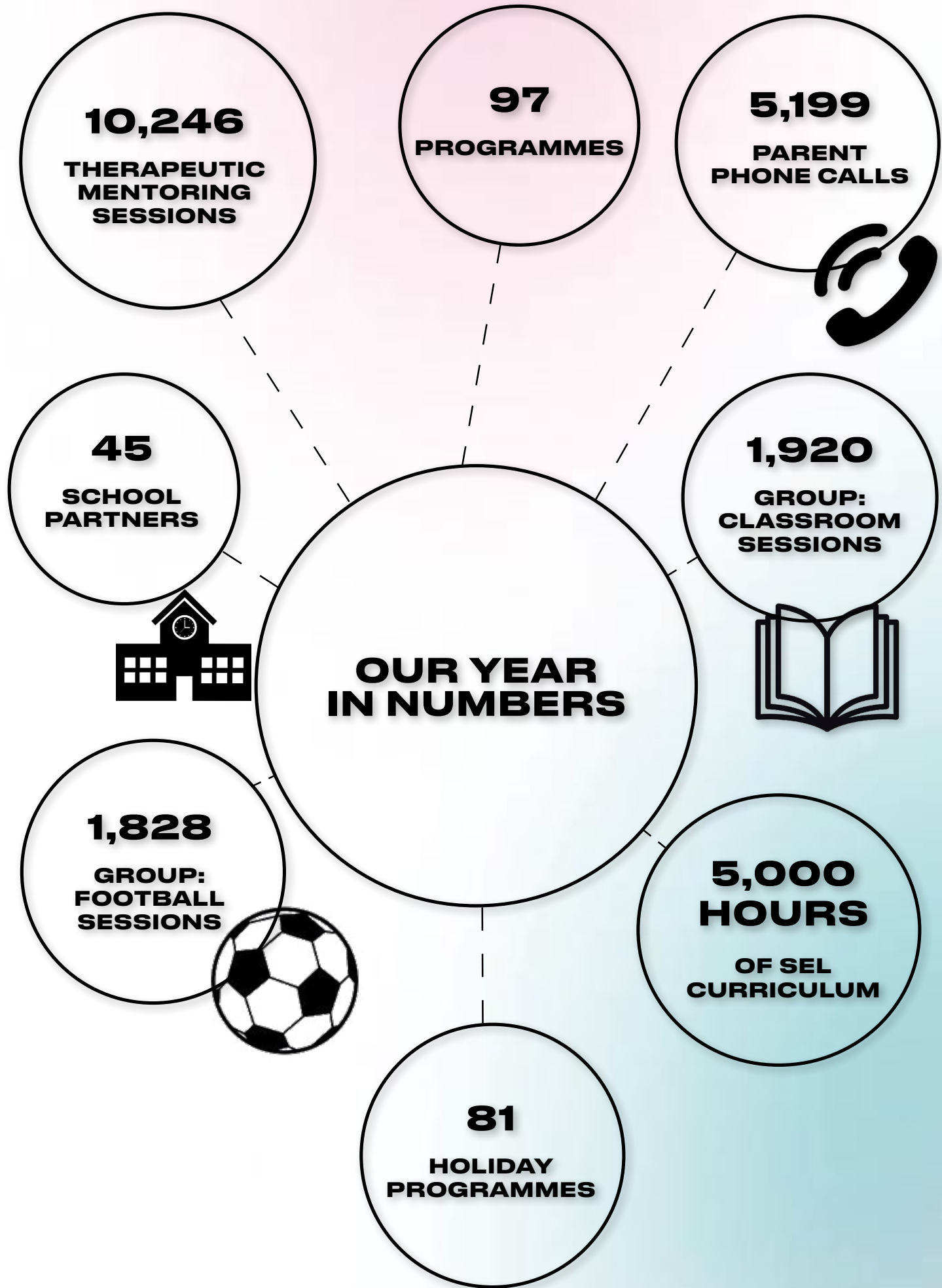
Our focus on risk management (along with reductions in staff absenteeism as the threat from Covid subsidies) for this year has enabled us to substantially reduce our assessment of risk across headline risks identified in last year's financial statements – a) loss of sensitive data; and b) spike in staff illness / staff unable to attend sessions.

We are confident that we have sufficient mitigations in place for the remaining high level risks on our register.

RISK	RISK MANAGEMENT
Loss of significant external funder	<ul style="list-style-type: none"> • Financial red lines remain in place (no more than 15% from any one funder / no more than 60% trusts and foundations) • Move to multi-year agreements with significant corporate and trust and foundation partners • Launch of trading subsidiary to provide annual profit donation to FBB • Increasing share of schools income to overall expenditure
Significant incident / injury of a young person while in the care of FBB	<ul style="list-style-type: none"> • Recruitment of full time Head of Safeguarding / DSL • Training of 5 x School Programme Managers as Deputy Safeguarding Lead • Weekly safeguarding case studies integrated into National Training Programme • Half-termly safeguarding reports and meetings between Head of Safeguarding and Chief Exec
Potential liabilities	<ul style="list-style-type: none"> • Partnership with HR Solutions for ongoing HR advice and review of policies • All policies redrafted and reviewed by Director of People, Culture and Operations • Expert external safeguarding consultant to provide supervisory support to our Head of Safeguarding • Legal review and rewriting of all staff contracts



2. PROGRAMMES AND IMPACT



WORDS FROM OUR YOUNG PEOPLE

FERNANDO SONCO, *FBB GRADUATE*

“I’ve always had a natural vibe. My mum said there’s something about my aura that draws people in.

When I started FBB in Year 8, there was a disconnect between me and school. I thought I was bad. I was getting into fights. A bunch of stuff made me lose my temper. That year, I lost my auntie and my sister and my mental health suffered. Because of what was happening I went into school with anger to release.

I remember my first FBB session. I entered a new world. There was so much stuff for me as a man - a black man - to talk about. I could say what I wanted without being judged. Doing classroom sessions with people who distracted me and vice versa, changed my view of school.

If I could behave and be a leader here, then surely I can do it outside of FBB too?

I noticed that when I started going into my other lessons at school, I would bring the same energy from FBB, and make sure everyone around me did too. On the pitch, it changed me completely and I went from someone who would blame losing on others to using my energy in a positive way with my teammates.

I’ll never forget when I was in a fight at the end of our Year 10 residential. I sat down with Lorenzo (FBB Practitioner) and unpacked it - he told me he was proud of me, because of how I dealt with it, and I realised how far I had come with managing my anger. FBB believed in me, which changed me and how I approach people.

I remember my photoshoot for the World Cup. An interview with my family to tell my story to the world. A podcast around my evolution as a man. All these experiences gave me confidence in front of the camera, which for someone destined to be in the spotlight, was everything I needed at the time.

GCSEs? Mad... what a time. I got a 7 in English language, an 8 in English literature, a 9 in music, and 6’s and 7’s in everything else. Year 8 Fernando? Never. Getting those English grades was a crazy one. But I know I can do way better. FBB showed me that.

I don’t know where I would be without FBB. This is going to sound so cliché, but those two years of FBB flipped everything around and encouraged me to chase my passions. Thank you for everything.”

**AFTER SUCCESSFULLY
COMPLETING THE FBB
PROGRAMME,
FERNANDO IS NOW A
MEMBER OF YOUTH
BEYOND BORDERS (YBB).**

**YBB IS A NEW
YOUTH-FOCUSED
CULTURAL COLLECTIVE
THAT DELIVERS
AGENCY LEVEL WORK TO
BRIDGE THE GAPS
BETWEEN
ORGANISATIONS AND THE
NEXT GENERATION OF
YOUNG PEOPLE.**



HEADLINE IMPACT

ACADEMIC ATTAINMENT

58%

Of our At Risk and Passive Learner participants achieved a level 4 (pass) in their English and maths GCSEs.

58%

78 / 135 participants

This means our young people are up to 11 times more likely to pass their GCSEs than their peers in our national comparison group.

PREVENTING EXCLUSIONS

95%

Of our At Risk participants were not excluded or given a managed move.

95%

497 / 525 participants

This is despite young people being referred to our programme specifically because they are seen by the school as unlikely to finish the year in school.

SOCIAL EMOTIONAL LEARNING (SEL)

57%

Of our participants (with matched surveys) saw their SEL improve or sustain the longer they are with FBB.

57%

170 / 299 participants

This SEL improvement bucks the global trend of SEL skills declining between the ages 11-15 (OECD).



WHAT WE DO

MISSION

FBB works with young people from areas of socio-economic disadvantage who are passionate about football but disengaged at school, to help them finish school with the skills and grades to make a successful transition into adulthood. We do this by providing long-term, intensive support, built around relationships and young people's passions, in the classroom and beyond.

VISION

That all of the UK's most vulnerable young people can thrive in mainstream school.

NEED

We are focused on young people who are the least likely to thrive in mainstream school.

WHO?

We work with the young people who are seen by our partner schools to be the least likely to thrive in mainstream, secondary school.

This means we work with young people who, at the start of secondary school, are:

1. Predicted by teachers and prior attainment to *not* obtain their GCSEs (KS2 Attainment)
2. Growing up in low income households (Ever 6 FSM) and / or have an identified additional need - either SEND or Children in Need Plan
3. At risk of not finishing school due to behaviour issues (School Behaviour Points)

FOUR PILLARS TO OUR PROGRAMME

Classroom & Football Social Emotional Learning sessions

Our football-themed curriculum aims to tap into young people's passions to create transformative learning experiences and develop key social and emotional competencies. We deliver project-based sessions often with external partners such as Nike, Gillette and the FA, completed with a public showcase at the end of each project.

1:1 therapeutic mentoring support & school advocacy

Within our full day in school, we deliver a range of 1:1 interventions with FBB participants who require additional support to work through the experiences that may be contributing to their challenging behaviour. As part of our new in-house training programme, we are equipping all practitioners with the therapeutic skills and tools required for effective mentoring support and school advocacy.

Parent/carer engagement

At the end of the day, practitioners will reach out to parents/carers of participants in the group, especially those who are at risk of exclusion. They build a picture of what is happening at home, inform them of their child's progress at FBB, and look to find areas where they can better support the young person.

Reward Trips

We reward participants with visits, end of year residentials and work experience opportunities, built around exciting events involving inspiring people from the world of football and media. Through this, our students broaden their horizons and develop positive habits that they can bring back to school and home.

IMPACT AREA 1: FINISHING SCHOOL

Staying in school is key to young people's success.

When a young person is excluded at secondary school, it is highly likely that they won't return to mainstream education, with just 26% of those excluded in year 8 in the 2018/19 academic year attending a mainstream school in January 2021 ([FFT](#), 2023). Existing literature demonstrates that school exclusions lead excluded pupils to face disproportionately worse long-term outcomes; this ranges from a 5% GCSE pass rate in English and maths for young people in alternative

provision and pupil referral units, to 23% of young offenders with sentences of less than 12 months being previously excluded (Timpson and Great Britain. Department For Education, 2019). To help keep young people in school, the majority of our resources are focused towards those at risk of exclusion (based on our enrolment criteria), with the aim of improving their relationships with their wider school community.

IMPACT AREA 2: ACADEMIC ATTAINMENT

GCSE attainment sets young people up for successful futures.

As a young person achieves more GCSEs, they are far more likely to have higher aspirations for their future in work. Government studies demonstrate that a one-grade improvement in GCSE attainment will increase lifetime earnings by £8,500 on average ([DfE](#), 2021). Across our programmes, 55% of our participants are eligible for free school meals (FSM), and 29% of our participants have special educational needs (SEN).

Studies suggest that it is these groups of vulnerable young people who struggle the most with achieving their GCSEs; in the 2021/22 academic year, only 32% of young people with SEN and 48% of young people on FSM achieved grades 4 or above in English and maths GCSEs, ([Gov UK](#), 2021). We buck this trend through our SEL-informed approach, as we keep young people in school and improve their relationships with teachers.

IMPACT AREA 3: SEL SKILLS

Social and emotional learning (SEL) gives young people the skills they need in order to succeed in school and later life.

Our SEL-based curriculum enhances young people's SEL skills by focussing on how participants work with their peers and wider school community. This has a proven record of reducing the likelihood of emotional

and behavioural problems persisting into adulthood, and of giving young people the various skills they need to make a successful transition to adulthood ([Clarke & Lovewell](#), 2021). The power of this approach is also evident in schools, as SEL-based learning approaches have an average impact of adding 4 months' additional progress in academic outcomes of the course of an academic year ([EEF](#), 2023).







THEORY OF CHANGE

WHO: TARGET POPULATION

Young people in Year 8 to Year 11 who are passionate about football but who are at risk of being excluded from school.

HOW: KEY PILLARS

-  • Classroom & Football Social Emotional Learning sessions
-  • 1:1 therapeutic mentoring & school advocacy
-  • Parent/carer engagement and support
-  • Reward trips



HOW: MECHANISMS OF CHANGE

- Consistent & long term relationships
- Belonging to the FBB group
- Asset-based approach
- Engaging & relatable curriculum
- Embedded in school and home

WHO: TARGET POPULATION

All teaching staff in schools, with a focus on those struggling to support the most vulnerable young people in the school.

HOW: KEY PILLARS

-  • Group reflective practice sessions to process experiences working with vulnerable young people
-  • CPD sessions focused on understanding and supporting vulnerable young people

HOW: MECHANISMS OF CHANGE

- Open, non-judgemental and safe space
- Belonging to the Reflective Practice Group
- Linking experiences to an understanding of the effects of trauma

WHAT: INTERMEDIATE OUTCOME

Young people's Social Emotional Learning skills improve

Young people's mental wellbeing & self belief skills improve

Young people see the purpose in & want to achieve their GCSEs

Young people's behaviour & attendance in school improves

Young people's behaviour & attendance in school improves

WHAT: LONG TERM OUTCOMES

Young people finish school with the Social Emotional Learning skills and English and maths GCSEs to successfully transition to adulthood.

ACHIEVEMENT IN EACH IMPACT AREA

Impact Area 1: Finishing school

FBB work closely with our partner schools to identify which of our participants are most at risk of being excluded at the start of each academic year. This ensures we target practitioners' contact time and interventions specifically to ensure the most vulnerable students succeed inside and outside of school.

FBB recognises schools as a place of safety where crucial, meaningful relationships with peers and adults can develop. All our impact areas are interlinked, so by helping young people stay in school, it is highly likely that their GCSE and SEL outcomes will vastly improve too.

This academic year 95% of our At Risk cohort were not excluded or sent on a managed move from school.

How do we support young people who are at risk of exclusion?

Our practitioners work closely with schools to identify young people who become more at risk of exclusion during the course of the year, and we ensure that adequate interventions are put in place to support them. For example, when a young person experiences a suspension, or respite, we'll tailor our interventions such as increasing our contact time through our 1:1's, realistic short-term target setting, and weekly communication with school and home around their behaviour. We track and monitor data where possible using the ImpactEd platform, however some schools have been slow to onboard onto the platform.

But what are we doing in response to those participants who were excluded?

While we continue to strive for a future where 100% of our participants stay in school across each year group, we know that there will be some young people who face the abhorrent reality of school exclusion. Our yearly evaluation cycle seeks to challenge and adapt to this reality.

Table 1: Below we have delved into one of the key challenges we face based on last year's data - regional variation in the number of exclusions faced by our young people...

	% exclusions by FBB year for London	% exclusions by FBB year for North West
Year 1	93%	88%
Year 2	90%	80%
Year 3	98%	100%
Year 4	100%	100%
OVERALL	95%	89%

TABLE 2: A deep-dive into some assumptions and solutions to the results in table 1 can be found below...

CHALLENGE	
Considerable difference between London (95%) and Greater Manchester (89%) in our ability to prevent the most <u>At Risk</u> participants from being excluded.	
ASSUMPTIONS	SOLUTIONS
Training has been very London-centric and in the North West there is less access to senior members of the Programmes Team. Furthermore, Delivery SLT's role in the North West was too stretched meaning there has been less ad-hoc support and mentoring available for North West staff members.	New team structure in all regions will provide more space for coaching and reflection. Our new practitioner training programme ensures in-person training is delivered to the North West delivery team every week, meaning that training is less London-centric.
Young people in the North West have fewer opportunities than in London and this affects their buy-in with FBB and with school, leading to more exclusions.	Brand and Fundraising to focus on reward opportunities in the North West. Establish a working group that asks how we effectively run trips in the North West.

*Starting from the 23/24 academic year, we hope to add more dynamism to our approach, so we can continually monitor and reassess who is the most at risk in each FBB group. We are working with our partner, ImpactEd, on this.

Isabelle

“I was always the popular one from the day I first started secondary school. I was well known and people wanted to be my friend because of my bubbly personality.

In Year 7 and 8, school was kinda long. I got excluded a lot of times. I wasn't able to control my temper, especially because I didn't want to be there. It felt like a waste of time. I had entrepreneurial skills that I wanted to use to get some money for me and my family, and I wasn't really able to do that at school.

The managed move happened a few months into Year 8, the same year I started FBB. I thought my time at my school was over. But, when I came back at the end of Year 8, FBB didn't give up on me, and showed me loads of support. The 1:1's with the FBB staff kept me more stable, because I was able to let loose and rant about all the things that were annoying me. I also had my FBB sessions every Friday during lessons, and it would give the motivation to go have the perfect day at school.

Since the managed move, I've stayed in school and I haven't been excluded once! I've had loads of opportunities with FBB which helped me open my eyes, like our training camp at St George's Park, where I spoke to people from other schools that I didn't even know. These trips made me think about how I can improve myself, and live my life to the fullest. It made me realise that I need to find my purpose. I need to be successful.”



Tiam

“I started FBB back in Year 8. With school, not trying to brag or anything, but everyone knew me. I'm friends with everyone to this day, in every year group. Teachers liked me, but I was just a bit ill-tempered. I think teachers were frustrated because they saw the potential in me that I wasn't achieving.

You know what? Even I saw the potential in myself. Sometimes when I'd put my head down in tests, I told myself I can actually do this - I just need to pattern up. The problem was that I cared more about the social aspect of education. When teachers would say that I was disrupting the learning of other students, I would be so baffled. But now, when other students are disrupting my learning, I'm telling them to fix up.

FBB helped me with this. Being with Sameed and Sam (FBB practitioners) taught me that you can have jokes with adults while still following some rules. I began to learn that there is a time and place for where to act a certain way. I wouldn't really say there was a key moment in particular that developed me - it happened gradually, especially on the football pitch. On the pitch I get aggressive, and FBB taught me to channel that in better ways.

Trips also showed me how to act like an adult. In the COPA FBB residential in Year 10 I stayed in halls with kids from other schools. Back in the day I probably would've got into arguments with everyone because I didn't know them, but from the start of this trip I was thinking about how I can get along with everyone. It was a sick trip and I'm now friends with people all the way from London!”



Impact Area 2: Grades

FBB’s inclusion of GCSE results to our impact measurement framework in 2019 was a deliberate step to ensure accountability for our young people’s academic performance in their Key Stage 4 education. 2022 was the first year where participants received the full new FBB programme, starting their journey in Year 8 through to Year 11.

When FBB measures GCSE results, we track outcomes for all young people who have completed Year 1 and 2 of the programme. Although our full programme is four years, if a young person stops attending in Year 3 or 4, we still use their GCSE data in our interpretation of our impact as we believe the SEL skills developed during Year 1 and 2 are inextricably linked to academic achievement.

The cohort who sat their GCSEs last academic year started the FBB programme in September 2018 but with disruptions caused by the Covid-19 global pandemic. They received Year 1 of the programme in school, Year 2 both in school and via virtual delivery during lockdown (March 2020 - July 2020), Year 3 as a hybrid of online and in-person and a pilot Year 4 programme in-person.

This academic year, we saw...

- Our participants who were at risk of exclusion were 11x more likely to achieve their GCSE English and Maths than young people who were excluded from school and attending Alternative Provision
- A GCSE English and maths pass rate of 58% for our at risk participants and passive learners

Graph 1: The Impact Team sought to understand how our GCSE data fares against national averages. We are incredibly proud of our results that can be seen below.

FBB GCSE English and maths pass rate VS national benchmarks

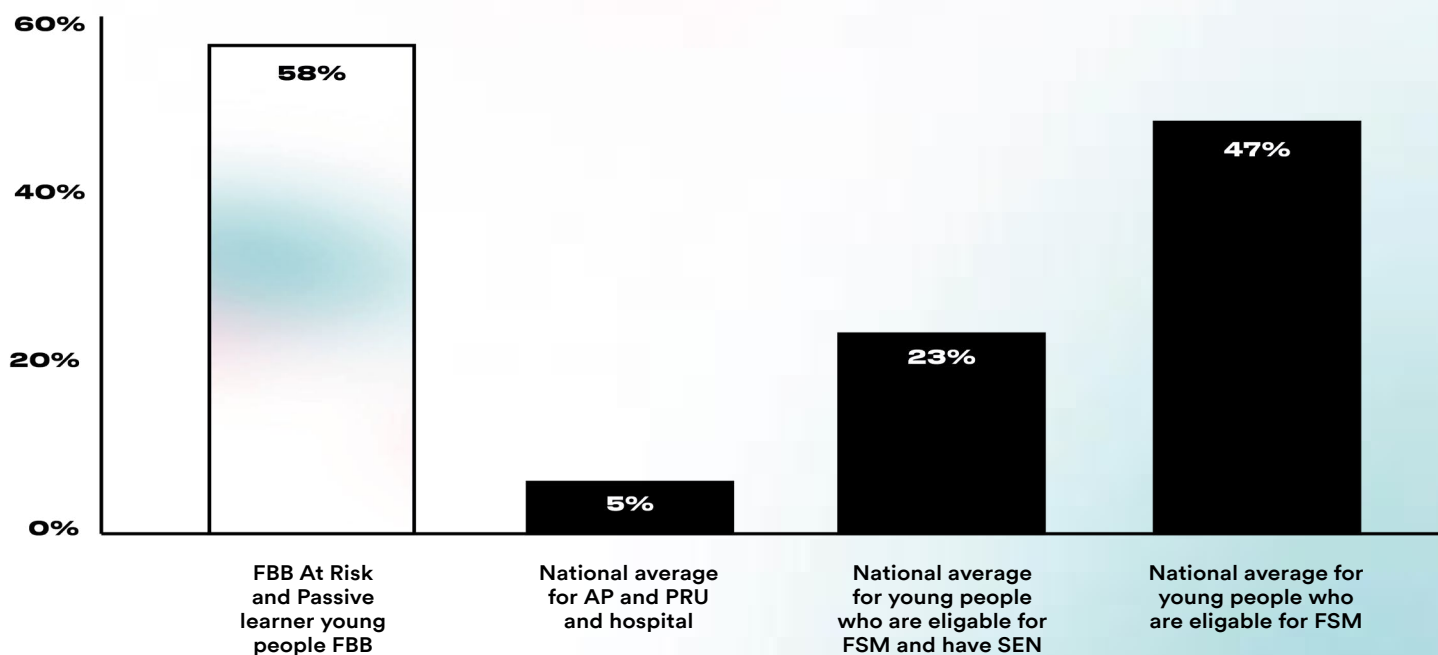


Table 1: Although our GCSE results are impressive, a significant challenge we still face is around the question of which benchmarks we use to understand the true extent of our impact.

CHALLENGE	SOLUTIONS
A key challenge in interpreting our GCSE results is how difficult it is to find an accurate benchmark. In Graph 1, we’ve compared FBB participants’ GCSE results to a number of different benchmarks to best understand the impact we’re having on their attainment. We use the National AP and PRU results as a comparison group for what could have happened to our young people had they been excluded. We use the national results for young people eligible for Free School Meals and who have Special Educational Needs, because these are risk factors for exclusion. And finally we use the national results for young people eligible for Free School Meals because not all of our At Risk young people will have Special Educational Needs. Whilst these 3 benchmarks help us understand our impact, we would like to get a more accurate picture to truly understand how FBB is affecting young people’s journeys through school.	To improve our understanding of our impact we’ve collaborated with FFT Education Datalab to evaluate our work through a non-experimental impact evaluation using data from the National Pupil Database (NPD) linked to FBB participants. The outcomes of FBB participants will be compared to those of similar pupils from similar areas. Differences between the FBB participants and the comparison group will then be assumed to be due to FBB.
	Our collaboration with ImpactEd will give us access to much more rigorous information on our young people’s demographics. This will mean that we are able to better interpret our outcomes and use appropriate benchmarks.

Mahmoud

Mahmoud was a young man who had bags of enthusiasm for connecting with others. He was often reserved in class, but then could also get into trouble for lots of low-level silly behaviour. There was a possibility that if this continued he would be excluded permanently. He was then placed on the FBB programme by school.

Through targeted one-to-one conversations with his FBB practitioner Nuh Hakim-Okomi, and trips with Professional Footballers like Chris Smalling, Mahmoud began to come out of his shell. Mahmoud became less secluded, less within himself and took on more of a leadership role in school and at home. He is now carving out his own journey within a successful friendship group. He has a thirst for discovery and exciting new experiences.

While visiting Mahmoud's school in September to collect GCSE results, Nuh bumped into Mahmoud's Headteacher. He said "I was thinking about FBB when I saw those GCSE Results, if you had asked me if Mahmoud was going to do that and pass all of them, I would have said it wouldn't have happened".

He was ecstatic to have been proved wrong.



Zionne

"When I started FBB, a things were going downhill. I wasn't living at home and I had to start fresh at a new school where I didn't know anyone.

I feel like FBB is something that changed my life positively. Even when we stopped doing the school sessions, we kept the COPA FBB tournament and then the graduation session which brought us back together. I liked the fact that it was long term but the fact that it keeps going and the fact we are kept in mind.

The best thing about FBB was the annual showcase in Tottenham - it was the best experience. I had never spoken about my experiences like that. I got to do it with my friend Salma. We connected over traumas and spoke bout it together on stage.

From year 10 to year 11, I put myself forward to do counselling with school counsellor. Trying to write things down instead of keeping it to myself. It was something new, it was overdue, having that talk helped me. It was good to have an outside perspective of what was going on, and I think that helped me pass my GCSEs."



Impact Area 3: SEL Skills

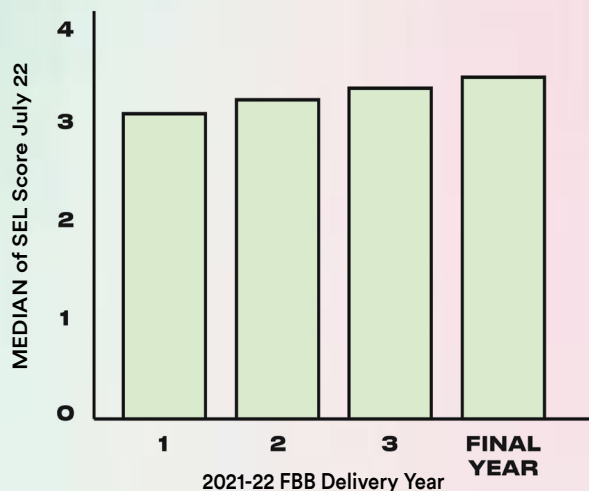
When FBB started out as a charity in 2014 we sought to give young people transferable skills to bring through to adulthood. In 2019, we formalised this approach and introduced SEL (as defined by CASEL) as a key component of our work. We work on young people’s SEL skills through our weekly sessions and tailored 1:1’s with therapeutic mentoring.

Young people’s SEL skills get stronger the longer they are with FBB. This bucks the global trend of SEL skills declining between the ages of 11 and 15 (OECD).

The biggest improvement in SEL among our participants happens in the third and fourth year of the programme, which reaffirms why we work with young people over multiple years. This data also shows that even with limited interactions with FBB in Year 4, young people’s SEL continues to grow independently from FBB, suggesting that an FBB programme graduate will have the necessary skills to make a successful transition to adulthood.

A deep dive into our SEL data showed that this year our young people’s SEL skills when they started the programme was lower than it has been any previous year. We assume that this is a consequence of their disrupted learning journeys because of COVID 19. In response to this, we are adapting our curriculum to meet their new learning needs.

GRAPH 1: SEL scores increase the longer a young person is with us.



Graph 2: This demonstrates the SEL impact we have on different FBB cohorts based on which year they were in when they started FBB. We have the most impact on participants who start in Year 8 (Year 1, 8 & then Year 2, 9), as they buck national trends of SEL decreasing between the ages 11-15.

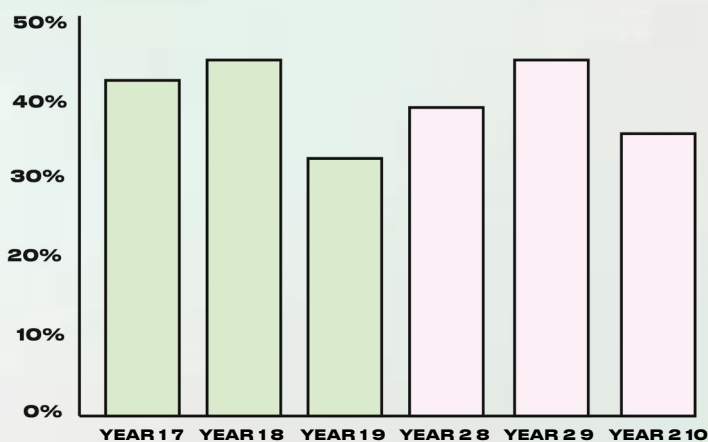


Table 1: A significant issue we have faced is around the extent of impact we can have on young people who join out intervention in different year groups. We have sought to explore this in the table below.

CHALLENGE	SOLUTIONS
<p>Young people who started FBB in Year 9 had lower SEL improvement than young people starting in Year 8. This was the case in Year 1 and then in Year 2 as well (Year 2 10 on the graph).</p> <p>This shows the importance of early interventions when working with young people. By building trusting relationships with young people starting in Year 8, our programme can deliver the most change for young people across the country.</p> <p>Young people who started FBB in Year 7 had similar SEL improvement in Year 1 but slightly lower in Year 2.</p>	<p>Start our school set-up process in the Summer so that we have adept time to confirm new cohorts.</p> <p>We will begin to track which year a FBB programme starts at as a performance metric. This has already been embedded successfully, with only one Year 1 group starting in Year 9 in 2022-23.</p>

James

Below is the testimonial of James, a participant who is now in the third year of our programme and saw a 40% in his SEL this academic year. Originally at risk of exclusion, James is now a role model on the programme. We hope you enjoy his story.

“Before I joined FBB, I would say my personal life was good, but school was a bit hectic. I was making stupid decisions, like not doing the work and not listening to teachers. It was immature behaviour...

I gained more patience with FBB. The football sessions taught me that if you're open on the pitch, call for it, but don't expect the ball to come to you straight away. I started to take these ideas with me into school. The FBB classroom sessions taught me a lot too. We would look at scenarios and map out the different ways we can improve the situation, and then actually do it in real life. The staff would listen to me, and help me understand the problems I was facing in school.

FBB... It helps you. It calms you. It shows you the right way.”



TEACHER AND PARENT TESTIMONIALS

“FBB has been a wonderful space for the girls in year 8, it has given them a space to be themselves, feel a real sense of belonging and create strong friendships with each other. I have seen a particular improvement in the girls attitude towards their teachers in recent weeks and I have been really impressed with FBB's approach to parental engagement - they are really committed to engaging parents in a positive way.”

**HEAD OF YEAR,
NORTH-WEST SCHOOL**

“I personally want to say a big thank you for the work you've done with Romario. Jeremie you have been an inspiration to him. When he has FBB and he comes home, he's always so excited and wanting to you to call to say how he did. He looks up to you and I'm so grateful for the care and support you've given him. Please keep up the good work.”

PARENT, LONDON SCHOOL

“This is the second year FBB has been in our school, and they continue to build extremely positive relationships with our students. This year they are working with our Year 8's, giving both the boys and the girls a real sense of belonging. All students involved live and breath the programme, and are completely engaged in the process. This is testament to the great work the team are doing with them. Students struggling with their identity in school, their focus/behaviour, and their attainment have seen significant improvements. The ability of the team to engage the students and the parents really builds that collective approach with the school to ensuring all reach their potential. This has been significant in some of our students that have failed to meet expectations, to the point that some now have minimal behavioural issues, amazing!”

**HEAD OF YEAR, NORTH WEST
SCHOOL**

EVALUATION METHODOLOGY

CURRICULUM DESIGN

Our design process has been refined over the past six years. We take inspiration from Human-Centred Design principles, using tools such as User Journeys to understand what our young people need, as well as an outcomes-focused approach that guides our creative thinking to meaningful SEL development in a young person's life. Members of the Programme Design Team and Delivery Team work with one another throughout the process in order to design projects that are grounded in the interests of young people, and are filled with purposeful activities and conversations to drive towards SEL outcomes.

QA FRAMEWORK

In the 22/23 academic year, we will be launching the pilot of our new Quality Assurance Framework, redesigning the process we use for observations. The key areas we want our QA Framework to focus on are:

- The strength of the relationship between our practitioners and our young people
- How the relationships between young people in the FBB group are developing
- How the FBB sessions can unlock young people's love of learning which will then translate into a love for school.

Each practitioner will have 6 sessions observed across the academic year, with the insights being used to further support our practitioners in delivering the best quality sessions for our young people, and also to help with our training plans and inform future recruitment.

SCHOOL PROGRAMME MANAGERS (SPMS)

SPMs enact our vision on the ground by communicating our high-level priorities to our lead practitioners and trainee practitioners. They have regular meetings with our Heads of Impact and Practitioner Development, in order to understand the direction that the programme needs to take. Of the schools they oversee, they are in about each of them once a fortnight, where they will sit in on sessions and offer feedback.

IMPACTED

In order to help realise our targets this academic year, we started investing in the ImpactEd platform, due to a growing realisation that collecting data from schools manually was becoming increasingly more difficult as we scaled. Through investing in ImpactEd, we hope to create a centralised platform to store all of a participant's behavioural data, which will put less pressure on practitioners and the schools we work with to input these manually.

SHORT WARWICK-EDINBURGH MENTAL WELLBEING SCALE (SWEMWBS)

We measure our young people's Mental Wellbeing using the Short Warwick and Edinburgh Mental Wellbeing Scale (SWEMWBS). The SWEMWBS is a short version of the Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS). The WEMWBS was developed to enable the monitoring of mental wellbeing in the general population and the evaluation of projects, programmes and policies which aim to improve mental wellbeing. SWEMWBS surveys are completed by young people twice a year (in October and in June) so that we can measure young people's progress over the course of the year.

DELAWARE SOCIAL-EMOTIONAL COMPETENCIES SCALE (DSEC)

We measure our young people's Social and Emotional skills using the Delaware Social and Emotional Competencies Scale (DSEC). DSEC consists of a 12 item survey which is completed by our young people. DSEC is designed to assess 4 out of 5 of the CASEL competencies: responsible decision making, relationship skills, self-management and social awareness. DSECs surveys are completed by young people twice a year so that we can measure young people's progress over the course of the year.

Our baseline DSEC survey results this year suggest that young people's SEL Skills are lower than they were pre-COVID.



3. FINANCIAL REVIEW

Funding for the Charity comes mainly from partner school service delivery fees, grants, corporate partnerships, supporter donations, legacies, and events. The trustees would like to express their thanks and appreciation to the following benefactors for their very generous support:



Bridgepoint

Mishcon de Reya

[ART OF FOOTBALL]

KITLOCKER .COM



ALLEN & OVERY



GRANT MAKING TRUSTS AND FOUNDATIONS:

- Sport England
- Esmee Fairbairn Foundation
- Paul Hamlyn Foundation
- Comic Relief
- Rayne Foundation
- Impetus
- Young Londoners Fund
- Nesta
- Raise Your Hands
- Clarion Futures
- London Community Response Fund
- King Baudouin Foundation
- Iguana Trust

SPECIAL MENTIONS TO THE FOLLOWING INDIVIDUALS:

- Alastair Gibbons
- Jason McGibbon
- Tony Greener
- Kevin Reynolds
- Miranda Porritt
- Nicky and Richard Vernon



3.1 Financial Activity and Financial Position

The Statement of Financial Activities, Balance Sheets and Statement of Cashflows can be found on pages 26, 27, 28 and 29 respectively. The Charity's group reserves increased by £31,440 (2021: increased by £307,366). The balance sheet shows total net assets of £1,521,931 (2021: £1,490,491). Cash increased £127,250 from £1,222,836 to £1,350,086 (2021: increased £258,115 from £964,721 to £1,222,836).

Included in total funds are amounts totalling £138,090 (2021: £305,233) which are restricted. These monies have either been raised for, and their use restricted to, specific purposes, or they comprise grants subject to grantor imposed conditions. Full details of these restricted funds can be found in note 10 to the accounts together with an analysis of movements in the year.

3.2 Reserves Policy

In August 2022, the Board of Trustees reviewed and amended the organisation's reserves policy to require a higher level of reserves to be maintained. This is as a result of our increased size and reach as an organisation. Football Beyond Borders' reserves policy is to maintain a sufficient level of reserves to enable operating activities to be continued, taking account of potential risks and contingencies that may arise from time to time. The Board of Trustees has set the charity's reserves requirement as a target range between three to four months of normal operating expenditure. This corresponds to one school term, which is the basis of the charity's invoicing cycle. At 31 August 2022 the Charity had net free reserves of £1,251,635 (2021: £1,081,774) as follows:

	2022 £	2021 £
Total reserves	1,521,931	1,490,491
Less: restricted funds	(138,090)	(305,233)
Less: intangible fixed assets	(45,784)	(24,202)
Less: tangible fixed assets	(86,422)	(79,282)
Free reserves	1,251,635	1,081,774
Free reserves requirement:		
3 to 4 month's budgeted routine expenditure	1,160,000	750,000

The organisation's current reserve levels are currently at 4.3 months budgeted routine expenditure. The Trustees are aware that this falls slightly above the upper end of the target reserve level (3 to 4 months total expenditure). Given the uncertainty over the short to medium term fundraising and economic climate along with the forecast expansion of our programme reach, the Trustees are satisfied that these additional reserves are justified in the short term without adjusting our long-term expectation for reserve levels.

3.3 Key Management Remuneration

The Trustees carry out an annual pay review to ensure that the charity's pay levels are fair, competitive and an effective use of Charity funds.

4. PLANS FOR FUTURE PERIODS

Our vision is that all of the UK's most vulnerable young people can thrive in mainstream school.

Our purpose is to use football to inspire vulnerable young people to thrive in school.

To achieve this vision, we are focused on young people who are the least likely to thrive in mainstream, secondary school.

This means we work with young people who, at the start of secondary school, are:

1. Predicted by teachers and prior attainment to NOT obtain their GCSEs (KS2 Attainment)
2. Growing up in low income households (Ever6 FSM)
3. At risk of not finishing school due to behaviour issues (School Behaviour Points)

We calculate (using FSM and Children in Need figures) that there are between 150,000 and 200,000 vulnerable young people in secondary school who are unlikely to thrive in mainstream school and will leave school without their GCSEs unless they receive additional support.

We currently work with 1% of these young people.

Our ambition is to reach **10% of these young people by 2026**.

- 4% through direct delivery; and
- 6% through embedding our methodology in schools by sharing our expertise with teachers.

To ensure we can reach those who truly need it most, we will be focusing our expansion on some of the UK's **most under-served communities**.

To do this, we will establish a fourth regional base in Yorkshire and Humber, in addition to expanding our existing regional hubs in the West Midlands, Greater Manchester, and South London / Kent. This means we will be reaching 65% (39/55) of England's education 'cold spots' by 2026.

If successful, in the 25/26 academic year we will have supported 585 young people, previously disengaged and set to fail their exams, to have passed their English and Maths GCSEs.

.....

5. RESPONSIBILITIES OF TRUSTEES FOR THE FINANCIAL STATEMENTS

The Trustees are responsible for preparing the report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Charity law in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the activities of the Charity will continue.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enables them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the governing document. The Trustees are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the Charity and financial information included in the Charity's website.

These financial statements were reviewed by the organisation's Finance and Governance, Risk and Compliance SubCommittee at quarterly meeting. The Sub-Committee recommended that the Trustees approve the financial statements.

.....

6. APPROVAL

This report has been prepared in accordance with the special provisions for small companies under Part 15 of The Companies Act 2006.

The report of the Trustees was approved by the Trustees on 25/05/2023 and signed on their behalf by:


Matt Stevenson-Dodd
Chair of the Board of Trustees

REPORT OF THE AUDITOR TO THE TRUSTEES OF FBB

Opinion

We have audited the financial statements of Football Beyond Borders (the 'charity') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant are those covered by the Statement of Recommended Practice for Charities (SORP 2019) and the Charities Act 2011. We assessed the risk of material misstatement in respect of fraud by making enquiries of management and trustees and by testing the implementation of accounting controls in place.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above by making enquiries with key personnel and reviewing relevant documentation such as minutes of Trustee meetings and correspondence with regulatory bodies. We considered the risk of fraud through management override by incorporation testing of journal entries. We also considered, and tested for, the possibility of unauthorised payments to related parties.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Maurice Brindley

Dated: 26/05/2023

Maurice Brindley BSc FCA
Senior Statutory Auditor
for and on behalf of Brindley Millen Ltd
Chartered Accountants and Statutory Auditors
167 Turners Hill
Cheshunt
Hertfordshire, EN8 9BH

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

	Note	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £
Income from:	2						
Donations, legacies and grants		1,100,918	978,719	2,079,637	1,021,229	731,670	1,752,899
Charitable activities		441,000	-	441,000	235,300	16,000	251,300
Other trading activities		264,760	-	264,760	128,743	-	128,743
Investments		488	-	488	3	-	3
Total Income		1,807,166	978,719	2,785,885	1,385,275	747,670	2,132,945
Expenditure on:	3						
Raising funds		476,251	349,389	825,640	556,751	114,168	670,919
Charitable activities		1,141,329	787,476	1,928,805	590,945	563,745	1,154,690
Total Expenditure		1,617,580	1,136,865	2,754,445	1,147,696	677,913	1,825,609
Net income/(expenditure) before tax	4	189,586	(158,146)	31,440	237,579	69,757	307,336
Tax payable		-	-	-	-	-	-
Net income/(expenditure) after tax		189,586	(158,146)	31,440	237,579	69,757	307,336
Transfers between funds	11	8,997	(8,997)	-	-	-	-
Other recognised gains/(losses)		-	-	-	-	-	-
Net movement in funds		198,583	(167,143)	31,440	237,579	69,757	307,336
Total funds brought forward		1,185,258	305,233	1,490,491	947,679	235,476	1,183,155
Total funds carried forward		1,383,841	138,090	1,521,931	1,185,258	305,233	1,490,491

BALANCE SHEETS

AS AT 31 AUGUST 2022

	Group				Charity				
	Unrestricted Funds 2022	Restricted Funds 2022	Total 2022	Unrestricted Funds 2021	Restricted Funds 2021	Total 2021	Unrestricted Funds 2021	Restricted Funds 2021	Total 2021
Fixed Assets									
Intangible Assets	45,784	-	45,784	24,202	-	24,202	45,784	-	24,202
Tangible Assets	86,422	-	86,422	79,282	-	79,282	86,422	-	79,282
Investments	-	-	-	-	-	-	-	-	-
Current Assets	132,206	0	132,206	103,484	0	103,484	132,207	0	103,484
Debtors	323,575	117,528	441,103	87,404	183,710	271,114	472,365	117,528	589,893
Cash At Bank And In Hand	1,244,524	105,562	1,350,086	1,101,313	121,523	1,222,836	1,039,867	105,562	1,145,429
Creditors - Amounts Falling Due Within One Year	1,568,099	223,090	1,791,189	1,188,717	305,233	1,493,950	1,512,232	223,090	1,735,322
Net Current Assets	1,368,408	138,090	1,506,498	1,081,774	305,233	1,387,007	1,323,658	138,090	1,461,748
Creditors - Amounts Falling Due After More Than One Year	116,773	-	116,773	-	-	-	116,773	-	116,773
Net Assets Represented By:	1,383,841	138,090	1,521,931	1,185,258	305,233	1,490,491	1,339,092	138,090	1,477,182
Restricted Funds	-	138,090	138,090	-	305,233	305,233	-	138,090	305,233
Unrestricted Income Funds	1,383,841	-	1,383,841	1,185,258	-	1,185,258	1,339,092	-	1,339,092
Total Funds	1,383,841	138,090	1,521,931	1,185,258	305,233	1,490,491	1,339,092	138,090	1,477,182

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime as set out in Part 15 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with section 386 of the Companies Act 2006
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial period and of its profit or loss for the financial period in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as is applicable to the company.

The financial statements were approved by the Trustees on 25/05/2023 and signed on their behalf by:



Matt Stevenson-Dodd
Chair of the Board of Trustees

Company registration: 8809181

CONSOLIDATED STATEMENT OF CASH FLOWS

	Note	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Total 2021 £
Net cash flows from operating activities	12	84,381	(15,961)	68,420	295,844
Cash flows from investing activities:					
Interest from investments		488	-	488	3
Purchase of intangible fixed assets		(27,642)	-	(27,642)	(13,000)
Purchase of tangible fixed assets		(39,016)	-	(39,016)	(24,732)
Net cash used in investing activities		(66,170)	0	(66,170)	(37,729)
Cash flows from financing activities					
Cash inflows from new borrowing		125,000	-	125,000	-
Net cash provided by financing activities		125,000	0	125,000	0
Change in cash and cash equivalents in the reporting period		143,211	(15,961)	127,250	258,115
Cash and cash equivalents brought forward		1,101,313	121,523	1,222,836	964,721
Cash and cash equivalents carried forward		1,244,524	105,562	1,350,086	1,222,836

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

The financial statements have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) (revised 1 January 2021). The financial statements are drawn up on the historical cost basis of accounting.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Youth Beyond Borders Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account and cashflow statement, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006 and Section 1 of FRS 102.

The Charity meets the definition of a public benefit entity under FRS 102.

Going Concern

There are no material uncertainties about the charity's ability to continue as a going concern and accordingly the accounts have been drawn up on a going concern basis.

Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In preparing financial statements it is necessary to make certain judgements, estimated and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements:

Useful economic life of tangible fixed assets: the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

Income recognition

Voluntary income and donations (including legacies) are accounted for once the Charity has entitlement to the income, it is probable the income will be received and the amount of income receivable can be reliably measured. Income from the recovery of tax on gift aided donations is accounted for in the period to which the relevant donation is received. Grant income is recognised on a receivable basis.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure recognition

Expenditure is accrued as soon as a liability is considered probable, and the amount of obligation can be measured reliably. Longer term liabilities are discounted to present value. The Charity is not registered for VAT and accordingly expenditure includes VAT where appropriate.

Expenditure included in Raising Funds includes amounts incurred in obtaining grants and other donations.

Charitable expenditure includes those costs in fulfilling the Charity's principal objects, as outlined in the Report of the Trustees. Charitable expenditure includes governance costs and an apportionment of support costs. Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include costs related to the independent examination and legal fees.

1. ACCOUNTING POLICIES (CONTINUED)

Rentals under operating leases are charged as incurred over the term of the lease.

Intangible Fixed Assets

The costs of software development has been capitalised and is being amortised over 5 years.

Tangible Fixed Assets

The cost of fixed assets, less any expected residual value, is depreciated on a straight-line basis over the effective useful life of the asset, which has been estimated as follows:

Equipment: 4 years.

Vehicles: 5 years.

Leasehold improvements: 5 years.

Investments in subsidiaries

Investments in subsidiaries are at cost.

Debtors

Debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Fund accounting

The funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

2. INCOME

Group	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Total 2022 £
Donations & legacies				
Donations	625,865	348,132	973,997	450,085
Income tax reclaimed	15,954	-	15,954	21,040
Legacies	200	-	200	2,168
Grants	458,900	630,587	1,089,487	1,279,606
	<u>1,100,919</u>	<u>978,719</u>	<u>2,079,638</u>	<u>1,752,899</u>
Charitable activities				
Service delivery	441,000	-	441,000	251,300
Other trading activities				
Sponsorship	-	-	-	8,000
Fundraising (event income, auctions etc)	32,170	-	32,170	37,318
Subsidiary trading	232,590	-	232,590	83,425
	<u>264,760</u>	<u>0</u>	<u>264,760</u>	<u>128,743</u>
Investments				
Bank Interest	488	-	488	3
	<u>1,807,167</u>	<u>978,719</u>	<u>2,785,886</u>	<u>2,132,945</u>

Grant totalling £nil (2021: £4,604) are in respect of claims made to the Job Retention Scheme, a central government funded scheme.

3. EXPENDITURE

Group

3a. Expenditure on raising funds

	Direct costs £	Support costs £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Total 2021 £
Expenditure on raising funds	<u>759,995</u>	<u>65,645</u>	<u>476,251</u>	<u>349,389</u>	<u>825,640</u>	<u>670,919</u>

Direct costs include collecting agent fees, marketing, advertising, equipment and events costs.

3b. Expenditure on Charitable activities

	Direct costs £	Support costs £	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Total 2021 £
FBB Schools	681,030	300,714	635,180	346,564	981,744	830,592
FBB Therapeutic Worker	216,501	95,597	76,802	235,297	312,099	0
FBB Reflective Practice	71,327	31,496	26,246	76,576	102,822	0
FBB North West	369,142	162,998	403,101	129,039	532,140	324,098
	1,338,000	590,805	1,141,329	787,476	1,928,805	1,154,690

In 2022 support costs (see note 3c) have been allocated in proportion to their direct costs.

3c. Allocation of 2022 support costs to charitable and fundraising expenditure

	Staff costs £	Office costs £	Other costs £	Unrestricted £	Restricted £	Total £
Fundraising (see note 3a)	24,588	31,420	9,637	52,738	12,907	65,645
Charitable activities (see note 3b)	221,290	282,779	86,736	474,643	116,162	590,805
	245,878	314,199	96,373	527,381	129,069	656,450

Support costs have been allocated on a % basis (10% fundraising and 90% to charitable activities).

3d. Staff costs

Included within expenditure are the following staff costs:	Total 2022 £	Total 2021 £
Wages and salaries	1,547,954	1,109,995
Statutory Maternity Pay recovered	(10,644)	(5,381)
Employer's National Insurance	152,384	101,486
Employer's Allowance	(5,000)	(4,000)
Pension contributions	29,221	19,967
	1,713,915	1,222,067
Of which: gross salaries paid to Key Management Personnel	80,607	90,000

The Charity was staffed during the year ended 31 August 2022 by both employed and self-employed individuals. The average number of employed individuals during the year was 73 (2021: 57). No employed individual received payments in excess of £60,000 during the year.

4. NET INCOME

Net income is stated after charging:

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Total 2021 £
Depreciation of owned assets	30,552	-	30,552	24,296
Loss on disposal of fixed assets	1,324	-	1,324	-
Amortisation of intangible fixed assets	6,060	-	6,060	4,971
Auditor's remuneration	4,750	-	4,750	4,500
	<u>30,552</u>	<u>-</u>	<u>30,552</u>	<u>24,296</u>

5. INTANGIBLE FIXED ASSETS

Group & Charity	Software Development £
Cost	
At 1 September 2021	30,300
Additions	27,642
Disposals	-
At 31 August 2022	<u>57,942</u>
Amortisation	
At 1 September 2021	6,098
Charge For Year	6,060
Disposals	-
At 31 August 2022	<u>12,158</u>
Net Book Value	
At 31 August 2022	<u>45,784</u>
At 31 August 2021	<u>24,202</u>

6. TANGIBLE FIXED ASSETS

Group & Charity	Leasehold Improvements	Recording Equipment	Office Equipment	Vehicles	Total
	£	£	£	£	£
Cost					
At 1 September 2021	25,657	6,494	45,499	66,176	143,826
Additions	-	-	39,016	-	39,016
Disposals	-	-	(3,151)	-	(3,151)
At 31 August 2022	25,657	6,494	81,364	66,176	179,691
Depreciation					
At 1 September 2021	9,027	6,494	10,378	38,645	64,544
Charge for Year	5,131	-	15,363	10,058	30,552
Disposals	-	-	(1,827)	-	(1,827)
At 31 August 2022	14,158	6,494	23,914	48,703	93,269
Net Book Value					
At 31 August 2022	11,499	0	57,450	17,473	86,422
At 31 August 2021	16,630	0	35,121	27,531	79,282

7. FIXED ASSET INVESTMENTS

The investment is 100% of the share capital of Youth Beyond Borders Limited (Company number: 13369578), a company limited by shares. Youth beyond Borders Limited was incorporated on 30 April 2021 and established to generate income for the Charity. All activities have been consolidated on a line by line basis in the statement of financial activities and balance sheets. Available profits are gift aided to the charitable company. A summary of the results of the subsidiary is shown below:

	2022	2021
	£	£
Profit & loss account		
Turnover	297,590	83,425
Cost of sales	(120,351)	(43,677)
Gross profit	177,239	39,748
Administration expenses	(130,603)	(357)
Loan interest	(1,887)	-
Corporation tax	-	-
Gift Aid Donation	(39,391)	-
Net profit for the year	5,358	39,391

7. FIXED ASSETS INVESTMENTS (CONTINUED)

Balance Sheet	2022 £	2021 £
Current assets	220,673	52,029
Creditors: amounts due within one year	(175,924)	(12,637)
Net assets	44,749	39,392
Represented by:		
Share capital	1	1
Retained profit	44,748	39,391
	44,749	39,392

8. DEBTORS

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Grants receivable	340,057	183,710	340,057	183,710
Service delivery receivables	5,500	12,000	5,500	12,000
Amounts due from Youth Beyond Borders Ltd	-	-	164,806	-
Gift Aid receivable	9,310	13,980	9,310	13,980
Trade debtors	10,240	29,100	-	-
Prepayments	64,337	17,463	62,695	17,463
Other debtors	11,659	14,861	7,525	14,861
	441,103	271,114	589,893	242,014

9. CREDITORS - AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade creditors	47,611	27,328	43,597	27,262
Deferred income	150,000	38,000	150,000	38,000
Other creditors including taxation and social security	46,780	3,652	42,445	3,652
VAT	2,768	12,570	-	-
Loan	8,227	-	8,227	-
Amounts due to Youth Beyond Borders Ltd	-	-	-	22,929
Provision for bad debt	-	4,095	-	4,095
Accruals	29,305	21,298	29,305	21,297
	284,691	106,943	273,574	117,235

10. CREDITORS - AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Loan: due between 1 and 5 years	105,287	-	105,287	-
Loan: due after more than 5 years	11,486	-	11,486	-
Loan	116,773	0	116,773	0

The loan is from the Postcode Innovation Trust and was drawn down in March 2022. The loan, which is unsecured, is repayable over 6 years and interest is payable at a rate of 3% per annum.

11. RESTRICTED FUNDS

Group

I a. Current Year	At 1 September 2021 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2022 £
FBB Schools	0	284,816	(277,924)	-	-	6,892
FBB Therapeutic Work	0	140,771	(202,122)	95,743	-	34,392
FBB Reflective Practice	0	60,000	(75,636)	30,675	-	15,039
FBB North West	0	215,000	(173,459)	-	-	41,541
Core costs	305,233	278,132	(407,724)	(135,415)	-	40,226
	305,233	978,719	(1,136,865)	(8,997)	0	138,090

The fund transfers were from Core Costs to FBB Therapeutic Work and FBB reflective Practice in order to more accurately reflect the funding for those activities from the prior year; the balance of 8997 to unrestricted funds in order to align the total of restricted funds by the underlying funders.

I b. Prior Year	At 1 September 2020 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2021 £
FBB Schools	0	223,462	(223,462)	-	-	0
FBB North West	0	36,373	(36,373)	-	-	0
Core costs	235,475	487,835	(418,077)	-	-	305,233
	235,475	747,670	(677,912)	0	0	305,233

11. RESTRICTED FUNDS (CONTINUED)

Descriptions of the funds are as follows:

FBB Schools: funds received in support of our core programme which uses FBB's Curriculum to deliver education and football classes to 9 to 15 year olds who are passionate about football but underperforming at school.

FBB Therapeutic Work: funds received in support of our specialist counselling support for young people.

FBB Reflective Practice: funds received in support of our continual professional development and supervisory support for teachers and pastoral staff at our partner schools.

FBB North West: funds received in support of our core programme in the north west of England.

Core Costs: funds received in order to fund support costs.

A wide range of donors have made generous contributions towards the work of FBB's various activities. These include:

FBB Schools	Young Londoners Fund, Sport England, Jack Petchey, Maudsley Charity, Cherry Family Foundation, Marcus Lipton, Sport England
FBB North West	Garfield Weston, Allen & Overy, Nike/Marcus Rashford Academy
FBB Therapeutic Work	Comic Relief Ahead, LCRF
FBB Reflective Practice	Nike
Core costs	William Wates Rayne Foundation, Henry Smith, Paul Hamlyn, Salesforce Catalyst, Fidelity Foundation, Lightbulb Trust

12. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Unrestricted Funds 2022 £	Restricted Funds 2022 £	Total 2022 £	Total 2021 £
Net income for the reporting year (as per the statement of financial activities)	198,583	(167,143)	31,440	307,336
Adjustments for:				
Depreciation charges	30,552	-	30,552	24,296
Amortisation charges	6,060	-	6,060	4,971
Interest from investments	(488)	-	(488)	(3)
Loss/profit on the disposal of fixed assets	1,324	-	1,324	-
(Increase)/decrease in debtors	(236,171)	66,182	(169,989)	(99,520)
Increase/(decrease) in creditors	84,521	85,000	169,521	58,764
Net cash provided by (used in) operating activities	84,381	(15,961)	68,420	295,844

13. OPERATING LEASE COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are payable:

	2022 £	2021 £
Not later than one year	10,500	10,500
Later than one year and not later than five years	10,500	21,000
	<u>21,000</u>	<u>31,500</u>

14. RELATED PARTY TRANSACTIONS

Sandra Kearney, the mother of Jack Reynolds, a key management person, was paid a total of £nil (2021: £10,387) for consultancy services in relation to bid writing.

Barak Ngoma, a trustee, was paid £100 for services to Youth Beyond Borders, 100% owned subsidiary of the charity.

No other Trustee received any financial benefits through their association with the charity. Trustees were reimbursed £64 expenses during the year (2021: £nil).

The aggregate total amount of donations by Trustees to the charity during the year was £400 (2021: £1,700).

15. MEMBERS FUNDS

The company is a private company limited by guarantee with no share capital. The total liability of the members is limited to £10 in the event of a winding up.



FOLLOW US:



@FOOTBALLBEYONDBORDERS

@FBBFAMILY_



@FOOTBALLBEYONDBORDERS

FBB
FOOTBALL BEYOND BORDERS

FOOTBALL BEYOND BORDERS

England & Wales - Charity number 1158046

Accounts

FOOTBALL BEYOND BORDERS



ANNUAL REPORT 2020- 2021

**FOR THE YEAR ENDED
31 AUGUST 2021**

Company Limited by Guarantee
Charity Registration Number: 1158046
Company Registration Number: 8809181

FBB
FOOTBALL BEYOND BORDERS

CONTENTS

01 Legal and administrative information

04 Foreword from the Chair

05 Annual Report of the Trustees

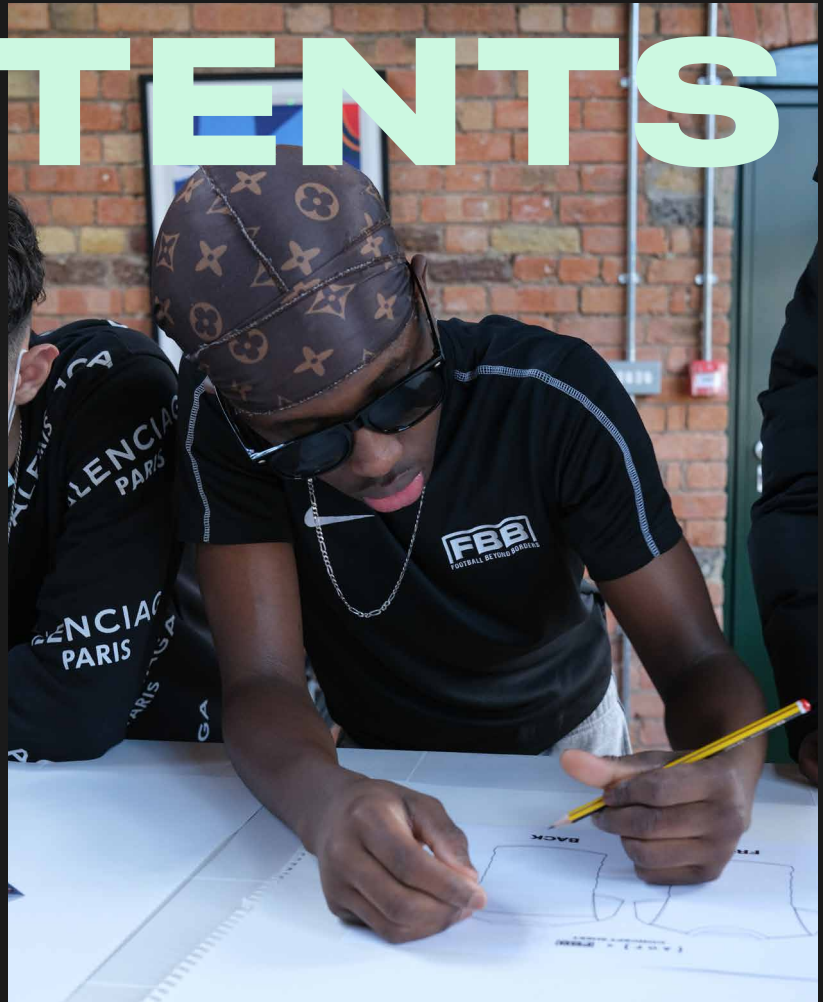
18 Independent Auditor's report

22 Consolidated statement of financial activities

24 Balance sheets

26 Consolidated statement of cash flows

28 Notes to the financial statements



LEGAL & ADMINISTRATIVE INFORMATION

Charity Name	Football Beyond Borders
Charity Registration	The Charity was registered with the Charity Commission on 26 July 2014. The registration number is 1158046
Company Registration	The company was incorporated on 10 August 2013. The registration number is 8809181
Registered Office	Football Beyond Borders, Unit 4, Warwick House, Overton Road, London, SW9 7JP
Governing Document	Memorandum and Articles of Association dated 10 August 2013 as amended by special resolution on 25 June 2020
Objects	<p>To act as a resource for young people up to the age of 30 by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:</p> <ul style="list-style-type: none">(a) advancing in life and helping young people by developing their capacity to become engaged in public life for the betterment of themselves and society as a whole.(b) advancing education.(c) relieving unemployment.(d) providing recreational and leisure time activity in the interests of social welfare and social harmony for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.
Board of Trustees	<p>The Trustees who served during the year or who were serving at the date of this report were:</p> <p>Matt Stevenson-Dodd (CHAIR) Ian Gethin (TREASURER) Zoya Wallington Keme Nzerem Richard Wheeler Alex Carroll (RESIGNED 10 NOVEMBER 2021) Barak Ngoma Nicola Crossley (APPOINTED 23 AUGUST 2021)</p>
Key Management Personnel	Those in charge of directing, controlling, running and operating the Charity on a day to day basis are the Chair together with Jack Reynolds (Co-CEO) and Jasper Kain (Co-CEO).
Bankers	Natwest Bank South Norwood Branch 83-84 High Street London, SE25 6YZ
Auditor	Maurice Brindley BSc FCA Brindley Millen Ltd 167 Turners Hill Cheshunt Hertfordshire, EN8 9BH

FOREWORD FROM THE CHAIR

Introduction from the Chair of the Board of Trustees

I'm pleased to share with you our Financial Statements and Annual Report for the 2020-21 academic year.

This has been a challenging, exciting and successful year for everyone involved with FBB. Even with the delivery and fundraising challenges created by Covid-19, we have continued to deliver brilliant programmes to our young people, alongside meeting our business plan targets for programme growth and income generation.

During the 2020-21 year, FBB had 1,063 young people enrolled on one of 69 programmes across our partner schools. Our mission is to support young people to finish school with the skills and grades to make a successful transition to adulthood. All our work is focused on ensuring that our young people finish our programme with these key outcomes. It was an unusually difficult year to collect data from schools and young people because of the frequent school closures, whole year group absences and high individual student absences. In 2019-20, 68% (21 out of 31 for whom data was available) of our Year 4 young people passed their English and Maths GCSEs. Despite the stop-start, in person-online cycles of the year, 66% (268 young people for whom data was available) of our young people improved their social and emotional skills and 98% went on to finish the year in school (1,011 out of 1,026 for whom data was available).

Alongside the outcomes which our young people achieved, it was also an important year for amplifying the voices of our young people. Internally, we launched our Youth Board with 15 young people from across our programmes nationally selected by their peers to represent them at Board level. Externally, we ran our 'Beyond Lockdown' and 'No More Empty Chairs' campaigns which drew on the experiences of our young people during lockdown to draw attention to the isolation caused by school exclusion.

At Board level, our central focus for the year was in ensuring a stable transition away from the Co-CEO / Co-Founder model to a sole Chief Executive model. As part of our work to develop a sustainable funding model at scale, our Co-CEO, Jasper Kain, moved to create a trading subsidiary. The subsidiary, Youth Beyond Borders, is a youth creative agency designed to tap into the energy and passion of our young people in order to shape the creative industries. The agency is a subsidiary wholly owned by the charity with all profits to be donated back to the charity. With one Co-CEO stepping aside to launch a trading subsidiary, our other founding Co-CEO, Jack Reynolds, became sole Chief Executive. Additionally, three new Director positions were created to ensure we had the senior level capacity and expertise for this next stage of growth. These decisions were taken after a series of Trustee workshops and I'm grateful to all the Trustees for the time and consideration they put into this transition.



While Jasper remains a part of the overall FBB group, I wanted to take this opportunity to thank him for his incredible work for FBB. His vision, his energy and his passion for the cause have been absolutely central to the success of FBB over the past decade.

Given the changes at Executive level, we prioritised stability at Board level this year with the core members remaining unchanged. We were pleased to add Dr. Nicola Crossley in August 2021. Nicola is Director of Inclusion at a multi-academy trust and a national expert on how schools can support vulnerable young people to thrive in mainstream school.

With Nicola joining the Board, Alex Carroll stepped away from his Trustee role having completed his three year term with us. Instead, Alex will now focus his strategic and organisational skills on chairing our Fundraising and Development Committee. I'd like to thank Alex for all he has contributed to the Board over the past three years. He has always been an example to others through his proactiveness, his diligence and his strategic insight as a Trustee. I'm looking forward to continuing to work closely with him through his new role with the charity.

Matt Stevenson-Dodd
Chair of the Board of Trustees

The Trustees submit their report and the financial statements of Football Beyond Borders (“the Charity”) for the year ended 31 August 2021. The financial statements have been prepared in the format prescribed by the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP2015 (FRS102)) (revised 1 January 2021) and the Financial Reporting Standard 102. The legal and administrative information set out earlier in this document forms part of this report. This report also constitutes a directors’ report required by section 415 of the Companies Act 2006 as all Trustees of a charity company are directors.

1. STRUCTURE, GOVERNANCE & MANAGEMENT

1.1. TRUSTEES

The Trustees meet at least four times annually to discuss a full range of matters relating to strategy, project work, recruitment, finance and general administration.

The induction process for any individual newly-appointed to the Board of Trustees comprises – in addition to our statutory safeguarding requirements as set out in Department for Education and Charities Commission guidance – an initial meeting with at least two of the Trustees (whenever possible one of these two Trustees being the Chair) and receipt of copies of:

- The memorandum and articles of association
- The most recent financial statements
- The organisation’s strategic objectives for the year
- The organisation’s 3 year business plan
- The Charity Commission’s guidance ‘The Essential Trustee’.

With the rapid recent growth across the past two years, the central challenge for the Board this year was in working with the Executive team to develop an organisational model able to maintain impact at national scale. As part of these changes, the organisation moved from a Co-CEO model to a single Chief Executive, along with creating three directorates (programmes, operations and finance, and external). Our ongoing focus on finding innovative ways to create a sustainable funding model led to the creation of a trading subsidiary, Youth Beyond Borders, wholly owned by the charity and with all profits to be donated to support the work of the charity. One of our Co-Founders and Co-CEOs, Jasper Kain, has moved across to launch this trading subsidiary in 2021-22. The other Co-Founder and Co-CEO, Jack Reynolds, became the charity’s sole Chief Executive.

During a year of transition at the Executive level, the Trustees were focused on ensuring stability at Board level. As a result, only one individual, Dr Nicola Crossley, was added to the Board during this year. Nicola is Director of Inclusion at a multi-academy trust and a national expert on how schools can support vulnerable young people to thrive in mainstream school. The rest of the Board remained unchanged with 4 of the Board continuing for a further 3 year team following the completion of their first term. While this year required a focus on stability, the Board and Chief Executive have already begun planning for the recruitment of new Trustees across the next two years.

Alongside the development of a new organisational structure, much of the Board’s focus this year has been on navigating the operational and financial challenges created by Covid-19. As in 2019-20, even during the winter 2020 school shutdown, FBB continued to deliver almost all of its services due to the move to create a Virtual School. The success of this Virtual School in providing academic and social and emotional support to those young people whom schools were struggling to reach has in turn enabled the organisation to attract additional funding to make up for a significant part of the income initially lost due to Covid-19. However, as soon as schools reopened, our staff were back delivering in person. This also meant that part of the Trustees focus this year has been on ensuring that the health risks to our staff team and our young people were minimised during the delivery of these sessions.

Each year it's the trustees' responsibility to state whether or not the annual accounts have been drawn up on a going concern basis. Going concern is the assumption that an entity, in this case the charity, has the resources (financial or otherwise) needed to continue operating for the foreseeable future and, in particular, for at least 12 months from the date of approval by the trustees of these accounts. If the going concern principle did not apply then the accounts would be drawn up on an insolvent basis.

As with last year, as part of this year's going concern review, the trustees have had to consider the likely impact of the Covid-19 pandemic on its operations. The board has concluded that the financial risks to those operations have increased significantly as a result of the lockdown restrictions imposed by the Government and the closure of schools and facilities with particular challenges around income from in person fundraising events. However, on submitting these accounts in May 2022, the Board remain confident the charity is a going concern for the next 12 months. This is based on a detailed review of the organisation's latest month end closing balance, level of unrestricted reserves and our funding pipeline (both secure and target) as evidenced by our cashflow forecast.

1.2. FINANCE, GOVERNANCE, AND RISK COMMITTEE (FGRC)

The FGRC was set up in October 2020 to provide additional oversight and expertise to these fundamental areas of the organisation in accordance with the Charity Governance Code. The Committee is formed by a minimum of two Members of the Board of Trustees (Ian Gethin and Zoya Wallington) and three Non-Executive Directors (Ahmed Salim, Andrew Roberts and Samara Lawrence) with specialist expertise in the areas such as risk management, charity law, governance, compliance and charity finance.

There were no changes to the membership of the Committee during the period of these accounts.

All activities of the FGRC are shaped by the Committee's Charter which was established by the Board of Trustees upon the Committee's formation in 2020.

We have summarised below where progress has been made against each category of the charter:

The separate categories for the charter and key comments against each are listed below:

1. **External Audit/Examiner.** In the previous year, Brindley Millen Ltd was selected as the auditor by the Board of Trustees following a tendering process with quotes received from 11 different auditors. We continued with the same auditor for this financial year.
2. **Internal Controls.** We have continued to embed the expenditure controls policy which was introduced by our Finance Manager in the previous year. We have continued to widen access to level expenditure for our team through the introduction of prepaid cash cards.
3. **Risk Management.** We have developed our reporting of organisational risks through the introduction of a summary commentary on the high level risks, and the areas of greatest change on risks. This is viewed alongside the risk register by both the Committee and the Trustee Board. Additionally, to ensure due consideration of the different risk areas we have now introduced a 'Risk Deep Dive' as a standing agenda item at Committee meetings to allow for a detailed review of risks in a different departmental area.
4. **Annual Financial Statements.** Fulfilled the charter mandate with FGRC reviewing and approving the latest annual accounts after holding a call to discuss the draft accounts with management and the accountant engaged to prepare the accounts, and then approving the final set of accounts following review by the auditor.
5. **Financial Reporting.** We have continued to build on significant progress on this item in 19/20 with implementation of the Xero accounting system and development of key finance metrics. FGRC, Board and Exec now have consistent information to review and interrogate historic financial performance. Financial reporting is built around a monthly information pack including 18 month cashflow forecast, performance against budget, and aged receivables / payables. Given that our size has increased significantly in the previous two years, our Finance Manager and Treasurer have developed a new set of financial metrics and reporting tool to be rolled out across the next 12 months.
6. **Treasury and Cash Management.** Due to the ongoing volatility caused by the prolonging of the Covid outbreak, for this 12 month period the Committee opted to maintain a highly liquid approach to treasury and cash management. However, the Committee is now actively consulting with advisors around different possible options for reserves going forward beyond the use of Current and Savings Account. Next year's financial statements will contain details of any changes in this area.

Overall, it is felt that the committee has made progress in the key areas of financial reporting, internal controls, risk management and reviewing annual financial statements.

1.3. RISK MANAGEMENT

The Trustees acknowledge that they have a responsibility for the identification and proper management of risks faced by the Charity in achieving its primary aims. The Trustees have therefore assessed the major risks to which the Charity is exposed, in particular those relating to the specific operational areas of delivering services in schools, its investments and its finances. A particular focus of risk management for the period of the accounts, for the second consecutive year, was on the additional risks created by Covid-19. The Trustees sought to mitigate risk in this area, by monitoring reserve levels, by ensuring that controls exist over key financial systems, and by examining the operational risks faced by the charity.

The FGR Committee continued to work with the senior leadership team to monitor and mitigate the key risk areas for the organisations. We have set out below the Committee's assessment of what these key risks were at the end of the 20/21 academic year:

Risk	Risk Management
Significant incident / injury of a young person while in the care of FBB	<ul style="list-style-type: none"> → Delivery Team focus linked to safeguarding → Safeguarding refresher delivered in person → Educare courses completed by all new staff pre delivery and refresher to be completed → Additional staff member added to safeguarding team (2nd deputy) → Induction process amended to include specific session on trips policy in advance of this happening as, due to Covid, some staff this year havent run trips previously → Additional layer of review embedded for risk assessments for trips → All staff continue to complete First Aid training annually
Loss of significant external funder	<ul style="list-style-type: none"> → Hiring of Head of Fundraising with successful track record of developing long term partnerships → The fundraising team are also proactively working to develop increased pipelines, range of donor sources, as well as higher levels of unrestricted income → Continued progress in increasing the price per programme paid by schools → We are developing a pipeline of similar gifts from other prospects which have a higher level of certainty, as well as creating several Major Donor aimed FR products, including Gala Event, at which we can engage high networth individuals → Financial red lines remain in place (no more than 15% from any one funder / no more than 60% trusts and foundations) → Move to multi-year agreements with significant corporate and trust and foundation partners → Hiring of Individual Giving Lead and Schools Sales Lead to enable further diversification of funding sources
Loss of partners due to CO-CEO transition to trading subsidiary	<ul style="list-style-type: none"> → Recruitment and budget prioritised for Head of Brand and Head of Fundraising wit both roles successfully filled by year end → 2 x 3 hour Trustee Workshops focused on ensuring an effective transition from Co-CEO model to single CEO model → Co-CEO, Head of Fundraising and CEO all met with all high value accounts as part of phased (6 month) transition and handover
Loss of sensitive data	<ul style="list-style-type: none"> → Penelope confirmed as provider of IT security and data protection → Remote wiping and locking of FBB hardware rolled out across all devices → Removal of any laptops and desk computers from FBB Youth Hub with clearer separation between office and youth hub → Review of key holder policy and significant reduction in number of key holders → Introduction of two factor authentications across further Cloud based platforms (Xero, Salesforce, Appogee)
Potential liabilities	<p>We ensure that insurance cover is appropriate and up-to-date, including employer's and public liability.</p> <p>The Charity is fully compliant with regulatory requirements. We have updated our policies on:</p> <ul style="list-style-type: none"> → Data Privacy → Safeguarding and Child Protection → Online Safety → Grievance Policy → Disciplinary Policy → Mobile Phone Policy → Whistleblowing Policy → Anti-Fraud Policy <p>The above policies have been made freely available to the public on our website</p>

2. PROGRAMMES AND IMPACT

OUR MISSION

FBB supports young people who are passionate about football but disengaged at school in order to help them finish school with the skills and grades to make a successful transition into adulthood. We do this by providing long-term, intensive support, built around relationships and young people's passions, in the classroom and beyond.

Finish School: 95% of our young people who were At Risk of exclusion finished the year in school.

Skills: 61% of young people improved their Social Emotional Learning between Year 1 and 21.

77% of young people improved their SEL between Year 2 and 32

Grades: 68% of young people achieved a Level 4 and above in their English & maths GCSEs.

Mental Wellbeing: 63% of young people saw their mental wellbeing improve or stay the same

In line with our trajectory over the past six years, 2020-21 was another year of growth for FBB. 1063 participants were part of our tracked cohort, which was a 40% increase in participants from the previous year.

	2016/17	2017/18	2018/19	2019/20	2020/21
Total participants	210	293	612	761	1063
Total projects	14	19	37	46	69

Of the 1063 young people we worked with this year, 846 (80%) were boys, and 217 (20%) were girls. We continued to grow our reach in the North West, expanding from 230 young people in 2019-20 to 397 in 2020-21.

FBB SCHOOLS

In 2020-2021, all of our programmes centred around our core FBB Schools programme. We codified the FBB Schools programme strands so that everything we do supports a young person to achieve the outcomes of improved social and emotional skills and their GCSE Level 4 or above in English and maths. The programme pillars are as follows:

- Classroom
- Pitch
- Trips
- Interventions

Session Attendance	<p>76%</p> <p>This figure is down from 2019-20 but this is because we have improved our data quality and now include cancelled sessions in our attendance metrics.</p>
---------------------------	---

Our programme is run in partnership with secondary schools across the UK. This year, the pandemic has demonstrated the role that schools play: they are a vital community for every young person. They are not just about attainment, but provide a space for social and emotional growth, positive adult and peer relationships, and foster a sense of safety and security in a young person's life.



Our role is to help young people to build an epistemic trust in FBB, and eventually, in their school teachers and other key people in their lives. By liaising with the school and parents/ carers we are able to support vulnerable young people across their various environments and optimise our capacity for detail when building a picture of a young person's life. Our team of practitioners engages with young people in multiple settings, giving us the ability to identify patterns of behaviour by observing the blind spots in their lives which parents or teachers may not have the time or capacity to access. FBB adopts an asset-based approach centred around building positive relationships and developing social and emotional competencies to transform young people's behaviour, attitude to learning and aspirations for the future.

According to the Education Endowment Foundation's extensive research, social and emotional learning (SEL) is most effective when taught explicitly. We do this through our bespoke SEL curriculum, which works through each CASEL competency in six-week classroom projects. The football sessions then allow young people to put these skills into practice. For FBB, the football pitch is a safe space for our young people to experience, reflect on and learn from both positive and negative emotions.

For the most at-risk young people, therapeutic support is needed in addition to the SEL curriculum as it provides the space for intensive, relational work on the underlying causes of their disruptive behaviour.

Although the year was cut short due to school closures, we are delighted that 95% of our young people finished the year in school. Nationally, school exclusions increase annually between the ages of 10-14, whilst this is not the case for FBB participants. The rate at which young people on an FBB programme are excluded or manage-moved declines as young people spend more time with FBB.

OUTCOMES

PREVENTING EXCLUSIONS

95% of our At Risk cohort were not excluded or manage-moved from school (276 of 290 participants).

GCSE RESULTS

68% of young people achieved a Level 4 and above in their English & maths GCSEs.

English pass rate: 81%.

Maths pass rate: 74%.

In state funded mainstream schools the percentage of pupils achieving grades 4 or above in English and mathematics GCSEs:

53.5% for students receiving Free School Meals

78.1% for students overall

SOCIAL AND EMOTIONAL LEARNING

61% of young people improved their Social Emotional Learning between Year 1 and 21

77% of young people improved their SEL between Year 2 and 32

Young people's SEL skills get stronger the longer they are with FBB. This bucks the global trend of SEL skills declining between the ages of 11 and 15.

The biggest improvement in SEL happens between Year 2 and Year 3 which reaffirms why we work with young people over multiple years, and confirms the importance and success of our Year 3 pilot which aims to embed SEL learnings in a new setting (Holiday Programme rather than weekly sessions).



TESTIMONIALS

"We have had the privilege and opportunity to be part of the Football Beyond Borders Programme (FBB) an incredible organisation which has created meaningful change at Harrop Fold School and the lasting impact in terms of the evident impact the programme has made, it can be described as nothing but magical. The value of FBB to our school is that football offers an incredible pathway to learning life skills. Football has helped the boys build confidence on and off the field and taught them how to grow through moments of success and disappointment. We saw firsthand how the FBB Programme changed the boys involved; exclusion rates in some cases were non-existent (and significantly reduced in others); attendance rates significantly improved and a significant improvement in their general presentation towards staff/peers and attitude towards school and their studies. We saw, firsthand, how the programme using football as the driver brought the young people and school back together."

Emma Atkinson
Associate Headteacher, Harrop Fold School

Historically, boys have been more difficult to engage in our school. FBB have been able to tap into something that they all love (football) and use this as a channel of communication. It has allowed the practitioners to form strong relationships with the students. The boys have really opened up and, consequently, addressed some of the barriers to their learning."

Bradley Cornish
Assistant Principal: KS3 Achievement,
Saint Gabriel's College

"FBB have been amazing these last two years, their ability to connect in a positive light with some of our most challenging and complex students has been outstanding. The team which have been part of our school community, go above and beyond to provide life changing experiences to our young people. Even through these unprecedented times the FBB team have maintained regular contact with the cohort of students, providing constant reassurance during this strange time. I personally would like to thank every single member of the team as they have made a monumental impact on the students they have worked with but also on the Sedgemoor community."

James Potter
Deputy Headteacher, Sedgemoor School

"FBB has helped to support students' emotional and social well being. The in-class sessions have positively influenced students' ability to overcome problems in a logical and emotionally intelligent way. This in turn has promoted the acceptance of the ideas and input of others, whilst also allowing students to work collaboratively to come to a conclusion. Not only has this increased students' confidence levels, but also allowed them to form friendships with others external to those they would ordinarily socialise with. This has really promoted a sense of acceptance and family, with students increasing their knowledge and understanding of the cultures, traditions, religions and backgrounds of other students and the wider community."

Michelle Peavoy
Assistant Vice Principal,
Coop Academy Manchester



The Trustees would like to thank the staff and pupils of the following schools who have helped to make these achievements possible:

Archbishop Lanfranc Academy, Archbishop Tenison's School, Bacon's College, Beauchamps High School, Chestnut Grove Academy, Chorlton High School, Coop Academy Manchester, Evelyn Grace Academy, Harris Garrard, Harris Morden, Harris Peckham Academy, Harrop Fold School, Haverstock, Hyndburn Academy, Kemnal Technology College, Ladybridge Community School, Marsden Heights Community College, Salford City Academy, Sedgemoor School, Saint Gabriel's College, St Joseph's College, St Mark's Academy, St Mary Magdalene C of E School, The Albion Academy, The Barlow RC High School, The Elmgreen School, Totteridge Academy, Unity School, Walthamstow Academy, William Hulme Grammar School, Woodlands Academy.

We also would like to thank the staff and pupils at the following Alternative Provision and Primary Schools: Beckmead Family of Schools, CSS Children's Support Services, Educational Diversity, Harris Aspire Academy Sandringham Primary School.

4. THE YEAR IN REVIEW

2020-2021 was a year full of activity for FBB. As we learnt to deal with life alongside COVID-19, FBB got back to in-person delivery for the first quarter before another national lockdown and school closures in January 2021. FBB reopened our virtual school with more learnings to implement than ever before. The also year saw three new campaigns to elevate our young people's voices, secure new partnerships and generate national press coverage.

In September, we managed to continue with tradition by running our annual staff residential in Stamford, Lincolnshire. Joined by a cohort of new starters, we used the time to reconnect with colleagues, build relationships and upskill our team in the methodology behind FBB's work. From sessions on the power of social and emotional learning to the skills behind group facilitation, the quality of our internal training stepped up a gear before our programme delivery began.

The FBB programme is broken down into four distinct years. The first two take place in school through our intensive, weekly model. This year we had the first cohort of 'Year 3s' to undergo our pilot programme, taking place in the school holidays. The groups were all boys groups, and we conducted research with young people to understand a) their passions and interests as Year 10 students and b) what they needed from FBB this year to ensure they are on track to stay in school, get their GCSEs in English and maths as well as meeting benchmarks for their social and emotional skills.

Their insight led to us landing on the football metaphor of the international call-up, and we sent bespoke cards to boys' homes to inform them of their selection in "COPA FBB". We had to create a sense of excitement and anticipation as the pandemic caused a turbulent ending to the boys' in-school FBB programme, and knew that the metaphor of an international training camp would achieve this. October half term kicked off their camp with a football tournament on the final day.

In the same month, we were awarded the Sports Industry Social Impact Award for our programme. It was a huge moment for us, as we competed with the British Olympic Committee, Nike and Toyota for the prize. Our brand was also included in the delayed Men's Euro 2020 kit launch, with staff and young people modelling the Nike England kit which was rolled out globally as well as in the flagship Oxford Circus store window.

November saw the official launch of our Youth Board, with 15 members chaired by Barak Ngoma, our Young Trustee. The young people came from across our regions and covered all sections of our enrolment criteria, ensuring effective representation of all the young people involved with FBB. The group had to be facilitated online due to COVID-19 measures and proved challenging to continue its initial momentum. Like all organisations, we are adapting to hybrid life and will relaunch our Youth Board in 2021-22..

During the autumn, FBB conducted insights work to establish our perception with schools as a girls' provider. We learnt that due to the majority of our programmes being led by men, our football-heavy branding and our focus on exclusions, many school leaders did not associate us as specialists working with teenage girls. This insight formed the basis of our workstream to re-brand our girls' provision in the new year.

We also had our work with girls documented through a self-authored journal article in the academic publication, 'Chartered College of Teaching Journal'. The piece focused on the social action work conducted during 2019 through our project, "The Women Who Changed The Game."

In December, we appointed our first ever Head of Policy. The role forms part of our ambitions to influence policy at a national level, from education to mental health and sport.

Ahead of the Christmas break, we switched into campaign mode and began the production and roll out of our first ever photography book. FBB practitioners visited the doorsteps of participants to ask them what lockdown had been like, and created a piece of art that documented their experiences in history. 'Beyond Lockdown' was launched as a coffee table book with an influencer roll out strategy. High profile individuals such as Nemanja Matic and Chris Smalling received copies and posted on their socials, leading to 180 sales.

Our long-standing partners, PayPal, ran a Christmas campaign encouraging checkout donations to FBB. This was accompanied by some storytelling content, shining a light on the lengths our practitioners went to to support young people during the lockdowns. Our Chief Executive, Jack Reynolds, also conducted an interview for The Guardian on the effects of the pandemic on young people.

THE YEAR IN REVIEW 2020-21

Our final piece of content of 2020 was a piece in collaboration with EA Sports and COPA90 [addressing unconscious racial bias](#) that exists across the football media landscape, and what needs to happen to change it.

A wrap up of 2020 can be found [here](#), beautifully articulated by our programme graduate and spoken word poet, Abi Simms.

January 2021 started in a familiar way with the government announcing the third lockdown since the COVID-19 pandemic began. Schools were closed again meaning FBB re-opened the Virtual School. Having collected learnings and made iterations from the previous year, we were set up to make this transition more effectively both as an employer and delivery organisation. Our mission of reaching every young person, every day returned and we reached 91% of our young people over the lockdown. This work was picked up by notable magazine, ID, with a piece telling the story of our ['Beyond Bars' project](#).

Our Beyond Lockdown campaign transitioned into 'No More Empty Chairs', as we set out to make an explicit statement to policymakers on the impact of school exclusion. We joined The Difference in lobbying for a [vulnerability premium](#), meaning the schools with the highest level of need amongst their student population could draw down additional funding to support them. The campaign was brought to life through 3 set piece activations: [a campaign launch film](#) produced by Dark Horses, a long-read grounding young people's experiences authored by our Head of Policy, Joe Watfa, and an online roundtable event featuring Ben Lindsay, CEO of Power the Fight, Irene Brown Martin, psychotherapist at the Nest, Emma Atkinson of Star Academies, and of course, young people from our programmes with lived experience of exclusion. Over 200 people were in attendance to hear the expertise of practitioners like Brown-Martin, who recommended that "if schools were to think more relationally and think about practices that reduce trauma as opposed to using methods that insight trauma, we will see a shift in behaviour and can tackle the levels of exclusion."

February saw the continuation of our No More Empty Chairs messaging as we continued to elevate the voices of our young people in their experience of exclusion through [a series of social posts](#). In conjunction, we released our [Impact Report for 2019-20](#) demonstrating that 98% of our young people finished the year in school, with 78% of our GCSE cohort finishing with passes at English and maths.

In March, schools reopened and the FBB team returned to what we do best: engaging young people in classrooms across the country. Despite the continuation of COVID measures in schools meaning year groups were sent home frequently, we saw 72% attendance in our first month back and made meaningful contact with 90% of students. We noticed that many of our young people – particularly those in our 'At Risk of Exclusion' category felt overwhelmed and struggled to get back into school routines and learning habits. On our return, we received many messages from schools who expressed their gratitude for the therapeutic work we have done with young people throughout Lockdown.

March also saw our Chief Executive, Jack Reynolds, present at the Lambeth Annual HeadTeachers Conference and the IPPG's School and Academies Series Annual Conference on how schools can support vulnerable young people to thrive. In a similar vein, Joe Watfa (Head of Policy), Tom Bateman (Director of Programmes) and Debra Nelson (ex participant now Practitioner) spoke on the [Educate Ventures panel on System Failure: Education through a Young Person's Eyes](#) hosted by Lord Jim Knight & Anthony Seldon.

From an external perspective, International Women's Day was the focus for FBB as we launched our girls campaign to drive our programme sales for 21-22. We launched our first ever Insights Report, exploring the challenges facing teenage girls. After the success of the NMEC online roundtable, we built on this momentum and brought the report to life in through an online event hosted by our programme graduate now staff member, Debra Nelson. The campaign gathered traction with coverage in [The Guardian](#), [The Irish Times](#), [Times Radio](#) and BBC Radio London.

A long form piece was included in the [British Red Cross' 150th Anniversary Essay Collection](#), alongside thinkers such as Kim Leadbetter MBE, Rt Hon Sir Iain Duncan Smith MP and many others. The campaign culminated with the launch of another photography book, this time called 'Herstories', which was sold online. The campaign's aim was all part of our plan to double the number of girls programmes by 2023.

In April, our partnership with Art of Football kicked off with a series of workshops in their studios across London and Nottingham with our Year 3 students. The boys were shown the ropes of design and created their own football shirts, with crest and mottos to represent their FBB group. These shirts were then produced by Kitlocker ahead of the summer tournament to conclude the year.

THE YEAR IN REVIEW 2020-21

Whilst conscious that this cohort would be heading into their fourth year of the FBB programme after the summer, our Impact Team set about designing the pilot programme to launch from September 2021. After embedding design thinking principles into our work since the launch of the Virtual School in 2020, we applied the same approach and established a cross-departmental team to design the pilot. The working group collaborated with Year 10-12 students through a series of workshops, which culminated in a 'Dragons Den' style pitch back to young people who decided on their ideas for the programme outcomes. Young people chose to design a programme that supports them with their GCSEs, signposts them to pathways in and outside of education, and provide workshops / career experiences to access them.

April was a big month for our brand, as participant Jesse and staff member, Kelvyn Quagraine, featured on The One Show to discuss the impact of academy systems on young men. We also used the FBB platform to understand and platform the youth's take on the plans for the European Super League, receiving over 2000 responses in just under 24 hours. Finally, we included parents in the conversation and rolled out a series where our graduates interviewed FBB parents to understand their perspective on the lockdowns.

May saw our first visit to schools in Birmingham, as part of our longer term ambitions to begin delivering FBB programmes in the West Midlands by September 2022.

As part of our ambitions to scale both programmes and expertise, we were delighted to deliver training to the Premier League Charitable Foundation on how to engage girls in football. Representatives from community trusts across the country joined the workshop to learn more on our methodology in girls' football.

The FBB brand was featured in another kit launch during May. Through our long-term partnership with Nike, Jobary - FBB graduate - featured in the Chelsea third kit launch which came to life on advertising boards around Stamford Bridge.

As the summer approached, the UEFA men's Euros was fast upon us and we were ready to roll out our third and final campaign for the year: Football For The Future. The campaign elevated young people's voices on what they believed the future of football should look like, with them launching a 5-point manifesto that was featured in The Guardian courtesy of Jonathan Liew. We had an additional feature in The Guardian of our photography series with Seb Barros.

The campaign included a feature film in partnership with Dark Horses, a letter to Tracey Crouch MP - chair of the fan-led review - as well as a fundraising dinner. Our community partners, Art of Football, raised £20,000 for us through a limited edition t-shirt design following the racist incidents after the tournament final.

Our girls' work was also recognised by The FA and the UEFA Foundation, as we received a grant award for our partnership on the girls leadership camp since 2019. We also partnered with #BeeWell, a survey of the wellbeing of pupils in secondary schools across Greater Manchester.

In July, our work with Ian Wright and Gillette was celebrated through the launch of our Gamechangers module, focusing on Black British history. The module has been rolled out across our programmes in London and Greater Manchester, and can also be found online at the Gillette website for free.

At the end of the month, we took over one hundred boys to Loughborough University for their final part of the COPA FBB year-long programme. Wearing their kits designed by Art of Football and made by Kitlocker, the boys battled it out on and off the pitch for social and emotional learning awards. The next cohort of boys and girls began their journeys on COPA FBB later that month.

Typically August was a more quiet month, with our staff taking leave to rejuvenate before another academic year approached. That said, we still managed to take our girls on their most exciting trip of the year: the Girls Leadership Camp in collaboration with The FA. This year was bigger and better than ever following a year's hiatus, with 24 girls travelling from London and Lancashire to participate. We were joined by Rachel Yankey OBE as the girls developed their leadership philosophies and coaching skills.

Throughout the academic year, we piloted 12 programme graduates working part time for us as second staff members. Many of these young people were participants in early FBB groups.

5. FINANCIAL REVIEW

Funding for the Charity comes mainly from partner school service delivery fees, grants, corporate partnerships, supporter donations, legacies, and events. The trustees would like to express their thanks and appreciation to the following benefactors for their very generous support:

CORPORATE PARTNERS



GilletteTM

Venus Gillette



Hill + Knowlton
Strategies

qb intuit
quickbooks.



Mishcon de Reya

PayPal

[ART OF FOOTBALL]



SPECIAL MENTIONS TO THE FOLLOWING INDIVIDUALS

- Alastair Gibbons
- Harry and George Hastings
- Hannah and Tasha Brady
- Kevin Reynolds
- Miranda Porritt
- Nicky and Richard Vernon
- Danny McFarlane
- Jason McGibbon
- Art of Football

AND IN LOVING MEMORY OF

- Freddie McLennan

GRANT MAKING TRUSTS AND FOUNDATIONS

- Sport England
- Henry Smith Charity
- Esmée Fairbairn Foundation
- Bruno Schroder Charity Trust
- Paul Hamlyn Foundation
- Comic Relief
- Rayne Foundation
- Impetus
- Young Londoners Fund
- Nesta
- London Community Response Fund
- Iguana Trust
- EY Foundation
- Fidelity Foundation

3.1. FINANCIAL ACTIVITY AND FINANCIAL POSITION

The Statement of Financial Activities, Balance Sheet and Statement of Cashflows can be found on pages 23, 24 and 26 respectively. The Charity's reserves increased by £307,336 (2020: increased by £674,842). The balance sheet shows total net assets of £1,490,491 (2020: £1,183,155). Cash increased £258,115 from £964,721 to £1,222,836.

Included in total funds are amounts totalling £305,233 (2020: £235,476) which are restricted. These monies have either been raised for, and their use restricted to, specific purposes, or they comprise grants subject to grantor imposed conditions. Full details of these restricted funds can be found in note 10 to the accounts together with an analysis of movements in the year.

3.2 RESERVES POLICY

In August 2021, the Board of Trustees reviewed and amended the organisation's reserves policy to require a higher level of reserves to be maintained. This is as a result of our increased size and reach as an organisation. Football Beyond Borders' reserves policy is to maintain a sufficient level of reserves to enable operating activities to be continued, taking account of potential risks and contingencies that may arise from time to time. The Board of Trustees has set the charity's reserves requirement as a target range between three to four months of normal operating expenditure. This corresponds to one school term, which is the basis of the charity's invoicing cycle. At 31 August 2021 the Charity had net free reserves of £1,081,774 (2020: £852,660) as follows:

	2021 £	2020 £
Total reserves	1,490,491	1,183,155
Less: restricted funds	(305,233)	(235,476)
Less: intangible fixed assets	(24,202)	(16,173)
Less: tangible fixed assets	(79,282)	(78,846)
Free reserves	1,081,774	852,660
Free reserves requirement: 4 month's budgeted routine expenditure	750,000	500,000

The organisation's current reserve levels are at 5.36 months budgeted routine expenditure. The Trustees are aware that this falls slightly above the upper end of the target reserve level. Given the uncertainty over the short to medium term fundraising and economic climate along with the forecast expansion of our programme reach, the Trustees are satisfied that these additional reserves are justified in the short term without adjusting our long-term expectation for reserve levels. Equally, the move to the trading subsidiary by the Co-Founder / Co-CEO with principal responsibility for fundraising has meant that the Trustees have taken a prudent approach to using the organisation's reserves this year. The Trustees will review the charity's reserves requirements at the end of the next financial year, once the short-term uncertainty created by Covid has been reduced and the transition away from the Co-Founder / Co-CEO model has been completed.

3.3. KEY MANAGEMENT REMUNERATION

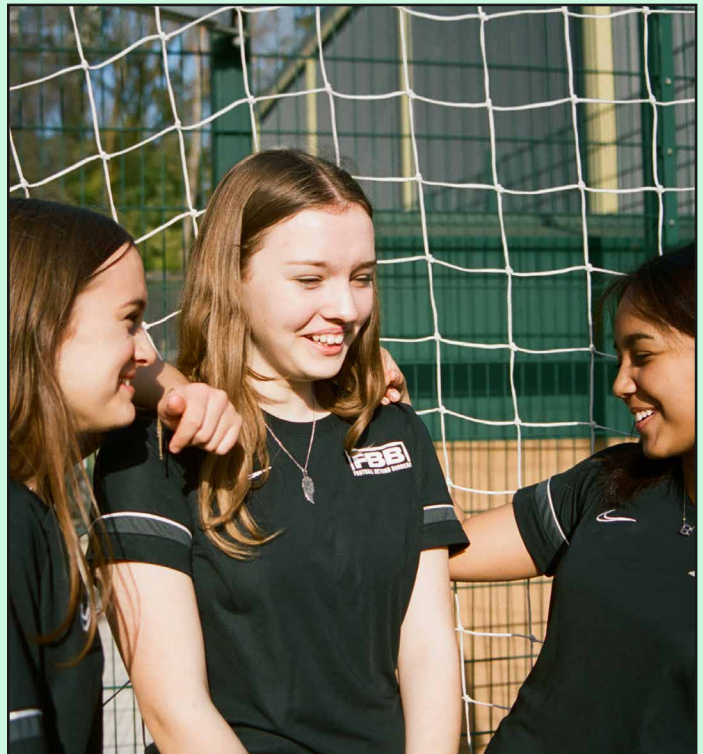
The Trustees carry out an annual pay review to ensure that the charity's pay levels are fair, competitive and an effective use of Charity funds.

4. PLANS FOR FUTURE PERIODS

These financial statements are for the first year of our three year Business Plan for National Impact. Despite the challenges of Covid, we met our targets for Year 1 and at the time of publication (May 2022) are on track to meet our targets for Year 2 of the plan. As a result, our headline objectives remain the same as those published in last year's financial statements.

We continued to be driven by a national crisis. School exclusions have risen by 40% in the past 3 years, Students from low income backgrounds continue to receive worse grades than their better off peers at GCSE. Issues related to poor adolescent mental health continue to rise. The demand for our programme continues to grow. All of this has been compounded by the pandemic.

To tackle this national crisis, we want to become the leading specialist provision for disengaged Key Stage 3 (11-14 years old) students in the UK. To achieve this, we will need to have a track record of delivering impactful programmes in multiple regions of England. We will need to have a codified programme which is ready for replication along with the internal operations to support rapid growth in activities. Over the past 12 months, we have made significant progress against these priorities.



As we grow we want to maintain the working culture which has been one of the cornerstones of FBB's success to date. Scaling a relational, developmental and representative working culture is a challenge, but one that we are committed to achieving. We continue to focus on a staffing model built around employing individuals who lived experience and cultural competency with high level qualifications across all functions of the organisation, particularly those working directly with young people.

In order to achieve our ambitious growth targets of 92 programmes and over 2000 weekly participants by 2023, over the next two years we want to create a sustainable funding model that ensures we tackle growing societal needs whilst maintaining financial independence. At the heart of this strategy will be the target of school income contributing a minimum of 33% of our full programme costs by August 2023. We will combine this with our financial red lines of no more than 60% of our income from restricted grants and no more than 15% of our income from an individual source.

5. RESPONSIBILITIES OF TRUSTEES FOR THE FINANCIAL STATEMENTS

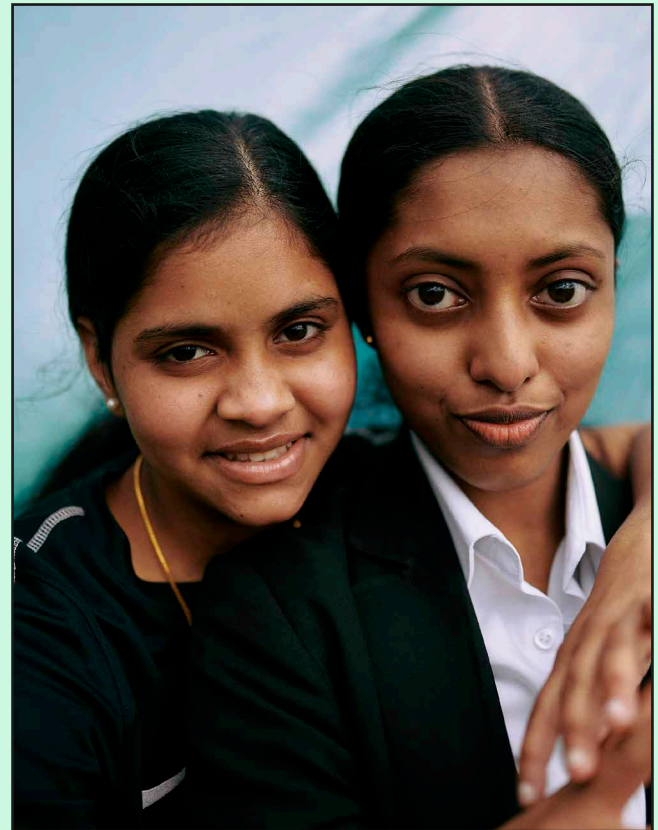
The Trustees are responsible for preparing the report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Charity law in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period.

In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles of the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the activities of the Charity will continue.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enables them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the governing document. The Trustees are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the Charity and financial information included in the Charity's website.

These financial statements were reviewed by the organisation's Finance and Governance, Risk and Compliance Sub-Committee at quarterly meeting. The Sub-Committee recommended that the Trustees approve the financial statements.



6. APPROVAL

This report has been prepared in accordance with the special provisions for small companies under Part 15 of The Companies Act 2006.

The report of the Trustees was approved by the Trustees on Friday 27th May 2022 and signed on their behalf by:

Matt Stevenson-Dodd
Chair of the Board of Trustees

REPORT OF THE AUDITOR TO THE TRUSTEES OF FOOTBALL BEYOND BORDERS

**FOR THE YEAR ENDED
31 AUGUST 2021**

REPORT OF THE AUDITOR TO THE TRUSTEES OF FOOTBALL BEYOND BORDERS

FOR THE YEAR ENDED 31 AUGUST 2021

OPINION

We have audited the financial statements of Football Beyond Borders (the 'charity') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

REPORT OF THE AUDITOR TO THE TRUSTEES OF FOOTBALL BEYOND BORDERS

FOR THE YEAR ENDED 31 AUGUST 2021

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

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

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant are those covered by the Statement of Recommended Practice for Charities (SORP 2019) and the Charities Act 2011. We assessed the risk of material misstatement in respect of fraud by making enquiries of management and trustees and by testing the implementation of accounting controls in place.

REPORT OF THE AUDITOR TO THE TRUSTEES OF FOOTBALL BEYOND BORDERS

FOR THE YEAR ENDED 31 AUGUST 2021

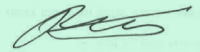
Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above by making enquiries with key personnel and reviewing relevant documentation such as minutes of Trustee meetings and correspondence with regulatory bodies. We considered the risk of fraud through management override by incorporation testing of journal entries. We also considered, and tested for, the possibility of unauthorised payments to related parties

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Maurice Brindley BSc FCA
Senior Statutory Auditor



for and on behalf of Brindley Millen Ltd
Chartered Accountants and
Statutory Auditors
167 Turners Hill
Cheshunt
Hertfordshire, EN8 9BH

DATED: 27/05/22



CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

**(INCORPORATING AN
INCOME AND EXPENDITURE
ACCOUNT)**

**FOR THE YEAR ENDED
31 AUGUST 2021**

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £
Income from:	2						
Donations, legacies and grants		1,021,229	731,670	1,752,899	1,008,488	610,151	1,618,639
Charitable activities		235,300	16,000	251,300	219,573	-	219,573
Other trading activities		128,743	-	128,743	83,242	-	83,242
Investments	3	-	-	3	229	-	229
Total Income		1,385,275	747,670	2,132,945	1,311,532	610,151	1,921,683
Expenditure on:							
Raising funds		556,751	114,168	670,919	311,149	1,616	312,765
Charitable activities	3	590,945	563,745	1,154,690	555,512	378,564	934,076
Total Expenditure		1,147,696	677,913	1,825,609	866,661	380,180	1,246,841
Net income/(expenditure) before tax	4	237,579	69,757	307,336	444,871	229,971	674,842
Tax payable		-	-	-	-	-	-
Net income/(expenditure) after tax		237,579	69,757	307,336	444,871	229,971	674,842
Transfers between funds	10	-	-	-	51,138	(51,138)	-
Other recognised gains/(losses)		-	-	-	-	-	-
Net movement in funds		237,579	69,757	307,336	496,009	178,833	674,842
Total funds brought forward		947,679	235,476	1,183,155	451,670	56,643	508,313
Total funds carried forward		1,185,258	305,233	1,490,491	947,679	235,476	1,183,155

BALANCE SHEETS

AS AT 31 AUGUST 2021

		Group						Charity					
	Note	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £
Fixed Assets													
Intangible Assets	5	24,202	-	24,202	16,173	-	16,173	24,202	-	24,202	16,173	-	16,173
Tangible Assets	6	79,282	-	79,282	78,846	-	78,846	79,282	-	79,282	78,846	-	78,846
Investments	7	-	-	-	-	-	-	1	-	1	-	-	-
		103,484	0	103,484	95,019	0	95,019	103,485	0	103,485	95,019	0	95,019
Current Assets													
Debtors	8	87,404	183,710	271,114	111,880	59,714	171,594	58,304	183,710	242,014	111,880	59,714	171,594
Cash At Bank And In Hand		1,101,313	121,523	1,222,836	788,959	175,762	964,721	1,101,313	121,523	1,222,836	788,959	175,762	964,721
		1,188,717	305,233	1,493,950	900,839	235,476	1,136,315	1,159,617	305,233	1,464,850	900,839	235,476	1,136,315
Creditors - Amounts Falling Due Within One Year	9	106,943	-	106,943	48,179	-	48,179	117,235	-	117,235	48,179	-	48,179
Net Current Assets		1,081,774	305,233	1,387,007	852,660	235,476	1,088,136	1,042,382	305,233	1,347,615	852,660	235,476	1,088,136
Net Assets		1,185,258	305,233	1,490,491	947,679	235,476	1,183,155	1,145,867	305,233	1,451,100	947,679	235,476	1,183,155
Represented By:													
Restricted Funds	10	-	305,233	305,233	-	235,476	235,476	-	305,233	305,233	-	235,476	235,476
Unrestricted Income Funds		1,185,258	-	1,185,258	947,679	-	947,679	1,145,867	-	1,145,867	947,679	-	947,679
Total Funds		1,185,258	305,233	1,490,491	947,679	235,476	1,183,155	1,145,867	305,233	1,451,100	947,679	235,476	1,183,155

BALANCE SHEETS

AS AT 31 AUGUST 2021

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime as set out in Part 15 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

- Ensuring that the company keeps accounting records which comply with section 386 of the Companies Act 2006
- Preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial period and of its profit or loss for the financial period in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as is applicable to the company.

The financial statements were approved by the Trustees on Friday 27th May 2022 and signed on their behalf by:



Matt Stevenson-Dodd
Chair of the Board of Trustees

Company registration: 8809181



CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2021

	Note	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Total 2020 £
Net cash flows from operating activities	11	350,083	(54,239)	295,844	628,163
Cash flows from investing activities:					
Interest from investments		3	-	3	229
Purchase of intangible fixed assets		(13,000)	-	(13,000)	(17,300)
Purchase of tangible fixed assets		(24,732)	-	(24,732)	(79,256)
Net cash used in investing activities		(37,729)	0	(37,729)	(96,327)
Change in cash and cash equivalents in the reporting period		312,354	(54,239)	258,115	531,836
Cash and cash equivalents brought forward		788,959	175,762	964,721	432,885
Cash and cash equivalents carried forward		1,101,313	121,523	1,222,836	964,721



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

The financial statements have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) (revised 1 January 2020). The financial statements are drawn up on the historical cost basis of accounting.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Youth Beyond Borders Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS 102.

Going Concern

There are no material uncertainties about the charity's ability to continue as a going concern and accordingly the accounts have been drawn up on a going concern basis.

Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements:

Useful economic life of tangible fixed assets: the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

Income recognition

Voluntary income and donations (including legacies) are accounted for once the Charity has entitlement to the income, it is probable the income will be received and the amount of income receivable can be reliably measured. Income from the recovery of tax on gift aided donations is accounted for in the period to which the relevant donation is received. Grant income is recognised on a receivable basis.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure recognition

Expenditure is accrued as soon as a liability is considered probable, and the amount of obligation can be measured reliably. Longer term liabilities are discounted to present value. The Charity is not registered for VAT and accordingly expenditure includes VAT where appropriate.

Expenditure included in Raising Funds includes amounts incurred in obtaining grants and other donations.

Charitable expenditure includes those costs in fulfilling the Charity's principal objects, as outlined in the Report of the Trustees. Charitable expenditure includes governance costs and an apportionment of support costs. Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include costs related to the independent examination and legal fees.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES (CONTINUED)

Rentals under operating leases are charged as incurred over the term of the lease.

Intangible Fixed Assets

The costs of software development has been capitalised and is being amortised over 5 years.

Tangible Fixed Assets

The cost of fixed assets, less any expected residual value, is depreciated on a straight-line basis over the effective useful life of the asset, which has been estimated as follows:

- **Equipment:** 4 years.
- **Vehicles:** 5 years.
- **Leasehold improvements:** 5 years.

Investments in subsidiaries

Investments in subsidiaries are at cost

Debtors

Debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Fund accounting

The funds held by the charity are either:

- **Unrestricted general funds** - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- **Restricted funds** - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

2. INCOME

Group	Unrestricted Funds 2021 £ 12 mths	Restricted Funds 2021 £ 12 mths	Total 2021 £ 12 mths	Total 2020 £ 12 mths
Donations & legacies				
Donations	450,085	-	450,085	729,724
Income tax reclaimed	21,040	-	21,040	17,569
Legacies	2,168	-	2,168	-
Grants	547,936	731,670	1,279,606	871,346
	1,021,229	731,670	1,752,899	1,618,639
Charitable activities				
Service delivery	235,300	16,000	251,300	219,573
Other trading activities				
Sponsorship	8,000	-	8,000	55,000
Fundraising (event income, auctions etc)	37,318	-	37,318	28,472
Tour income	-	-	-	(230)
Subsidiary trading	83,425	-	83,425	-
	128,743	0	128,743	83,242
Investments				
Bank Interest	3	-	3	229
	1,385,275	747,670	2,132,945	1,921,683

Grants totalling £4,604 are in respect of claims made to the Job Retention Scheme, a central government funded scheme, and Lambeth Council's Holiday Activities and Food Programme, a local government funded scheme (2020: £38,024 in respect of claims made to the Job Retention Scheme and Lambeth Council's Retail, Hospitality and Leisure Grant).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

3. EXPENDITURE

Group

3A. EXPENDITURE ON RAISING FUNDS

	Direct costs £	Support costs £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Total 2020 £
Expenditure on raising funds	637,180	33,739	556,751	114,168	670,919	312,765

Direct costs include collecting agent fees, marketing, advertising, equipment and events costs.

3B. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs £	Support costs £	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Total 2020 £
FBB Schools	618,036	212,556	402,802	427,790	830,592	707,630
FBB Social Action	-	-	-	-	0	93,871
FBB North West	233,003	91,095	188,143	135,955	324,098	132,575
	851,039	303,651	590,945	563,745	1,154,690	934,076

In 2021 support costs (see note 3c) have been allocated on a % basis, 70% FBB Schools, (2020: 70%), 0% Social Action (2020: 15%) and 30% FBB North West (2020:15%)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

3D. ALLOCATION OF 2021 SUPPORT COSTS TO CHARITABLE AND FUNDRAISING EXPENDITURE

	Staff costs £	Office costs £	Other costs £	Unrestricted £	Restricted £	Total £
Fundraising (see note 3a)	15,041	10,357	8,341	26,927	6,812	33,739
Charitable activities (see note 3b)	135,368	93,211	75,072	242,342	61,309	303,651
	150,409	103,568	83,413	269,269	68,121	337,390

Support costs have been allocated on a % basis (10% fundraising and 90% to charitable activities).

3D. STAFF COSTS

Included within expenditure are the following staff costs:

	Total 2021 £	Total 2020 £
Wages and salaries	1,109,995	750,942
Statutory Maternity Pay recovered	(5,381)	-
Employer's National Insurance	101,486	64,391
Employer's Allowance	(4,000)	(4,000)
Pension contributions	19,967	13,643
	1,222,067	824,976
Of which: gross salaries paid to Key Management Personnel	90,000	82,000

The Charity was staffed during the year ended 31 August 2021 by both employed and self-employed individuals. The number of employed individuals during the year was 64 (2020: 51). No employed individual received payments in excess of £60,000 during the year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

4. NET INCOME

Net income is stated after charging:

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Total 2020 £
Depreciation of owned assets	24,296	-	24,296	16,526
Amortisation of intangible fixed assets	4,971	-	4,971	1,127
Independent examiner's remuneration	-	-	-	-
Auditor's remuneration	4,500	-	4,500	4,200

5. INTANGIBLE FIXED ASSETS

Group & Charity	Software Development £
Cost	
At 1 September 2020	17,300
Additions	13,000
Disposals	-
At 31 August 2021	30,300
Amortisation	
At 1 September 2020	1,127
Charge For Year	4,971
Disposals	-
At 31 August 2021	6,098
Net Book Value	
At 31 August 2021	24,202
At 31 August 2020	16,173

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

6. TANGIBLE FIXED ASSETS

Group & Charity	Leasehold Improvements £	Recording Equipment £	Office Equipment £	Vehicles £	Total £
Cost					
At 1 September 2020	25,657	6,494	20,767	66,176	119,094
Additions	-	-	24,732	-	24,732
Disposals	-	-	-	-	-
At 31 August 2021	25,657	6,494	45,499	66,176	143,826
Depreciation					
At 1 September 2020	3,896	6,494	3,914	25,944	40,248
Charge for Year	5,131	-	6,464	12,701	24,296
Disposals	-	-	-	-	-
At 31 August 2021	9,027	6,494	10,378	38,645	64,544
Net Book Value					
At 31 August 2021	16,630	0	35,121	27,531	79,282
At 31 August 2020	21,761	0	16,853	40,232	78,846

All of the fixed assets are used for charitable purposes.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

7. FIXED ASSET INVESTMENTS

The investments relate to:

(1) FBB Academies Limited (Company number: 9907828), a company limited by guarantee and having no share capital of which the Charity was the sole member. FBB Academies Limited was established to generate income for the Charity. The company was dissolved on 7 September 2021.

(2) Youth Beyond Borders Limited (Company number: 13369578), a company limited by shares to which the Charity is the sole subscriber. Youth Beyond Borders Limited was incorporated on 30 April 2021 and established to generate income for the Charity. All activities have been consolidated on a line by line basis in the statement of financial activities and balance sheets. Available profits are gift aided to the charitable company. A summary of the results of the subsidiary is shown below:

Profit & loss account	2021
	£
Turnover	83,425
Cost of sales	(43,677)
Gross profit	39,748
Administration expenses	(357)
Corporation tax	-
Net profit for the year	39,391
Balance Sheet	2021
	£
Current assets	52,029
Creditors: amounts due within one year	(12,637)
Net assets	39,392
Represented by:	
Share capital	1
Retained profit	39,391
	39,392

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

8. DEBTORS

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Grants receivable	183,710	94,714	183,710	94,714
Service delivery receivables	12,000	7,200	12,000	7,200
Sponsorship receivables	-	55,000	-	55,000
Gift Aid receivable	13,980	11,905	13,980	11,905
Trade debtors	29,100	-	-	-
Prepayments	17,463	-	17,463	-
Other debtors	14,861	2,775	14,861	2,775
	271,114	171,594	242,014	171,594

9. CREDITORS - AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	27,328	32,701	27,262	32,701
Deferred income	38,000	-	38,000	-
Other creditors including taxation and social security	3,652	9,478	3,652	9,478
VAT	12,570	-	-	-
Amounts due to Youth Beyond Borders Ltd	-	-	22,929	-
Provision for bad debt	4,095		4,095	
Accruals	21,298	6,000	21,297	6,000
	106,943	48,179	117,235	48,179

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

10. RESTRICTED FUNDS

10a. Current Year	At 1 September 2020 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2021 £
FBB Schools	0	223,462	(223,462)	-	-	0
FBB North West	0	36,373	(36,373)	-	-	0
Core costs	235,475	487,835	(418,077)	-	-	305,233
	235,475	747,670	(677,912)	0	0	305,233

10b. Prior Year	At 1 September 2019 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2020 £
FBB Schools	23,219	225,571	(248,790)	-	-	0
FBB Social Action	5,659	27,097	(32,756)	-	-	0
FBB North West	0	72,101	(33,663)	(38,438)	-	0
Core costs	27,765	285,382	(64,972)	(12,700)	-	235,475
	56,643	610,151	(380,181)	(51,138)	0	235,475

The reason for the transfers totalling £51,138 were as follows:

- **FBB North West & Core costs (£38,438)** - transfer to unrestricted funds to recognise the purchase of a vehicle and equipment during the year following fulfilment of the restricted funding obligation. Depreciation on the vehicle will be charged to the unrestricted fund for the duration of its useful economic life.
- **Core costs (£12,700)** - transfer to unrestricted funds to correct an incorrect classification of funds in 2020.

Descriptions of the funds are as follows:

FBB Schools: Funds received in support of our core programme which uses FBB's Curriculum to deliver education and football classes to 9 to 15 year olds who are passionate about football but underperforming at school.

FBB Social Action (formerly known as Youth Campaigns): Funds received in support of our Social Action programmes which provide our young people with the support and skills to make their voices' heard through delivering meaningful, locally focused social action campaigns.

FBB North West: Funds received in support of our core programme in the north west of England.

Core Costs: Funds received in order to fund support costs.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

10. RESTRICTED FUNDS (CONTINUED)

A wide range of donors have made generous contributions towards the work of FBB's various activities. These include:

FBB Schools	London Youth Active Talent, The Walcot Foundation, Clarion, London Together Fund, Young Londoners Fund, Sport England, Jack Petchey, Lambeth Council, Maudsley Charity
FBB North West	Nesta, Clarion, Garfield Weston
Core costs	Comic Relief, Jack Petchey, London Community Response Fund, William Wates Memorial Trust, Apps for Good, EY foundation, Mohn Westlake, Sport England, Rayne Foundation, Henry Smith, Marcus Lipton Community Enterprise, Fidelity Foundation Lightbulb Trust

11. RECONCILIATION OF NET INCOME/ (EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £	Total 2020 £
Net income for the reporting year (as per the statement of financial activities)	237,579	69,757	307,336	674,842
Adjustments for:				
Depreciation charges	24,296	-	24,296	16,526
Amortisation charges	4,971	-	4,971	1,127
Interest from investments	(3)	-	(3)	(229)
(Increase)/decrease in debtors	24,476	(123,996)	(99,520)	(88,381)
Increase/(decrease) in creditors	58,764	-	58,764	24,278
Net cash provided by (used in) operating activities	350,083	(54,239)	295,844	628,163

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

12. OPERATING LEASE COMMITMENTS

Group

The total future minimum lease payments under non-cancellable operating leases are payable:

	2021 £	2020 £
Not later than one year	10,500	10,500
Later than one year and not later than five years	21,000	31,500
	31,500	42,000

13. RELATED PARTY TRANSACTIONS

Sandra Kearney, the mother of Jack Reynolds, a key management person, was paid a total of £8,011 (2020: £17,655) for consultancy services in relation to bid writing.

No other Trustee received any financial benefits through their association with the charity. One trustee was reimbursed £113 of expenses during the year (2020: none).

The aggregate total amount of donations by Trustees to the charity during the year was £1,700 (2020: £1,090).

14. MEMBERS FUNDS

The company is a private company limited by guarantee with no share capital. The total liability of the members is limited to £10 in the event of a winding up.



LONDON OFFICE






Football Beyond Borders
Unit 4, Warwick House,
Overton Road,
London, SW9 7JP

info@footballbeyondborders.org
www.footballbeyondborders.org

Tel. 020 4532 6157
Mob. 07759 838653

MANCHESTER OFFICE

Football Beyond Borders
The Schoolhouse
Manchester
M17 1DZ

 @footballbeyondborders
 @FBeyondBorders
 @footballbeyondborders
 @footballbeyondborders
 @Football Beyond Borders

FBB
FOOTBALL BEYOND BORDERS

FOOTBALL BEYOND BORDERS

England & Wales - Charity number 1158046

Accounts

FOOTBALL BEYOND BORDERS



Company Limited by Guarantee
Charity Registration Number: 1158046
Company Registration Number: 8809181

Charity Annual Report and Accounts

For the year ended 31 August 2020

FOOTBALL BEYOND BORDERS

Annual Report and Financial Statements For the year ended 31 August 2020 Contents



	Page
Legal and administrative information	2
Foreword from the Chair	3
Annual Report of the Trustees	4
Independent Auditor's report to the Trustees	15
Statement of financial activities	17
Balance sheet	18
Statement of cash flows	19
Notes to the financial statements	20

FOOTBALL BEYOND BORDERS



Legal & Administrative Information For the year ended 31 August 2020

Charity Name	Football Beyond Borders.
Charity Registration	The Charity was registered with the Charity Commission on 26 July 2014. The registration number is 1158046.
Company Registration	The company was incorporated on 10 August 2013. The registration number is 8809181.
Registered Office	Football Beyond Borders, Unit 4, Warwick House, Overton Road, London, SW9 7JP
Governing Document	Memorandum and Articles of Association dated 10 August 2013 as amended by special resolution on 25 June 2020.
Objects	To act as a resource for young people up to the age of 30 by providing advice and assistance and organising programmes of physical, educational and other activities as a means of: (a) advancing in life and helping young people by developing their capacity to become engaged in public life for the betterment of themselves and society as a whole. (b) advancing education. (c) relieving unemployment. (d) providing recreational and leisure time activity in the interests of social welfare and social harmony for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.
Board of Trustees	The Trustees who served during the year or who were serving at the date of this report were: Matt Stevenson-Dodd (chair) (appointed 30 September 2020) Keme Nzerem Richard Wheeler (chair from 1 January 2020–30 September 2020) Ian Gethin (treasurer) Alex Carroll Barak Ngoma (appointed 10 April 2020) Zoya Wallington Olalekan Ojumu (resigned 1 January 2020)
Key Management Personnel	Those in charge of directing, controlling, running and operating the Charity on a day to day basis are the Chair together with Jack Reynolds (Co-CEO) and Jasper Kain (Co-CEO).
Bankers	Natwest Bank South Norwood Branch 83-84 High Street London, SE25 6YZ
Auditor	Maurice William Brindley BSc FCA Brindley Millen Ltd 167 Turners Hill Cheshunt Hertfordshire, EN8 9BH

Foreword from the Chair For the year ended 31 August 2020

Introduction from the Chair of the Board of Trustees

I am pleased to be writing this introduction as the Chair of Football Beyond Borders (FBB).

I was delighted to be appointed as chair following an extensive recruitment process in the summer and am excited about what the future holds for the organisation. It combines the core values of youth work with an impressive commitment to a diverse, talented and ambitious team who are driven by a purpose to ensure young people develop the necessary skills and grades to make a successful transition into adulthood.

I would also like to express my sincere thanks on behalf of the board and everyone at FBB to my predecessor Richard Wheeler who led the board as interim chair through an unprecedented time in our history as we responded to the Covid-19 pandemic. We are delighted that Richard has agreed to remain a trustee and valued board member.

The last 12 months will be a year that we will never forget. The onset of Covid-19 and the subsequent lockdowns ensured that it was very much a year of two halves for the organisation.

Before the pandemic there were two main priorities.

Firstly the sign off of our 3 year organisational strategic plan (2020-2023). This outlined plans to codify our programme to ensure readiness for national scale, supported by the doubling of our income and staff team.

The second priority was to deliver our largest ever event to date. The FBB Annual Showcase in February 2020 delivered in partnership with corporate partner Gillette, at the Tottenham Hotspur stadium, felt like a seminal moment for the organisation. Joined by keynote speaker, the former footballer and pundit Ian Wright, our young people took centre stage to share countless moving testimonies. The impact of the FBB programme on their lives was clear and guests left with a sense of optimism for the future.

In many ways it felt like a seminal moment for the charity with more momentum and interest in FBB than at any time since its formation as a charity in 2014. A month later and with the onset of Covid-19 in the UK, we entered into a very different phase. From mid March to mid May, the board met weekly to navigate the challenges presented by the lockdown and ensure stability for the organisation.

It was impressive to see how the organisation adapted to the pandemic. Galvanised by an internal mantra 'every young person, every week' and the launch of the FBB Virtual School, the team embarked on new fundraising efforts to recover lost forecast income. This resulted in us surpassing annual fundraising targets by 30% and with new internal regulations brought in to ensure financial prudence, we ended the year in a strong position.

This Annual Return tells a story of significant progress in our impact model, continued growth and increased financial security, and all this in the face of significant external challenges.

We are delighted by another year of progress in the development of our FBB Schools programme. This year we worked with 761 students across 46 programmes, from September 2019 to August 2020. Of these students 28% of our young people were identified as being at risk of exclusion and 50% were identified as being passive learners. 98% of our students went on to finish the academic year in school.

After such a turbulent year, we were proud to see that 78% of our programme graduates the English and Maths GCSE (compared to 56% nationally of students eligible for Pupil Premium) which we know are the key stepping stones to adult life. I want to extend my congratulations to all of them for their hard work and success.

The support of headline partners with Gillette, Impetus and Nike was invaluable to support our plans to continue developing our programme and offer consistent support to young people.

FOOTBALL BEYOND BORDERS



Foreword from the Chair For the year ended 31 August 2020

We pride ourselves on our working culture which is underpinned by a commitment to creating a relational, representative and developmental workplace. We were pleased to see the creation of two representative groups (the race and women's group) as well as the formation of a Youth Board and appointment of our first Youth Trustee, Barak Ngoma who is an FBB programme graduate.

We go into the next academic year with significant momentum behind us, both in terms of both our impact and business model. None of this would have been possible without the dedication of our staff team, our Board of Trustees and our Committee members. I want to take this opportunity to thank them for all they have given this year.

Matt Stevenson-Dodd

Matt Stevenson-Dodd (May 26, 2021 18:08 GMT+1)

Matt Stevenson-Dodd
Chair of the Board of Trustees

May 26, 2021
.....

Annual Report of the Trustees For the year ended 31 August 2020

The Trustees submit their report and the financial statements of Football Beyond Borders (“the Charity”) for the year ended 31 August 2020. The financial statements have been prepared in the format prescribed by the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP2015 (FRS102)) (revised 1 January 2020) and the Financial Reporting Standard 102. The legal and administrative information set out earlier in this document forms part of this report. This report also constitutes a directors’ report required by section 415 of the Companies Act 2006 as all Trustees of a charity company are directors.

I. Structure, Governance & Management

I.1. Trustees

The Trustees meet at least four times annually to discuss a full range of matters relating to strategy, project work, recruitment, finance and general administration.

The induction process for any individual newly-appointed to the Board of Trustees comprises – in addition to our statutory safeguarding requirements as set out in Department for Education and Charities Commission guidance - an initial meeting with at least two of the Trustees (whenever possible one of these two Trustees being the Chair) and receipt of copies of:

- the memorandum and articles of association
- the most recent financial statements
- the organisation’s strategic objectives for the year
- the Charity Commission’s guidance ‘The Essential Trustee’.

The Trustees were delighted to complete the recruitment of Matt Stevenson-Dodd as Chair of the Board of Trustees in September 2020. Matt brings a fantastic combination of operational and Board experience to the role through his time as CEO of Street League and Trust Impact alongside his work on the boards of the Sport for Development Coalition, People’s Postcode and St John’s Ambulance. Throughout a rigorous recruitment process, Matt showed himself to be the ideal candidate for this next stage of the organisation’s growth.

Alongside the appointment of a new Chair, much of the Board’s focus this year has been on navigating the operational and financial challenges created by Covid-19. Our previous set of accounts detailed the cost reductions and programme decisions taken in response to the early stage of the pandemic. This combination of maintaining the quality of our programme for our young people, whether in person or online, alongside ongoing cost controls has enabled the organisation to remain financially secure throughout the past 12 months. FBB have continued to deliver almost all of its services during this time due to the move to create a Virtual School. The success of this Virtual School in providing academic and social and emotional support to those young people whom schools were struggling to reach has in turn enabled the organisation to attract additional funding to make up for a significant part of the income initially lost due to Covid-19.

Each year it’s the trustees’ responsibility to state whether or not the annual accounts have been drawn up on a going concern basis. Going concern is the assumption that an entity, in this case the charity, has the resources (financial or otherwise) needed to continue operating for the foreseeable future and, in particular, for at least 12 months from the date of approval by the trustees of these accounts. If the going concern principle did not apply then the accounts would be drawn up on an insolvent basis.

As with last year, as part of this year’s going concern review, the trustees have had to consider the likely impact of the Covid-19 pandemic on its operations. The board has concluded that the financial risks to those operations have increased significantly as a result of the lockdown restrictions imposed by the Government and the closure of schools and facilities. However, on submitting these accounts in May 2021, the Board remain confident the charity is a going concern for the next 12 months, regardless of whether the current progress in vaccination and reduced infection rates continues. This is based on a detailed review of the organisation’s latest month end closing balance, level of unrestricted reserves and our funding pipeline (both secure and target) as evidenced by our cashflow forecast.

Annual Report of the Trustees For the year ended 31 August 2020

1.2 Finance, Governance, and Risk Committee (FGRC)

The FGRC was set up in October 2019 to provide additional oversight and expertise to these fundamental areas of the organisation in accordance with the Charity Governance Code. The Committee is formed by a minimum of two Members of the Board of Trustees (Ian Gethin and Zoya Wallington) and three Non-Executive Directors (Ahmed Salim, Andrew Roberts and Samara Lawrence) with specialist expertise in the areas such as risk management, charity law, governance, compliance and charity finance.

There were no changes to the membership of the Committee during the period of these accounts.

All activities of the FGRC are shaped by the Committee's Charter which was established by the Board of Trustees upon the Committee's formation in 2019.

We have summarised below where progress has been made against each category of the charter:

The separate categories for the charter and key comments against each are listed below:

1. External Audit/Examiner. In the previous year, Brindley Millen Ltd was selected as the auditor by the Board of Trustees following a tendering process with quotes received from 11 different auditors. We continued with the same auditor for this financial year.
2. Internal Controls. The successful recruitment of a qualified accountant as Finance Manager has enabled us to make good progress on Internal Controls. The organisation has established a new expenditure controls policy to ensure that all expenditure is properly authorized, reviewed and accounted for.
3. Risk Management. Following the review of our risk management approach in the previous set of accounts, we've made good progress in embedding this new approach across this financial year. Members of the Senior Leadership Team are regularly reviewing and updating risks in their department and these risks are informing strategic decisions and resource allocation at Executive and Board level.
4. Annual Financial Statements. Fulfilled the charter mandate with FGRC reviewing and approving the latest annual accounts after holding a call to discuss the draft accounts with management and the accountant engaged to prepare the accounts, and then approving the final set of accounts following review by the auditor.
5. Financial Reporting. The recruitment of a Finance Manager has supported significant progress on this item with implementation of the Xero accounting system and development of key finance metrics. FGRC, Board and Exec now have consistent information to review and interrogate historic financial performance. Financial reporting is built around a monthly information pack including 18 month cashflow forecast, performance against budget, and aged receivables / payables.
6. Treasury and Cash Management. No progress on this item due to satisfaction with existing arrangements. This is likely to be a priority area for change next year.

Overall, it is felt that committee has made progress in the key areas of financial reporting, internal controls, risk management and reviewing annual financial statements.

1.3 Risk Management

The Trustees acknowledge that they have a responsibility for the identification and proper management of risks faced by the Charity in achieving its primary aims. The Trustees have therefore assessed the major risks to which the Charity is exposed, in particular those relating to the specific operational areas of delivering services in schools, its investments and its finances. A particular focus of risk management for the period of the accounts was on the additional risks created by Covid-19. The Trustees sought to mitigate risk in this area, by monitoring reserve levels, by ensuring that controls exist over key financial systems, and by examining the operational risks faced by the charity.

Following the FGRC's review of risk management discussed in the previous Financial Statements, much of the focus for this year was on embedding this revised approach. The table below sets out a summary of the key risks which the organisation identified and worked to mitigate during this period.



Risk	Risk Management
Loss of significant external funder	<ul style="list-style-type: none"> Financial red lines remain in place (no more than 15% from any one funder / no more than 60% trusts and foundations) Move to multi-year agreements with significant corporate and trust and foundation partners Hiring of Individual Giving Lead and Schools Sales Lead to enable further diversification of funding sources
Significant incident / injury of a young person while in the care of FBB	<ul style="list-style-type: none"> Changes to enrolment process to ensure all key medical / risk information is collected on a young person before sessions begin Trips policy review and amended in light of Covid specific concerns Additional layer of review added for risk assessments for trips All staff continue to complete First Aid training annually
Spikes in staff illness / staff unable to attend sessions	<ul style="list-style-type: none"> Ops Manager reviewing options for PPE and testing Increased expenditure allocated for avoiding public transport / daily office cleaning / use of PPE HR Manager drafting 'Working Culture' section of Back to Work Plan Reduced working hours / whole office shutdown for annual leave introduced
Loss of sensitive data	<ul style="list-style-type: none"> Contracting external providers for IT security and data protection Review of data flow and data access with reductions made to who has access to what Two Factor Authentication enabled on G-Drive and Salesforce. Automatic password resets across all key platforms
Potential liabilities	<p>We ensure that insurance cover is appropriate and up-to-date, including employer's and public liability.</p> <p>The Charity is fully compliant with regulatory requirements. We have updated our policies on:</p> <ul style="list-style-type: none"> Data Privacy Safeguarding and Child Protection Online Safety Grievance Policy Disciplinary Policy Mobile Phone Policy Whistleblowing Policy Anti-Fraud Policy <p>The above policies have been made freely available to the public on our website</p>

2. Programmes and Impact

Our Mission

FBB supports young people who are passionate about football but disengaged at school in order to help them **finish school** with the **skills** and **grades** to make a successful transition into adulthood. We do this by providing long-term, intensive support, built around relationships and young people's passions, in the classroom and beyond.

Finish School: 98% of our young people finished the year in school.

Skills: 60% of our young people improved their SEL scores over the course of the year.

Grades: 78% of our young people achieved a Level 4 or above in their English and maths GCSEs.

FOOTBALL BEYOND BORDERS



Annual Report of the Trustees For the year ended 31 August 2020

In line with our trajectory over the past six years, 2019-20 was another year of growth for FBB. 761 participants took part in more than 3 FBB sessions, and were part of our tracked cohort, which was a 24% increase in participants from the previous year.

	2016/17	2017/18	2018/19	2019/20
Total participants	210	293	612	761
Total projects	14	19	37	46

Of the 761 young people we worked with this year, 567 (75%) were boys, and 194 (25%) were girls. We continued to grow our reach in the North West, expanding from 93 young people in 2018-19 to 222 in 2019-20.

FBB Schools:

In 2019-2020, all of our programmes centred around our core FBB Schools programme. We codified the FBB Schools programme strands so that everything we do supports a young person to achieve the outcomes of improved social and emotional skills and their GCSE Level 4 or above in English and Maths. The programme pillars are as follows:

1. Classroom
2. Pitch
3. Trips
4. Interventions

Because of the huge impact of being unable to deliver our work in schools due to Covid, the year has to be split into two areas: pre-pandemic and during lockdown.

FBB Schools (pre-pandemic)

Sessions delivered	849 (in Term 1 and 2)
Total Session Hours	1698 (in term 1 and 2)
Session Attendance	83% (in T1 and T2) (up from 81.6% in 2018-19)

Our programme is run in partnership with secondary schools across the UK. This year, the pandemic has demonstrated the role that schools play: they are a vital community for every young person. They are not just about attainment, but provide a space for social and emotional growth, positive adult and peer relationships, and foster a sense of safety and security in a young person's life.

According to the Education Endowment Foundation's extensive research, social and emotional learning (SEL) is most effective when taught explicitly. We do this through our bespoke SEL curriculum, which works through each CASEL competency in six-week classroom projects. The football sessions then allow young people to put these skills into practice. For FBB, the football pitch is a safe space for our young people to experience, reflect on and learn from both positive and negative emotions.

For the most at-risk young people, therapeutic support is needed in addition to the SEL curriculum as it provides the space for intensive, relational work on the underlying causes of their disruptive behaviour.

Although the year was cut short due to school closures, we are delighted that 98% of our young people finished the year in school. Nationally, school exclusions increase annually between the ages of 10-14, whilst this is not the case for FBB participants. The rate at which young people on an FBB programme are excluded or manage-moved declines as young people spend more time with FBB.

FOOTBALL BEYOND BORDERS



Annual Report of the Trustees For the year ended 31 August 2020

Outcomes

Preventing Exclusions

This year 98% of our young people finished the year in school. 93% of our At Risk cohort were not excluded or manage-moved from school (183 of 195 participants). 99% of our Passive Learners and Role Model participants were not excluded from school (496 of 499 participants).

The exclusion and manage-moved rate for our young people declines as young people spend more time with FBB.

- Year 1: 97.6%
- Year 2: 98.3%
- Year 3: 100%

GCSE Results

78% of our programme graduates achieved a Level 4 or above in their English and maths GCSEs compared to 56% for disadvantaged students nationally.

88% achieved a Level 4 or above in English Language and/or English Literature.

80% achieved a Level 4 or above in maths.

Social and Emotional Learning

60% of our young people improved their SEL scores over the course of the year.

68% of our young people who were at risk of exclusion improved their SEL skills.

Young people who were in their second year of FBB had slightly stronger SEL scores than young people in Year 1 of the programme.

FBB Virtual School (during the lockdown)

We launched the FBB Virtual School in April 2020 after a rapid design sprint across six days: a process that enabled us to establish exactly what young people were experiencing and how we could best support them in the new digital world.

Conducting over twelve hours of consultation directly with the people who matter most to our programme – young people, their parents, our frontline staff and partner schools – allowed us to decipher and define the problem our digital delivery model needed to solve. The problem was that young people were lacking structure and routine, missing their friends, and struggling to complete school work without the help of teachers. Then the FBB staff team generated ideas to meet these needs, and we prototyped the ones we had most confidence in and established our approach to testing as quickly as we could. We wanted to ensure that our digital programme kept young people on track to develop the social and emotional skills that are so vital to living a fulfilled life, and knew would be most challenged by a lockdown context.

When the Covid-19 pandemic reached the UK, FBB acted quickly to pull our staff out of schools on the Monday before lockdown was announced. We were then faced with a decision: do we stop all of our operations and programmes and prepare for the next academic year, or do we try and support our participants in whatever way possible? FBB's core values - 'We put young people first' and 'We care' - meant that there was only one real possibility. So, we entered lockdown determined to turn the crisis into an opportunity.

- We were able to reach **93% of the total cohort**.
- We continued to work with **24 groups** out of the 46 mainstream FBB programmes.
- We delivered **332 FBB Virtual Sessions**.
- We delivered **178 Digital 1:1 TWP sessions**.
- We delivered **1158 one-to-one calls with participants**.

FOOTBALL BEYOND BORDERS



Annual Report of the Trustees For the year ended 31 August 2020

- We delivered **1853** parent/carer calls
- We ran **three-week creative projects**, focused on young people's passions. These were attended by **60** young people.
- We ran **five** summer holiday programmes digitally

Testimonials

"We have had the privilege and opportunity to be part of the Football Beyond Borders Programme (FBB) an incredible organisation which has created meaningful change at Harrop Fold School and the lasting impact in terms of the evident impact the programme has made, it can be described as nothing but magical. The value of FBB to our school is that football offers an incredible pathway to learning life skills. Football has helped the boys build confidence on and off the field and taught them how to grow through moments of success and disappointment. We saw firsthand how the FBB Programme changed the boys involved; exclusion rates in some cases were non-existent (and significantly reduced in others); attendance rates significantly improved and a significant improvement in their general presentation towards staff/peers and attitude towards school and their studies. We saw, firsthand, how the programme using football as the driver brought the young people and school back together."

Emma Atkinson, Associate Headteacher, Harrop Fold School

"FBB have been amazing these last two years, their ability to connect in a positive light with some of our most challenging and complex students has been outstanding. The team which have been part of our school community, go above and beyond to provide life changing experiences to our young people. Even through these unprecedented times the FBB team have maintained regular contact with the cohort of students, providing constant reassurance during this strange time. I personally would like to thank every single member of the team as they have made a monumental impact on the students they have worked with but also on the Sedgehill community."

James Potter, Deputy Headteacher, Sedgehill School

"FBB has helped to support students' emotional and social well being. The in-class sessions have positively influenced students' ability to overcome problems in a logical and emotionally intelligent way. This in turn has promoted the acceptance of the ideas and input of others, whilst also allowing students to work collaboratively to come to a conclusion. Not only has this increased students' confidence levels, but also allowed them to form friendships with others external to those they would ordinarily socialise with. This has really promoted a sense of acceptance and family, with students increasing their knowledge and understanding of the cultures, traditions, religions and backgrounds of other students and the wider community."

Michelle Peavoy, Assistant Vice Principal, Coop Academy Manchester

"Historically, boys have been more difficult to engage in our school. FBB have been able to tap into something that they all love (football) and use this as a channel of communication. It has allowed the practitioners to form strong relationships with the students. The boys have really opened up and, consequently, addressed some of the barriers to their learning."

Bradley Cornish, Assistant Principal: KS3 Achievement, Saint Gabriel's College

The Trustees would like to thank the staff and pupils of the following schools who have helped to make these achievements possible: Archbishop Lanfranc Academy, Archbishop Tenison's School, Bacon's College, Beauchamps High School, Chestnut Grove Academy, Chorlton High School, Coop Academy Manchester, Evelyn Grace Academy, Harris Garrard, Harris Morden, Harris Peckham Academy, Harrop Fold School, Haverstock, Hyndburn Academy, Kemnal Technology College, Ladybridge Community School, Marsden Heights Community College, Salford City Academy, Sedgehill School, Saint Gabriel's College, St Joseph's College, St Mark's Academy, St Mary Magdalene C of E School, The Albion Academy, The Barlow RC High School, The Elmgreen School, Totteridge Academy, Unity School, Walthamstow Academy, William Hulme Grammar School, Woodlands Academy.

We also would like to thank the staff and pupils at the following Alternative Provision and Primary Schools: Beckmead Family of Schools, CSS Children's Support Services, Educational Diversity, Harris Aspire Academy Sandringham Primary School.

FOOTBALL BEYOND BORDERS

Annual Report of the Trustees For the year ended 31 August 2020



Coverage

The FBB youth brand continues to grow. This was exemplified by our Annual Showcase event which saw over 500 guests attend at the new Tottenham Hotspur Stadium in partnership with Gillette. Former footballer and pundit Ian Wright was our special guest and the evening featured a campaign launch with England footballer Raheem Sterling.

Lockdown forced us to be innovative. This began with the launch of the digital launch of our FBB Virtual School which featured regular publication of our young people's work whilst also providing an opportunity for young people to take part in a range of well being and educational activities that were uploaded onto our social media channels. Highlights included a special lockdown 'Football Challenge' video featuring our young people and an array of football stars including Trent Alexander-Arnold, Aaron Wan Bissaka, Phil Foden and Chris Smalling.

There was also the launch of 'Isolation Diaries'. The series which spanned across a six month period, featured a selection of FBB participants, parents and staff who provided a weekly diary entry from their bedrooms documenting the impact of the lockdown. It became a weekly staple across our social media channels and serves as a special historical record of this unprecedented time. We received plaudits for these efforts, through the awarding of the Social & Environmental Impact award at the Sports Industry Awards and the Education award from the Centre for Social Justice.

Our social media channels continue to grow with over 50,000 followers across all of our channels, which is impressive for a charity of our size.

3. Financial Review

Funding for the Charity comes mainly from partner school service delivery fees, grants, corporate partnerships, supporter donations, legacies, and events. The trustees would like to express their thanks and appreciation to the following benefactors for their very generous support:

Corporate partners:

- Nike
- Gillette & Venus
- Salesforce
- Mishcon De Reya
- PayPal
- Bridgepoint Capital
- Hill & Knowlton Strategies
- Heinz
- Intuit Quickbooks
- The FA

Grant making trusts and foundations

- Sport England
- Esmee Fairbairn Foundation
- Paul Hamlyn Foundation
- Comic Relief
- Rayne Foundation
- Impetus
- Young Londoners Fund
- Nesta
- Raise Your Hands
- Clarion Futures
- London Community Response Fund
- King Baudouin Foundation
- Iguana Trust

**Annual Report of the Trustees
For the year ended 31 August 2020**

Special mentions to the following individuals:

- Alastair Gibbons
- Harry and George Hastings
- Hannah and Tasha Brady
- Kevin Reynolds
- Miranda Porritt
- Nicky and Richard Vernon

And in loving memory of:

- Sean Brady
- Morris Gordon
- Amir Hasan
- Freddie McLennan
- Rob Teppett

And finally, a huge thank you to all those involved with the FBB2020 Challenge who raised more than £25,000 to support our work.

3.1 Financial Activity and Financial Position

The Statement of Financial Activities, Balance Sheet and Statement of Cashflows can be found on pages 18, 19 and 20 respectively. The Charity’s reserves increased by £674,842 (2019: increased by £115,576). The balance sheet shows total net assets of £1,183,155 (2019: £508,313). Cash increased £531,836 from £432,885 to £964,721.

Included in total funds are amounts totalling £235,476 (2019: £56,643) which are restricted. These monies have either been raised for, and their use restricted to, specific purposes, or they comprise grants subject to grantor imposed conditions. Full details of these restricted funds can be found in note 8 to the accounts together with an analysis of movements in the year.

3.2 Reserves Policy

In August 2020, the Board of Trustees reviewed and amended the organisation’s reserves policy to require a higher level of reserves to be maintained. This is as a result of our increased size and reach as an organisation. Football Beyond Borders’ reserves policy is to maintain a sufficient level of reserves to enable operating activities to be continued, taking account of potential risks and contingencies that may arise from time to time. The Board of Trustees has set the charity’s reserves requirement as a target range between three to four months of normal operating expenditure. This corresponds to one school term, which is the basis of the charity’s invoicing cycle. At 31 August 2020 the Charity had net free reserves of £852,660 (2019: £435,554) as follows:

	2020 £	2019 £
Total reserves	1,183,155	508,313
Less: restricted funds	(235,476)	(56,643)
Less: intangible fixed assets	(16,173)	-
Less: tangible fixed assets	(78,846)	(16,116)
Free reserves	852,660	435,554
Free reserves requirement:		
3 to 4 month’s budgeted routine expenditure	500,000	437,500

The organisation’s current reserve levels are currently at 5.73 months budgeted routine expenditure. The Trustees are aware that this falls slightly above the upper end of the target reserve level. Given the uncertainty over the short to medium term fundraising and economic climate along with the forecast expansion of our programme reach, the Trustees are

satisfied that these additional reserves are justified in the short term without adjusting our long-term expectation for reserve levels. The Trustees will review the charity's reserves requirements at the end of the next financial year, once the short-term uncertainty created by Covid has been reduced.

3.3 Key Management Remuneration

The Trustees carry out an annual pay review to ensure that the charity's pay levels are fair, competitive and an effective use of Charity funds.

4. Plans for Future Periods

We are driven by a national crisis. School exclusions have risen by 40% in the past 3 years, Students from low income backgrounds continue to receive worse grades than their better off peers at GCSE. Issues related to poor adolescent mental health continue to rise. The demand for our programme continues to grow.

To tackle this national crisis, we want to become the leading specialist provision for disengaged Key Stage 3 (11-14 years old) students in the UK. To achieve this, we will need to have a track record of delivering impactful programmes in multiple regions of England. We will need to have a codified programme which is ready for replication along with the internal operations to support rapid growth in activities.

As we grow we want to maintain the working culture which has been one of the cornerstones of FBB's success to date. Scaling a relational, developmental and representative working culture is a challenge, but one that we are committed to achieving. We will do this by working with graduates from our programmes as Educational Assistants, and employing individuals with lived experience and cultural competency across all functions of the organisation, particularly those working directly with young people.

In order to achieve our ambitious growth targets of 92 programmes and over 2000 weekly participants by 2023, over the next three years we want to create a sustainable funding model that ensures we tackle growing societal needs whilst maintaining financial independence. At the heart of this strategy will be the target of school income contributing a minimum of 33% of our full programme costs by August 2023. We will combine this with our financial red lines of no more than 60% of our income from restricted grants and no more than 15% of our income from an individual source.

5. Responsibilities of Trustees for the Financial Statements

The Trustees are responsible for preparing the report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Charity law in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the activities of the Charity will continue.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and enables them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the governing document. The Trustees are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the Charity and financial information included in the Charity's website.

FOOTBALL BEYOND BORDERS

Annual Report of the Trustees For the year ended 31 August 2020



These financial statements were reviewed by the organisation's Finance and Governance, Risk and Compliance Sub-Committee at quarterly meeting. The Sub-Committee recommended that the Trustees approve the financial statements.

6. Approval

This report has been prepared in accordance with the special provisions for small companies under Part 15 of The Companies Act 2006.

The report of the Trustees was approved by the Trustees on and signed on their behalf by:

May 26, 2021

Matt Stevenson-Dodd
Matt Stevenson-Dodd (May 26, 2021 18:08 GMT+1)

Matt Stevenson-Dodd
Chair of the Board of Trustees

Opinion

We have audited the financial statements of Football Beyond Borders (the 'charity') for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

**Report of the Auditor to the Trustees of Football Beyond Borders
For the year ended 31 August 2020**

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

mwbrindley
mwbrindley (May 27, 2021 11:11 GMT+1)

May 27, 2021
Dated:

Maurice William Brindley BSc FCA
Senior Statutory Auditor
for and on behalf of Brindley Millen Ltd
Chartered Accountants and Statutory Auditors
167 Turners Hill
Cheshunt
Hertfordshire, EN8 9BH

FOOTBALL BEYOND BORDERS

Statement of Financial Activities For the year ended 31 August 2020



	Note	Unrestricted Funds 2020 £ 12 mths	Restricted Funds 2020 £ 12 mths	Total 2020 £ 12 mths	Unrestricted Funds 2019 £ 8 mths	Restricted Funds 2019 £ 8 mths	Total 2019 £ 8 mths
Income from:	2						
Donations, legacies and grants		1,008,488	610,151	1,618,639	363,606	246,544	610,150
Charitable activities		219,573	-	219,573	97,716	-	97,716
Other trading activities		83,242	-	83,242	25,055	-	25,055
Investments		229	-	229	185	-	185
Total Income		1,311,532	610,151	1,921,683	486,562	246,544	733,106
Expenditure on:							
Raising funds		311,149	1,616	312,765	61,837	9,855	71,692
Charitable activities	3	555,512	378,564	934,076	275,117	270,721	545,838
Total Expenditure		866,661	380,180	1,246,841	336,954	280,576	617,530
Net income/(expenditure) before tax	4	444,871	229,971	674,842	149,608	(34,032)	115,576
Tax payable		-	-	-	-	-	-
Net income/(expenditure) after tax		444,871	229,971	674,842	149,608	(34,032)	115,576
Transfers between funds	9	51,138	(51,138)	-	-	-	-
Other recognised gains/(losses)		-	-	-	-	-	-
Net movement in funds		496,009	178,833	674,842	149,608	(34,032)	115,576
Total funds brought forward		451,670	56,643	508,313	302,062	90,675	392,737
Total funds carried forward		947,679	235,476	1,183,155	451,670	56,643	508,313

FOOTBALL BEYOND BORDERS

Balance Sheet As at 31 August 2020



	Note	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £	Total 2019 £
Fixed Assets					
Intangible Assets	5	16,173	-	16,173	-
Tangible Assets	6	78,846	-	78,846	16,116
Investments	7	-	-	-	-
		95,019	0	95,019	16,116
Current Assets					
Debtors	8	111,880	59,714	171,594	83,213
Cash At Bank And In Hand		788,959	175,762	964,721	432,885
		900,839	235,476	1,136,315	516,098
Creditors - Amounts Falling Due Within One Year	9	48,179	-	48,179	23,901
Net Current Assets		852,660	235,476	1,088,136	492,197
Net Assets		947,679	235,476	1,183,155	508,313
Represented By:					
Restricted Funds	10	-	235,476	235,476	56,643
Unrestricted Income Funds		947,679	-	947,679	451,670
Total Funds		947,679	235,476	1,183,155	508,313

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime as set out in Part 15 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with section 386 of the Companies Act 2006
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial period and of its profit or loss for the financial period in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as is applicable to the company.

The financial statements were approved by the Trustees on May 26, 2021 and signed on their behalf by:

Matt Stevenson-Dodd
Matt Stevenson-Dodd (May 26, 2021 18:08 GMT+1)

Matt Stevenson-Dodd
Chair of the Board of Trustees

Company registration: 8809181

FOOTBALL BEYOND BORDERS

Statement of Cash Flows For the year ended 31 August 2020



	Note	Unrestricted Funds 2020 £ 12 mths	Restricted Funds 2020 £ 12 mths	Total 2020 £ 12 mths	Total 2019 £ 8 mths
Net cash flows from operating activities	11	456,895	171,268	628,163	140,575
Cash flows from investing activities:					
Interest from investments		229	-	229	185
Purchase of intangible fixed assets		(17,300)	-	(17,300)	-
Purchase of tangible fixed assets		(79,256)	-	(79,256)	(1,514)
Net cash used in investing activities		(96,327)	0	(96,327)	(1,329)
Change in cash and cash equivalents in the reporting period		360,568	171,268	531,836	139,246
Cash and cash equivalents brought forward		428,391	4,494	432,885	293,639
Cash and cash equivalents carried forward		788,959	175,762	964,721	432,885

I. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

The financial statements have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102) (revised 1 January 2019). The financial statements are drawn up on the historical cost basis of accounting.

The Charity meets the definition of a public benefit entity under FRS 102.

Going Concern

There are no material uncertainties about the charity's ability to continue as a going concern and accordingly the accounts have been drawn up on a going concern basis.

Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements:

Useful economic life of tangible fixed assets: the annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

Income recognition

Voluntary income and donations (including legacies) are accounted for once the Charity has entitlement to the income, it is probable the income will be received and the amount of income receivable can be reliably measured. Income from the recovery of tax on gift aided donations is accounted for in the period to which the relevant donation is received. Grant income is recognised on a receivable basis.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure recognition

Expenditure is accrued as soon as a liability is considered probable, and the amount of obligation can be measured reliably. Longer term liabilities are discounted to present value. The Charity is not registered for VAT and accordingly expenditure includes VAT where appropriate.

Expenditure included in Raising Funds includes amounts incurred in obtaining grants and other donations.

Charitable expenditure includes those costs in fulfilling the Charity's principal objects, as outlined in the Report of the Trustees. Charitable expenditure includes governance costs and an apportionment of support costs. Governance costs comprise all costs involving the public accountability of the Charity and its compliance with regulation and good practice. These costs include costs related to the independent examination and legal fees.

Rentals under operating leases are charged as incurred over the term of the lease.

Intangible Fixed Assets

The costs of software development has been capitalised and is being amortised over 5 years.

I. Accounting Policies (continued)

Tangible Fixed Assets

The cost of fixed assets, less any expected residual value, is depreciated on a straight-line basis over the effective useful life of the asset, which has been estimated as follows:

Equipment: 4 years.

Vehicles: 5 years.

Leasehold improvements: 5 years.

Debtors

Debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of opening of the deposit.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

Fund accounting

The funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

FOOTBALL BEYOND BORDERS

Notes to the Financial Statements For the year ended 31 August 2020



2. Income

	Unrestricted Funds 2020 £ 12 mths	Restricted Funds 2020 £ 12 mths	Total 2020 £ 12 mths	Total 2019 £ 8 mths
Donations & legacies				
Donations	685,800	43,924	729,724	194,235
Income tax reclaimed	17,569	-	17,569	5,138
Legacies	-	-	-	-
Grants	305,119	566,227	871,346	410,777
	<u>1,008,488</u>	<u>610,151</u>	<u>1,618,639</u>	<u>610,150</u>
Charitable activities				
Service delivery	219,573	-	219,573	97,716
Other trading activities				
Sponsorship	55,000	-	55,000	-
Fundraising (event income, auctions etc)	28,472	-	28,472	14,454
Tour income	(230)	-	(230)	10,601
	<u>83,242</u>	<u>0</u>	<u>83,242</u>	<u>25,055</u>
Investments				
Bank Interest	229	-	229	185
	<u><u>1,311,532</u></u>	<u><u>610,151</u></u>	<u><u>1,921,683</u></u>	<u><u>733,106</u></u>

Grants totalling £38,024 (2019: £nil) are in respect of claims made to the Job Retention Scheme, a central government funded scheme, and Lambeth Council's Retail, Hospitality and Leisure Grant, a local government funded scheme.

FOOTBALL BEYOND BORDERS

Notes to the Financial Statements For the year ended 31 August 2020



3. Expenditure

3a. Expenditure on raising funds

	Direct costs £	Support costs £	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £	Total 2019 £
Expenditure on raising funds	285,636	27,129	311,149	1,616	312,765	71,692

Direct costs include collecting agent fees, marketing, advertising, equipment and events costs.

3b. Expenditure on Charitable Activities

	Direct costs £ 12 mths	Support costs £ 12 mths	Unrestricted Funds 2020 £ 12 mths	Restricted Funds 2020 £ 12 mths	Total 2020 £ 12 mths	Total 2019 £ 8 mths
FBB Schools	536,715	170,916	416,277	291,353	707,630	387,685
FBB Social Action	57,246	36,625	50,792	43,079	93,871	63,516
FBB TV	-	-	-	-	0	20,230
FBB North West	95,950	36,625	88,443	44,132	132,575	74,407
	689,911	244,166	555,512	378,564	934,076	545,838

In 2020 support costs (see note 3c) have been allocated on a % basis (70% FBB Schools, 15% Social Action and 15% FBB North West).

3c. Allocation of 2020 support costs to charitable and fundraising expenditure

	Staff costs £	Office costs £	Other costs £	Total £
Fundraising (see note 3a)	9,423	12,907	4,799	27,129
Charitable activities (see note 3b)	84,805	116,165	43,195	244,165
	94,228	129,072	47,994	271,294

Support costs have been allocated on a % basis (10% fundraising and 90% to charitable activities)

FOOTBALL BEYOND BORDERS

Notes to the Financial Statements For the year ended 31 August 2020



3d. Staff costs

Included within expenditure are the following staff costs:

	Total 2020 £ 12 mths	Total 2019 £ 8 mths
Wages and salaries	750,942	303,630
Employer's National Insurance	64,391	26,080
Employer's Allowance	(4,000)	(3,000)
Pension contributions	13,643	6,384
	824,976	333,094
Of which: gross salaries paid to Key Management Personnel	82,000	54,663

The Charity was staffed during the year ended 31 August 2020 by both employed and self-employed individuals. The number of employed individuals during the year was 51 (2019: 24). No employed individual received payments in excess of £60,000 during the year.

4. Net Income

Net income is stated after charging:

	Unrestricted Funds 2020 £ 12 mths	Restricted Funds 2020 £ 12 mths	Total 2020 £ 12 mths	Total 2019 £ 8 mths
Depreciation of owned assets	16,526	-	16,526	4,496
Amortisation of intangible fixed assets	1,127	-	1,127	-
Independent examiner's remuneration	-	-	-	300
Auditor's remuneration	4,200	-	4,200	4,500

FOOTBALL BEYOND BORDERS

Notes to the Financial Statements For the year ended 31 August 2020



5. Intangible Fixed Assets

	Software Development £
Cost	
At 1 September 2019	-
Additions	17,300
Disposals	-
At 31 August 2020	<u>17,300</u>
Amortisation	
At 1 September 2019	-
Charge For Year	1,127
Disposals	-
At 31 August 2020	<u>1,127</u>
Net Book Value	
At 31 August 2020	<u><u>16,173</u></u>
At 31 August 2019	<u>0</u>

6. Tangible Fixed Assets

	Leasehold Improvements £	Recording Equipment £	Office Equipment £	Vehicles £	Total £
Cost					
At 1 September 2019	-	6,494	1,514	31,830	39,838
Additions	25,657	-	19,253	34,346	79,256
Disposals	-	-	-	-	-
At 31 August 2020	<u>25,657</u>	<u>6,494</u>	<u>20,767</u>	<u>66,176</u>	<u>119,094</u>
Depreciation					
At 1 September 2019	-	6,494	252	16,976	23,722
Charge for Year	3,896	-	3,662	8,968	16,526
Disposals	-	-	-	-	-
At 31 August 2020	<u>3,896</u>	<u>6,494</u>	<u>3,914</u>	<u>25,944</u>	<u>40,248</u>
Net Book Value					
At 31 August 2020	<u><u>21,761</u></u>	<u><u>0</u></u>	<u><u>16,853</u></u>	<u><u>40,232</u></u>	<u><u>78,846</u></u>
At 31 August 2019	<u>0</u>	<u>0</u>	<u>1,262</u>	<u>14,854</u>	<u>16,116</u>

All of the fixed assets are used for charitable purposes.

7. Fixed Asset Investments

The investment relates to FBB Academies Limited (Company number: 9907828), a company limited by guarantee and having no share capital to which the Charity is the sole subscriber. FBB Academies Limited was established to generate income for the Charity.

In accordance with the provisions of chapter 24 of SORP 2019, the results of the subsidiary company are not consolidated with the charity's financial statements. At 31 August 2020, the reserves of FBB Academies Limited amounted to £nil (2019: deficit of £2,433). The 2020 and 2019 results of FBB Academies Limited are as follows:

	2020	2019
	£	£
Balance Sheet		
Current assets	-	40
Creditors: amounts due within one year	-	(2,473)
	<u>0</u>	<u>(2,433)</u>
Net liabilities		
Represented by:		
Retained losses	-	(2,433)
	<u>0</u>	<u>(2,433)</u>

	2020	2019
	£	£
Profit & loss account		
Turnover	-	-
Cost of sales	-	(144)
Gross profit		(144)
Administration expenses	2,433	(600)
Corporation tax	-	-
	<u>2,433</u>	<u>(888)</u>
Net loss for the year		

8. Debtors

	2020	2019
	£	£
Grants receivable	94,714	57,949
Service delivery receivables	7,200	19,486
Sponsorship receivables	55,000	-
Gift Aid receivable	11,905	-
Due from FBB Academies	-	1,153
Other debtors	2,775	4,625
	<u>171,594</u>	<u>83,213</u>

FOOTBALL BEYOND BORDERS

Notes to the Financial Statements For the year ended 31 August 2020



9. Creditors - Amounts Falling Due Within One Year

	2020 £	2019 £
Trade creditors	32,701	10,641
Other creditors including taxation and social security	9,478	4,960
Accruals	6,000	8,300
	48,179	23,901

10. Restricted Funds

10a. Current Year

	At 1 September 2019 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2020 £
FBB Schools	23,219	225,571	(248,790)	-	-	0
FBB Social Action	5,659	27,097	(32,756)	-	-	0
FBB North West	0	72,101	(33,663)	(38,438)	-	0
Core costs	27,765	285,382	(64,972)	(12,700)	-	235,475
	56,643	610,151	(380,181)	(51,138)	0	235,475

The reason for the transfers totalling £51,138 were as follows:

- FBB North West & Core costs (£43,248) - transfer to unrestricted funds to recognise the purchase of a vehicle and equipment during the year following fulfilment of the restricted funding obligation. Depreciation on the vehicle will be charged to the unrestricted fund for the duration of its useful economic life.
- Core costs (£7,890) – transfer to unrestricted funds to correct an incorrect classification of funds in 2019.

10b. Prior Year

	At 1 January 2019 £	Income £	Expenditure £	Transfers £	Gains/ (losses) £	At 31 August 2019 £
FBB Schools	58,774	127,828	(163,383)	-	-	23,219
FBB Social Action	15,840	28,462	(38,643)	-	-	5,659
FBB TV	16,061	11,364	(27,425)	-	-	0
FBB North West	-	11,000	(11,000)	-	-	0
Core costs	-	67,890	(40,125)	-	-	27,765
	90,675	246,544	(280,576)	0	0	56,643

10. Restricted Funds (continued)

Descriptions of the funds are as follows:

FBB Schools: funds received in support of our core programme which uses FBB's Curriculum to deliver education and football classes to 9 to 15 year olds who are passionate about football but underperforming at school.

FBB Social Action (formerly known as Youth Campaigns): Funds received in support of our Social Action programmes which provide our young people with the support and skills to make their voices' heard through delivering meaningful, locally focused social action campaigns.

FBB TV: funds received in support of our youth-led online platform that provides the digital media skills to make young peoples' voices heard. FBBTV works with participants who are passionate about football and provides them with hands-on skills training and work experience as filmmakers, commentators, journalists, editors and presenters.

FBB North West: funds received in support of our core programme in the north west of England.

Core Costs: funds received in order to fund support costs.

A wide range of donors have made generous contributions towards the work of FBB's various activities. These include:

FBB Schools	The Walcott Foundation, Clarion, London Together Fund, Young Londoners Fund
FBB Social Action	Jack Petchey, Sport England Potentials Fund
FBB North West	Nesta, Newby Trust, Peter Kershaw, Variety, Clarion
Core costs	Comic Relief, Rayne Foundation, Paul Hamlyn, Henry Smith, Clarion, One Goal, Hyman's Robertson Foundation, City Bridge Trust, Nesta, Sport England

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

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £	Total 2019 £
Net income/(expenditure) for the reporting year (as per the statement of financial activities)	496,009	178,833	674,842	115,576
Adjustments for:				
Depreciation charges	16,526	-	16,526	4,496
Amortisation charges	1,127	-	1,127	-
Interest from investments	(229)	-	(229)	(185)
(Increase)/decrease in debtors	(80,816)	(7,565)	(88,381)	5,798
Increase/(decrease) in creditors	24,278	-	24,278	14,890
Net cash provided by (used in) operating activities	456,895	171,268	628,163	140,575

12. Operating Lease Commitments

The total future minimum lease payments under non-cancellable operating leases are payable:

	2020 £	2019 £
Not later than one year	10,500	10,000
Later than one year and not later than five years	31,500	-
	<u>42,000</u>	<u>10,000</u>

13. Related Party Transactions

Olalekan Ojumu, a trustee until 1 January 2020, was paid £nil (2019: £445) to reimburse for the cost to Olalekan for releasing him from his employer to spend time on charity business.

Sandra Kearney, the mother of Jack Reynolds, a key management person, was paid a total of £17,655 (2019: £6,435) for consultancy services in relation to bid writing.

No other Trustee received any financial benefits through their association with the charity. No trustee was reimbursed expenses during the year (2019: none).

Jack Reynolds and Jasper Kain, both members of key management personnel, are also directors of FBB Academies Limited, a company for which the Charity is the sole subscriber. During the year FBB Academies Limited made rental payments of £nil to the Charity (2019: £150). At 31 August 2020 FBB Academies limited owed the charity £nil (2019: £1,153).

The aggregate total amount of donations by Trustees to the charity during the year was £1,090 (2019: £665).

14. Members Funds

The company is a private company limited by guarantee with no share capital. The total liability of the members is limited to £10 in the event of a winding up.









Football Beyond Borders - final accounts approval

Final Audit Report

2021-05-27

Created:	2021-05-26
By:	Hewitt Warin (luisa.hewitt@hewittwarin.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA29yIYySU4r_GNn91rDy64OAvV9jwVcd1

"Football Beyond Borders - final accounts approval" History

-  Document created by Hewitt Warin (luisa.hewitt@hewittwarin.com)
2021-05-26 - 1:49:01 PM GMT- IP address: 81.152.16.115
-  Document emailed to Matt Stevenson-Dodd (matt@trustimpact.com) for signature
2021-05-26 - 1:51:33 PM GMT
-  Email viewed by Matt Stevenson-Dodd (matt@trustimpact.com)
2021-05-26 - 5:05:55 PM GMT- IP address: 90.201.33.196
-  Document e-signed by Matt Stevenson-Dodd (matt@trustimpact.com)
Signature Date: 2021-05-26 - 5:08:20 PM GMT - Time Source: server- IP address: 90.201.33.196
-  Document emailed to mwbrindley (mwb@brindleyjacob.co.uk) for signature
2021-05-26 - 5:08:21 PM GMT
-  Email viewed by mwbrindley (mwb@brindleyjacob.co.uk)
2021-05-27 - 10:11:09 AM GMT- IP address: 89.243.12.216
-  Document e-signed by mwbrindley (mwb@brindleyjacob.co.uk)
Signature Date: 2021-05-27 - 10:11:24 AM GMT - Time Source: server- IP address: 89.243.12.216
-  Agreement completed.
2021-05-27 - 10:11:24 AM GMT