

A group of young women in school uniforms are jumping in the air, reaching for footballs. One yellow football is in the air, and two blue footballs are also visible. The background shows a green fence and trees. The overall scene is energetic and joyful.

FOOTBALL BEYOND BORDERS

ANNUAL REPORT 2020— 2021

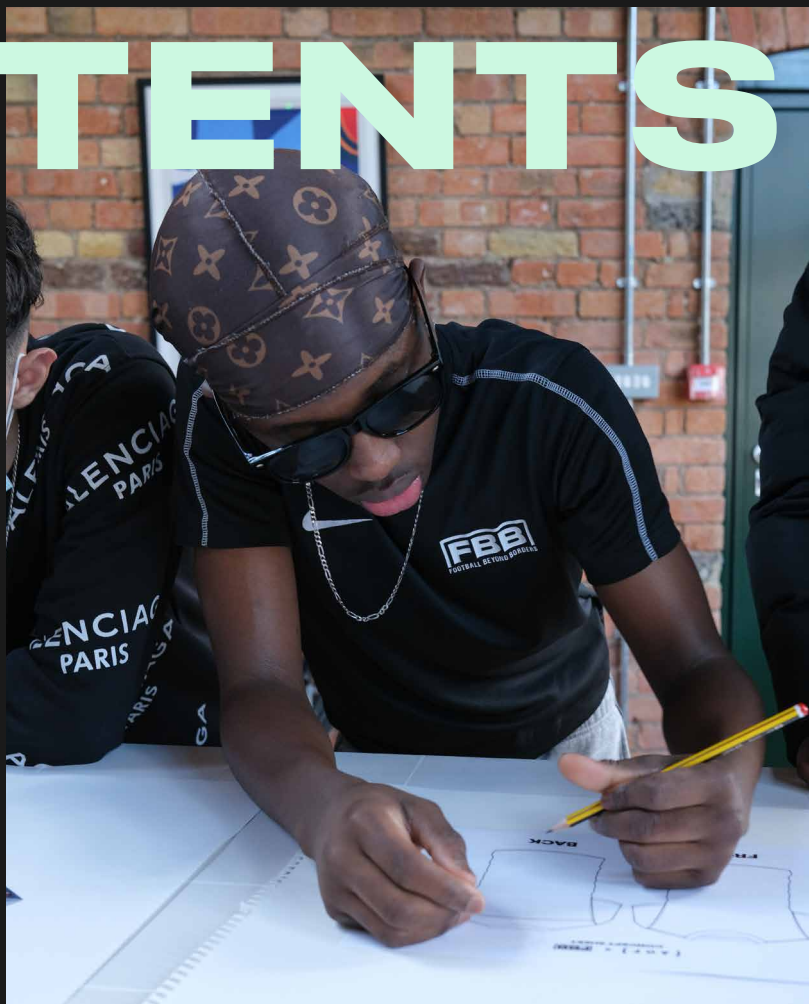
**FOR THE YEAR ENDED
31 AUGUST 2021**

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

FBB
FOOTBALL BEYOND BORDERS

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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.

A handwritten signature in black ink, appearing to read 'Matt Stevenson-Dodd'.

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 haven't 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 with 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	76% 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.
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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 Sedgell community."

James Potter
Deputy Headteacher, Sedgell 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, Sedgell 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.

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



Mishcon de Reya



[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	-	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, 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.

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.



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