

# RACKETS CUBED

England & Wales · Charity number 1170744

## Details

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**Status** Registered

**Legal form** CIO

**Registered** 2016-12-14

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

## Contact

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**Address** 17 Castello Avenue  
London  
SW15 6EA

**Phone** 07766568184

**Website** [www.racketscubed.com](http://www.racketscubed.com)

## Activities

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**Objects:** TO ACT AS A RESOURCE FOR YOUNG PEOPLE OF SCHOOL AGE LIVING IN ENGLAND BY PROVIDING ADVICE AND ASSISTANCE AND ORGANISING PROGRAMMES OF PHYSICAL, EDUCATIONAL AND OTHER ACTIVITIES AS A MEANS OF ADVANCING IN LIFE AND HELPING YOUNG PEOPLE BY DEVELOPING THEIR SKILLS, CAPACITIES AND CAPABILITIES TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS INDEPENDENT, MATURE AND RESPONSIBLE INDIVIDUALS AND ADVANCING EDUCATION.

**Activities:** Rackets Cubed is a national charity committed to transforming the lives of underserved young people in the UK's most deprived communities. Our goal is to empower children to overcome educational barriers, build academic confidence, and develop the resilience needed to thrive. We run Community Partnership Hubs offering integrated Rackets Sports, Tennis, Education (Maths) and Nutrition support.

## Classification

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- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Amateur Sport, Other Charitable Purposes
- **Who:** Children/young People

## Geography

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- Birmingham City
- Bradford City
- Kingston Upon Hull City
- Leeds City
- Liverpool City
- Manchester City
- Surrey
- Walsall
- Throughout London

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£620,188	£528,600	£233,171	8
2024-03-31	£550,396	£537,683	£141,583	9
2023-03-31	£422,168	£420,655	-	-
2022-03-31	£289,102	£288,261	-	-
2021-03-31	£207,768	£189,583	-	-

## Trustees

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Name	Role	Appointed
<b>MICHAEL IAN HILL</b>	Chair	2016-12-08
Bruce Layland Walker		2017-11-21
CAVIN JOHN O'DRISCOLL		2016-12-08
Emma Lewis		2020-05-04
Kathryn Bartram		2019-12-17
MICHAEL HOLLAND		2017-11-21
Richard Andrew Ford		2017-11-21
Sheila Forster		2020-09-17

**RACKETS CUBED**

England & Wales - Charity number 1170744

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# Accounts

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# Annual report

Report of the trustees and  
unaudited financial statements for  
the year ended 31 March 2025



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# Rackets Cubed

The programme numbers in the report relate to the academic year 1 September 2024 to 31 August 2025

## Our mission

Rackets Cubed's mission is to enhance the achievement of children, improving their mental wellbeing and physical literacy, making them happier, healthier and more confident children.

We use our Schools programmes to help underserved children achieve their full potential, drawing on a unique combination of racket sports, STEM education and nutrition. We complement this with local support targeting young families through our Community Box programmes and Community Partnership Hub activities.

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# Our 2024/25 highlights

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**745** children took part in

**25** dynamic Rackets Cubed programmes in

**10** cities



- Increased income to over £620,000 from our strategic partners
- Moved to a Cluster focus approach, deepen and strengthen
- Launched our Ambassador Programme
- Expanded our partnership with the Elliot Foundation to over 20 Schools and Box Programmes
- Developed our Community Partnership Hub and Spoke model in Roehampton, and launched in Battersea

**38,361**

Community Boxes provided from

**20** sites supporting

**1,114** families per week

**2** Hubs supporting

**310**

families every week

“ Our programme is designed to include exercises which develop the children’s social and team building skills. They encourage turn taking and consideration of others all with a smile on their face. ”

Metro, Founding Tennis Coach

# From our Founder and Chair

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Approaching our 10<sup>th</sup> year anniversary, we will continue to evolve and help more underserved Children and Young Families



Michael Hill, founder and Chair of Trustees of Rackets Cubed

As Rackets Cubed approaches its tenth anniversary in 2026, this Annual Review provides an important opportunity to reflect on the charity's development, impact, and strategic direction. The past decade has seen significant evolution in both the scale and scope of our work, while our founding purpose has remained constant: to support young children in underserved communities to build confidence, improve wellbeing, and achieve more at school.

Rackets Cubed was established on the principle that educational attainment cannot be separated from wider issues of health and wellbeing. From the outset, we recognised that children experiencing food insecurity or limited access to physical activity are less able to engage in learning and reach their potential. In response, we developed a distinctive model built on three interdependent pillars — good nutrition, regular physical exercise, and targeted educational support — delivered in partnership with organisations with deep expertise in each area.

Founded in Roehampton in 2016, Rackets Cubed pioneered an innovative programme that uniquely combines racket sports, practical STEM education, and nutritious meals within weekly after-school sessions. Over time, this model has proven both effective and scalable. Today, Rackets Cubed operates as a national charity, delivering programmes across multiple locations in the UK and reaching approximately 750 vulnerable children aged 7–11 every week. Our sessions are hosted in high-quality, aspirational environments, including universities, sports clubs, and national sporting centres, providing children in areas of high deprivation with opportunities they might not otherwise access. Through this holistic approach, we support young people to overcome educational barriers, build academic confidence, and develop the resilience and self-belief needed to succeed in school and beyond.

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We have refined our delivery model to deepen impact within a smaller number of geographic clusters. This approach centres on a dedicated **Community Hub**, with multiple school-based programmes clustered around the hub, enabling more integrated, efficient, and sustainable support for children and families.

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“ Partnership working allows us to  
”  
increase our impact

The challenges of recent years — most notably the COVID-19 pandemic and the ongoing cost-of-living crisis — have had a profound impact on the families we serve. These pressures significantly increased levels of food insecurity, financial stress, and social isolation among our communities. In response, Rackets Cubed adapted quickly, launching the Community Box Programme in partnership with the Elliot Foundation. What began as an emergency response to the pandemic has since evolved into a sustained programme of community support, with more than 20 initiatives currently in operation. This partnership has grown considerably over time, transitioning from crisis food provision to the development of holistic community partnership hubs that act as focal points for a wide range of local services.

Our Community Partnership Hubs in Roehampton and Battersea now serve as essential lifelines for families facing significant hardship. Collectively, these 2 hubs support over 310 vulnerable households — including more than 500 children — each week. Central to the model is our dignified Social Supermarket, through which families contribute £4 to access approximately £40 worth of nutritious food and essential household and hygiene items. This is complemented by wider support services, wellbeing initiatives, and opportunities for community connection, ensuring families receive both practical assistance and longer-term support.

The success of our integrated Central Hub and School Programmes model in Roehampton has been particularly instructive. This approach combines six out-of-school and after-school sport, education, and nutrition programmes with a dedicated community hub, creating a cohesive ecosystem of support for children and their families. This model is central to our future strategy, as it embeds Rackets Cubed more deeply within local communities, strengthens partnerships, and enhances long-term impact and sustainability. The Roehampton model operates at an estimated annual cost of £125,000, while generating nearly £500,000 per year in contributions in kind, supporting

approximately 200 children and 200 families every week.

Looking ahead, we anticipate that demand for our services within underserved communities will remain elevated for a prolonged period. At the same time, we face rising operational costs and a challenging funding environment. In response, during the past year we have taken a number of strategic actions:

- Consolidating our geographic focus around three core clusters — London, Birmingham/West Midlands, and Manchester/Leeds/Bradford — including the difficult decision to scale back activities in the North East to ensure depth, quality, and sustainability of provision.
- Pursuing controlled and sustainable growth, with plans to expand school-based programmes within these core clusters and explore the potential development of a third Community Hub, likely in partnership with the Elliot Foundation.
- Diversifying our funding base, including the establishment of an Ambassador Programme and the continued development of our corporate engagement and support activities.

As we look towards our second decade, it is clear that the need for Rackets Cubed’s intervention is increasing rather than diminishing. The Board and leadership team are actively reflecting on how best to deepen and extend our impact, while remaining true to our mission and values.

I would like to conclude by expressing my sincere thanks to our partners, funders, ambassadors, trustees, schools, volunteers, and staff. Their commitment, expertise, and belief in our work are fundamental to everything Rackets Cubed has achieved. Together, we are creating meaningful, lasting change for children and families across the UK, and I am confident that the years ahead will see our impact continue to grow.



**Michael Hill**  
Founder and Chair of Trustees

# Trustees report

## About us

Our objective is simple: to help primary school children from underserved communities perform at their highest potential.


The way we do it is even simpler: each week our Rackets Cubed Schools programme provides them with unique access to racket sports, alongside additional science, technology, engineering and maths (STEM) tuition and a nutritious meal. The outcome is children with better physical and mental health, who begin to aspire to bigger things and who ultimately perform better at school.

 Find out more in our Rackets Cubed section on pages 10-14.

We run a community-based programme, called **The Community Box**, in partnership with the Elliot Foundation to provide essential food and hygiene products to local families in need.

 Find out more in The Community Box section on pages 16-18.

In Roehampton and Battersea we have built on the community box model and run our Community Hubs, which include a social supermarket, the Community Cuppa where we serve free tea and coffee and invite local partnership organisations to attend to provide support and advice to our young families.

 Find out more on page 16-18.

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“ It's rewarding seeing the progress the children make over time ! ”

Tennis Coach  
York St John University



# Rackets Cubed: Our Schools Programme

Rackets Cubed was launched in 2016 with the aim of reducing educational and social inequalities by offering primary school children in underserved communities access to engaging sport and education programmes in inspiring sporting environments.

We deliver our programmes by connecting *host venues* — including universities, sports clubs, and leisure centres — with local primary schools serving communities with high levels of income deprivation. These host venues are typically located within a one-mile radius of participating schools and provide access to high-quality facilities and equipment, qualified coaches, court time, and appropriate teaching infrastructure.

All Rackets Cubed programmes are designed in close partnership with participating schools. We work collaboratively with headteachers, PE leads, and governing bodies to ensure each programme meets three core criteria: it addresses the specific needs of underserved pupils; offers provision that is distinct from existing extracurricular activities; and complements the school curriculum.

Through our ongoing engagement with school staff, we know that many of the pupils we support face multiple barriers to participation and achievement. These include low confidence, challenges with social inclusion, limited support at home, and speaking English as an additional language. A significant proportion of participants are girls, children from ethnic minority backgrounds, and pupils eligible for Pupil Premium funding.

For many children, Rackets Cubed provides their first opportunity to participate in structured extracurricular activity outside of school hours, and often their first experience of a racket sports club or university campus. By working in partnership with schools and host venues, we help to break down both real and perceived barriers to access, challenging assumptions about who belongs in these spaces.

Consistently, we observe children growing in confidence, developing new aspirations, and beginning to recognise wider opportunities for themselves as a direct result of their participation in Rackets Cubed programmes.

## How Rackets Cubed works

Once a week, primary school children from underserved areas head to a host site to take part in a sports and education session and receive a free nutritious meal. Each child attends around 30 sessions a year.

We work primarily with young people aged 7-11 who are living in some of the country's most underserved areas – places rated between 0.2 and 0.5 on the Income Deprivation Affecting Children Index..

## Our vision – why we do this

Increasing evidence shows that active children do better academically, and that nutritious food improves classroom behaviour. Indeed, research has identified a number of factors that adversely affect a child's learning and development:

- Being overweight affects a child's health and fitness, which has a knock-on effect on their learning and development
- Obesity can adversely affect self-esteem, participation and confidence – all key to a child's development

- Underserved children are less likely to participate in physical activity outside of school.
- Schools that introduce nutrition and physical activity tend to have the biggest impact in disadvantaged populations
- Less hungry children perform better and have a better chance of being happy, resilient learners

We believe that our three-pronged approach – sports, education, nutrition – is uniquely designed to address the issues raised in this growing body of evidence.

## Each Rackets Cubed session features:



### An hour of racket sports

The sessions are led by qualified coaches who work closely with schools, teachers, and volunteers to understand and respond to the individual needs of participating children. Each session is carefully designed to encourage sustained engagement in physical activity, supporting the development of confidence, coordination, and healthier lifestyles.

For many participants, Rackets Cubed represents their first introduction to racket sports. While children are supported to develop new skills and techniques, the primary emphasis is on enjoyment and positive engagement. By creating a fun, inclusive, and supportive environment, we aim to ensure that every child has a positive first experience of sport, laying the foundations for long-term participation and wellbeing.

### An hour of education

After their hour on the court, we run a one-hour session focused on science, technology, engineering and maths (STEM) subjects. These are delivered by professional teachers, outside the classroom and in a less formal, fun, learning environment. These sessions are incredibly important in helping our young participants boost their academic potential and confidence.

### A nutritious meal

Every child receives a free meal during their session, as well as nutritional advice and education to help them make healthier choices outside of the program

### What do children get from Rackets Cubed?

- We believe our programme helps:
- Improve mental health – confidence, happiness and wellbeing
- Improve physical health and physical literacy
- Provide a nutritious meal
- Build resilience through structured challenges in a new sport and setting
- Create a positive impact on school and educational engagement

We currently run

**25** programmes

### Our partnerships

We aim to build long-term relationships with all our partners, so that we can keep growing at a sustainable rate.

We work with four main types of partner:

#### Our host sites

These sports clubs, sports centres, universities and national governing body sites provide much of the support, infrastructure, time and role models that we need to run the programme successfully. Many of them work closely with us on the design, day-to-day running and improvement of the programme. Their support is also invaluable in helping us attract further local funding.

#### Our schools

We work with 23 primary schools in underserved communities, often with high numbers of children relying on free school meals (50+%). Like our host sites, school staff are integral in helping us develop and run our programmes. For example, the schools select the children they feel will benefit most from the programme since they have the best knowledge of their needs and the processes in place to protect their data. We do not charge the full cost of the programme but instead ask for a contribution of £350 per term to ensure their commitment. It is a significant undertaking from the school to provide staff on a regular basis for after-school activities, so we pay for participating teachers' time.

#### Our coaches

We work with professional sports coaches who are instrumental in helping participants develop their sporting performance and confidence. Many of them are young coaches early on their career path. This makes them outstanding role models for our participants – many of whom have never visited a sports club or university or taken part in a racket sport before. Very often working with our coaches opens their eyes to the possibilities and opportunities of playing sport at a professional level.

### Our in-kind contributions from partners

Many of our partners contribute a significant of resources for free to our programmes. To date, the three most important contributions are:

#### Court time

Almost all our host sites provide the tennis, squash or sports halls free of charge so that we can run our programmes. Market rates vary significantly but can be as high as £75 for an hour on a tennis court in some parts of London. We conservatively estimate that, on average, the courts would cost us £25 an hour, and we are usually given two to four courts per session. In some instances, we believe it is appropriate to pay for the courts – typically in municipal-owned facilities that are now dealing with significant energy costs.

#### Teaching rooms

The STEM class is delivered in a separate room with the appropriate infrastructure. Market rates can be as high as £200 an hour, for example for children's parties. We conservatively estimate that each room would cost around £100 an hour.

#### Meal provision

Some of the sites we work with currently provide meals – both hot and cold – free of charge. We estimate that this would cost about £6 per child per session if we paid market rates.

In aggregate this non-cash, in-kind contribution is significant.

### Our future plans

To continue to have a positive impact on the children that we work with and the wider communities that we support. The model we have created in Roehampton is a blueprint for our future expansion. In Roehampton we have integrated the concept of the of Rackets Cubed core programmes and the Community Box to develop a Community Partnership.

**“ I like all three things – they’re fun. In tennis we get to run around , the maths helps me in school, and the food gives me energy ”**

**Year 4 Pupil**  
The Alton



## Case study

### Relaunch at National Tennis Centre

In March 2025 we relaunched our programme at the prestigious National Tennis Centre in Roehampton. Twenty-five Year 3 and Year 4 children from the Alton School walk to the site every Thursday where they take part in high energy tennis sessions with our well respected and esteemed local tennis coach, Metro. The children complete their Maths learning with their teacher and enjoy their time in the café area, admiring and enjoying the facilities. The programme demonstrates a strong relationship between all stakeholders.

**“ It’s an adventure for them – the other kids go home. They put their t-shirts on and walk to the NTC in the dark. It’s exciting! ”**

**Teacher**  
The Alton School

## Rackets Cubed: Our Schools Programme

### Our impact in 2024/25

- 25 programmes in 5 regions across the UK
- 84% of children have learnt something new about rackets sports
- 88% of children feel happier after participating in Rackets Cubed
- 88% of children look forward to Rackets Cubed
- 95% Community Hub users are feeling more confident about their futures.
- 7,250 Volunteer Hours
- 38,361 boxes/food parcels handed out through our Community Boxes and Community hub

“ The children come here every week and are absolutely buzzing! ”

Kevin  
University of East London



## Case study Haxby Road Primary Academy at York St John University

This long standing programme continues from strength to strength. The programme delivers Tennis, Maths and Nutrition to children in one of our most low income areas. Every Tuesday twenty-nine Year 5 and Year 6 children walk to the university for their sessions which they enjoy and look forward to.

The coach delivers engaging and progressive sessions that all children take part and have fun in.



“  
The food is the best part!”

Pupil

Haxby Road Primary Academy

“It’s the highlight of the week for  
all the kids.”

Teacher

Haxby Road Primary Academy

## The Community Hub and Box: Supporting Young Families

As well as our Schools Rackets Cubed programme, we have developed a community-based programme to provide essential food and hygiene products to young families that need them most.

The Community Box programme was introduced at the outset of the COVID-19 pandemic as an emergency response to rising food insecurity and financial hardship among the families we support. Initially launched in partnership with a single school and intended to operate for just three weeks, the programme has since evolved significantly in both scale and purpose.

More than three years on, Community Box now supports over 1,100 families every week across 20 sites, primarily delivered through our network of partner primary schools. Many of the families accessing the programme live in communities experiencing high levels of social and economic deprivation and have been disproportionately affected by the ongoing cost-of-living crisis.

In response, we are further developing the Community Box programme by strengthening our strategic partnership with the Elliot Foundation, with plans to establish additional Community Box hubs within the Foundation's schools. This hub-based approach enables us to provide more consistent, accessible, and integrated support for families over the longer term.



### How The Community Box works

Thanks to strategic partnerships with several surplus food suppliers, The Community Box gives families in low-income areas access to extra food.

We now run social supermarkets in Roehampton and Battersea. This gives families more dignity, by allowing them to choose their own groceries rather than a pre-packed box. We are working on plans to open more social supermarkets in the future.



“ I really look forward to my shopping slot and seeing you all. I always feel safe and welcomed I look forward to me shopping selections. My best room is the two fridges and for from the shelf items – always my hardest choice! Then after shopping a nice cuppa and cake. I also love to attend the lunches to enjoy the food and company. Thank you all so much. ”

A Roehampton Community Hub user

## Case study

### The Battersea Community Box: run by the community for the community

In October 2024, we opened a second social supermarket in Battersea. To date, we have handed out more than 2,458 boxes – the equivalent of about 24,580 meals!

The social supermarket operates a self-referral system, although the families we help must live in Battersea. To help us manage stock levels we ask people to sign up for a one-hour timeslot. We also ask for a £4 contribution; in return each customer gets approximately £40 of groceries.

The model has proved very popular and since the supermarket opened its doors, we've helped more than 348 families. Today, we continue to support 60 families every week within the Battersea area, a highly underserved part of Wandsworth.

The social supermarket is run by a team of 7 local volunteers and most of our groceries are donated by other charities. We get the bulk of our food from City Harvest and we also purchase a range of groceries from local supermarkets to maintain our stock levels.



**60** families helped every week

“ It’s really great the amount of fruit and veg you can choose each week helps me and my family cook ”

A Battersea Community Hub volunteer

# The Community Hub and Box: Supporting Young Families



## Our community partnerships

The Community Box could not exist without the support of our surplus food suppliers and growing team of volunteers

## Our surplus food suppliers

In London we work closely with the Felix Project, Dons Local Action Group, and City Harvest. Together, they supply much of the food that we distribute. But we also rely on food and financial donations from Waitrose, local private schools and religious organisations and receive regular donations of toiletries from the Hygiene Bank and pet food from the Blue Cross. Outside London, we work with FareShare.

The majority of The Community Box distribution sites are located at primary schools that are part of the Elliot Foundation. It would not be possible to run our extensive network of hubs without our close relationship with the Foundation.

## Our volunteers

Some of The Community Box sites are run by volunteers who give their time free of charge. For example, a team of 25 local volunteers support The Roehampton Community Box – a large proportion of whom also benefit from our service. To support them, we've published a Volunteer Handbook outlining the supermarket's policies and procedures and code of conduct.

## Other Community Charities

In Roehampton we have formed partnerships with Citizen's Advice, Thinking Works and Little Village. We invite these charities to attend our Community Cuppa event where they can meet people in a warm, friendly space to provide advice, and help them understand who they can turn to for additional help.

## Our impact in 2024/25

Since we started the Community Box programme back in March 2020, we have given out more than 216,159 boxes. That includes 38,361 boxes of food this year alone.

We've seen a particular increase in the number of people accessing the programme following the cost-of-living crisis. And the feedback we get from people who rely on The Community Box demonstrates why we continue to support the programme.

This year, The Community Box:

- provided essential food and personal hygiene products to approximately 1,100 young families out of 20 sites located in London, Birmingham and Peterborough.
- supported 220 families a week via our social supermarkets in Roehampton and Battersea where participants can select the items that they want.

## Our future plans

We are planning to continue to increase our network of Community Boxes in partnership with the Elliot Foundation, and we are hoping to establish more social supermarkets.

The model we have created in Roehampton is a blueprint for our future expansion. In Roehampton we have successfully integrated the concept of the Rackets Cubed core programmes and the Community Box to develop a Community Partnership Hub. We plan to roll out the same model in other parts of London and the Midlands in conjunction with key partners.

# Thank you!

## Schools

### London

The Alton Primary School  
East Sheen Primary School  
Gallions Primary School  
Highfield Primary School  
Heathmere Primary School  
Sacred Heart Catholic Primary School  
Tolworth Junior School

### Midlands

Billesley Primary School  
Blue Coat Primary School  
Clifton Primary School  
Dovecote Primary School  
Dunkirk Primary School  
Tiverton Academy  
Whealers Lane Primary School

### Yorkshire

Co-op Academy Oakwood  
Co-op Academy Parkland  
Haxby Road Primary Academy  
Shakespeare Primary Academy  
Southcoates Primary School  
Warley Road Primary School

### North West

Cavendish Community Primary School  
Lawrence Community Primary School  
Rolls Crescent Primary School

With huge thanks to all of the teachers, teaching assistants and staff whose energy and commitment made it possible for their students to take part in our programme at these schools.

## Host-sites

### London

Hazelwood Tennis & Squash Club  
Ibstock Place School  
The National Tennis Centre  
Roehampton Club  
Roehampton University  
Surbiton Racket & Fitness Club  
University of East London

### Midlands

Billesley Tennis Centre  
Nottingham Trent University  
Nottingham Tennis Centre  
Queen Mary's Grammar School  
University of Birmingham

### Yorkshire

Queens Sports Club  
Rawdon Tennis Club  
University of Bradford  
Woodford Leisure Centre  
York St John University

### North West

Liverpool Tennis Centre  
Moss Side Leisure Centre  
The Northern Lawn Tennis

With huge thanks to all of the host-sites who work with us to provide facilities, coaches and catering for our programmes.

## Funders

National Lottery  
LTA Tennis Foundation  
PA Foundation  
Investec  
Bernard Sunley Foundation  
Aksia  
Hargreaves Foundation  
Friends of Ibstock Place School  
The Roehampton Club  
John Ryder Memorial Trust  
Wandsworth Council  
Laureus Sport for Good 2024  
Gosling Foundation  
Mercedes Benz UK  
Pest Houses Foundation

With huge thanks to all of our generous individual donors, supporters and volunteers

## Delivery Partners

Elliot Foundation  
City Harvest  
FareShare  
Felix Project  
The Dons (DLAG)  
Wandsworth Hygiene Bank  
Blue Cross  
Waitrose  
Wandsworth Council  
Ibstock Place School  
Tower House School  
St Margaret's Church  
Roehampton Ahmadiyya Group

With huge thanks to all of the partners who supply us with food and donations for our Community Boxes

# Financial review

## Key financial and operational highlights from the year

We continued to develop our Rackets Cubed core programmes over the last 12 months to support 745 children through 25 programmes. We provided 40,000 food parcels through our network of 20 Community Box hubs.

## Our revenue and fundraising

We continue to be focused on longer-term scaling through multi-year grants, and the development of payment for our provision. These require the development of longer-term relationships and represented approximately 70% of this year's revenues. Our revenues fall into four broad categories:

- Donations and Legacy – £56,479
- Roehampton Community Box – £25,815
- Sales and Trading Activities – £170,737. The Elliot Foundation represented the majority of this and has become an important long-term partner for us
- Restricted Grants – £356,585

We have significant multiyear grants from the following strategic partners:

- Sport England – £450,000 over 3 years, scaling of the core integrated programmes
- National Lottery – £150,000 over 3 years with focus on "Roehampton"
- The LTA Tennis Foundation – £173,460 over 3 years
- John Ryder Memorial Trust - £60,000 over 3 years
- Hargreaves Foundation £60,000 over 3 years

Important Corporate Funding from

- PA Consulting
- Mercedes Benz
- Aksia
- Investec

During the year we also secured important single year programme support from:

- Wandsworth Council
- Ibstock Place School
- Investec

We wish to thank all those funders who have supported us, without this support we couldn't run our programmes and support the children.

## Our principal funding sources

We raise funds from several key sources, such as grants, sales activities, donations and fundraising events.

The majority of grants have some form of restriction in their criteria, even though many allow significant flexibility to cover a wide range of costs in a wide range of regions. With that in mind, it's our policy – for accounting purposes – to categorise all grants as 'restricted', unless there is a policy by the grantor that states otherwise. The majority of other sources have no restrictions against them, and we are able to use those income streams in the way that best suits our needs.

## Investment policy and objectives

We hold our assets in liquid form to ensure the continuity of our operations.

## Reserves policy

The trustees are confident that we can continue to operate successfully by relying on grants, sales activities, fundraising, donations and contributions generated from squash and tennis events.

There has been no change in our financial risk policy. We seek to retain general unrestricted funds of between three and six months of expected operating expenditure for the following year. This ensures we can meet our ongoing programme commitments to the participants, their schools (with whom the standard term contract is three years), community clubs and other partners. We seek to retain 12 months of operating expenditure with unrestricted funds and committed funding.

We plan to consolidate to the number of programmes within London as well as in other cities and regions across the country. Raising funds for activities outside London will be challenging, but we are committed to delivering our programmes.

## Budgeting and financial planning

We prepare an annual budget, which is reviewed quarterly by the trustees and our Finance and Risk Committee. We are normally able to project our direct programme costs in a given year very accurately as we know the hours and rates for the year.

We believe we have developed strong capabilities to operate in periods of uncertainty and dynamic change, supported by our flexible cost base. We are not looking to add structural fixed costs, such as office space, for the foreseeable future. This allows us to adjust our costs quickly and we will continue to assess our situation with our trustees on a quarterly basis.

# Selected Organisational goals for 2025/26

The current economic climate has required Rackets Cubed to carefully manage rising operational costs at a time when the charitable funding environment remains under significant pressure. This has necessitated a number of difficult but considered decisions.

As a result, we have moderated the expansion of our core programmes and instead prioritised the development of our proven community-led model. This approach builds on our strong local partnerships to establish **Community Partnership Hubs**, where our core Rackets Cubed programmes are fully integrated with the **Community Box** initiative. By concentrating resources in this way, we are able to maximise impact, strengthen sustainability, and deliver more holistic support to children and families within the communities we serve.

Programmes	<ul style="list-style-type: none"> <li>■ Consolidate the geographical footprint of our existing programmes and focus on strong long-term programmes</li> <li>■ Develop the concept of our Community Partnership Hubs, where we integrate our community and core programme offerings</li> </ul>
Fundraising	<ul style="list-style-type: none"> <li>■ Increase the value of corporate grants</li> <li>■ Target additional larger multi-year grants</li> <li>■ Expand local fund raising</li> </ul>
Training and development	<ul style="list-style-type: none"> <li>■ Expand the training programme for all staff, trustees and volunteers</li> <li>■ Continue with all staff training and development, in particular safeguarding and EDI (Equality, Diversity and Inclusion), which are compulsory and must be completed annually</li> </ul>
Governance and policies	<ul style="list-style-type: none"> <li>■ Carrie Cattle to lead on safeguarding, Becky Downes and Natalie Price as Deputies</li> <li>■ Complete a trustee skills audit to identify the skills we need to add in our next round of recruitment</li> <li>■ Recruit new trustees to support the development of our Community Partnership Hub Strategy</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>■ Expand the number of funding partnerships to six</li> <li>■ Evaluate deepening our relationship with the Elliot Foundation Academies Trust</li> <li>■ Look to further develop our education and nutrition networks</li> </ul>

# Our structure, governance and management

## Governing document

Rackets Cubed is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

## Recruitment and appointment of new trustees

Our members appoint our trustees by ordinary resolution. No person may be appointed as a Trustee unless they have been recommended by the trustees and the appropriate notice has been given in accordance with the company's Memorandum & Articles of Association. There must be at least three trustees. This Board has a membership with no defined maximum number.

During the last year it consisted of 11 members. The necessary business skills and knowledge of educational, physical and nutritional matters are well represented on the Board of Trustees.

The trustees' meet regularly to agree our broad strategy, as well as approving all donations made, and considering our investment, reserves and risk management policies. During the financial period, day-to-day decisions were delegated to senior employees, led by the Chief Executive Officer.

When considering the appointment of new trustees, the Board considers a range of needs, including any specialist skills or characteristics, Board diversity, and general enthusiasm for the work of Rackets Cubed.

Subject to certain exceptions, the term of office for a Trustee is three years. A Trustee may not serve more than three terms. At the end of the three terms that person must step down and may not be re-appointed. The exceptions are:

- A Non-Founding Trustee may serve on the Board for a maximum of 9 years.
- A Trustee appointed in an Ex Officio capacity may serve on the Board for the duration of their holding the relevant office.
- In exceptional circumstances (for example to assist succession planning), a Chair or Trustee may hold office for a further year.

When a Trustee has completed their maximum term, at least four continuous years must elapse before they can be eligible to stand as a Trustee for that organisation again. Any period off the Board of less than four continuous years will count as service on the Board, when calculating the maximum term served.

## Appointment of Executive Officers

As of November 2025, we have a team of eight part-time employees, who work various days a week – most of them two to three days a week. Current defined roles are:

- Justine Herbert – Interim CEO of Rackets Cubed
- Carrie Cante – Programme Director
- Becky Downes - Programme Manager (London)
- Helen Hargreaves – Finance Officer
- Geoff Newton – President
- Natalie Price – Community Hub Manager
- Nikki Rossner – (Retired as CEO on Nov 30<sup>th</sup>)
- Jules Silvera-Abbas – Programme Manager (North West)

## Safeguarding

We have a Safeguarding Policy, which we review once a year. Any staff member involved in a Rackets Cubed programme is subject to their respective organisations' Safeguarding Policy and Training requirements. These are overseen by Ofsted and shared with Rackets Cubed before the programme begins.

Rackets Cubed has a named Designated Safeguarding Lead (currently Carrie Cante) who oversees every aspect of our Safeguarding Policy, training and support. Natalie Price and Becky Downes are Deputy Safeguarding Leads.

All trustees are required to attend a safeguarding for trustees course or similar training. We log all course details and attendance. This year we ensured all trustees attended a Trustee Safeguarding Course.

## Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have reviewed our inherent risks and consider them resolved or mitigated as far as possible to assure the charity's future. The trustees have adopted a risk management strategy that comprises:

- a risk register to review the risks we may face
- a review of key risk indicators (KRIs) to aid risk mitigation; and
- systems, policies and procedures designed to minimise the impact on the charity should those risks materialise

The risk register and KRIs are updated every year and regularly reviewed by the FRC and the Board of Trustees. The following table outlines our principal risks and our plans to mitigate them.

Risk	How we manage the risk
<b>Funding</b>	<ul style="list-style-type: none"> <li>■ Regular monitoring of progress against targets, and of pipeline income</li> <li>■ Increased fundraising capacity to explore new avenues of fundraising income</li> </ul>
<b>Failure to deliver strategic aims, especially growth</b>	<ul style="list-style-type: none"> <li>■ Regular monitoring and review of strategic objectives by Senior Leadership Team and trustees</li> <li>■ Review and due diligence on new prospective programmes to ensure they meet our charitable objectives</li> <li>■ Recruitment and training of high-quality staff to deliver our objectives</li> </ul>
<b>Health and safety/safeguarding issues</b>	<ul style="list-style-type: none"> <li>■ Produce health and safety risk assessments for each core programme before it starts. We have a risk assessment in place for the Roehampton hub</li> <li>■ Separate Safeguarding &amp; Child Protection policies and procedures in place for core programmes and the community projects.</li> <li>■ Processes in place for risk assessment and management</li> <li>■ Insurance held and reviewed annually</li> </ul>
<b>Failure to deliver programmes to a high degree of quality</b>	<ul style="list-style-type: none"> <li>■ Regular internal monitoring and reporting of the quality of programmes</li> <li>■ Training and development provided to all members of staff who are involved in programme delivery and management</li> </ul>
<b>Data protection and critical IT incidents</b>	<ul style="list-style-type: none"> <li>■ Trained Data Protection Officer coordinates the GDPR monitoring and review process</li> <li>■ Training for all staff members on key policies and practices</li> <li>■ Rapid response plans in place to deal with IT issues to minimise any downtime</li> <li>■ Investment in new IT infrastructure and cloud-based software packages to ensure that there is minimal disruption for critical services</li> </ul>

# Independent examiner's report to the trustees of Rackets Cubed

I report to the charity trustees on my examination of the accounts of Rackets Cubed (the Trust) for the year ended 31 March 2025.

## Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

## Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a

registered member of the Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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

Mr Christopher Kay  
Thorne Lancaster Parker  
5th Floor  
Palladium House  
1-4 Argyll Street  
London  
W1F 7TA

21 January 2026

# Statement of financial activities

 for the year ended 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
<b>Income and endowments from</b>					
Donations and legacies	2	92,866	356,585	<b>449,451</b>	429,383
Other trading activities	3	170,737	–	<b>170,737</b>	121,013
<b>Total</b>		<b>263,603</b>	<b>356,585</b>	<b>620,188</b>	550,396
<b>Expenditure on</b>					
Marketing and fundraising costs	4	29,724	–	<b>29,724</b>	2,500
<b>Charitable activities</b>					
Sports coaching	5	–	41,546	<b>41,546</b>	48,045
Teachers		–	37,519	<b>37,519</b>	65,420
Sundries		3,980	–	<b>3,980</b>	2,305
Food and nutrition		128,328	41,568	<b>169,896</b>	111,528
Sportswear and medals		–	7,480	<b>7,480</b>	2,101
Marketing and advertising		30,080	–	<b>30,080</b>	11,277
Impact and evaluation		4,318	–	<b>4,318</b>	2,708
Accountancy and legal fees		18,197	–	<b>18,197</b>	6,744
Programme delivery and organisation		23,476	133,026	<b>156,502</b>	184,313
Central administration and organisation		8,497	8,497	<b>16,994</b>	38,922
Insurance		1,450	–	<b>1,450</b>	1,350
Repairs and renewals		192	–	<b>192</b>	136
Bank fees		473	–	<b>473</b>	477
Community week costs		169	–	<b>169</b>	9,043
Depreciation		375	–	<b>375</b>	375
Venue hire		–	4,950	<b>4,950</b>	12,802
Other		21,768	12,187	<b>33,955</b>	40,137
<b>Total</b>		<b>241,647</b>	<b>286,953</b>	<b>528,600</b>	537,683
<b>Net income/(expenditure)</b>					
Transfers between funds	13	21,956	69,632	<b>91,588</b>	12,713
				–	–
<b>Net movement in funds</b>		<b>21,956</b>	<b>–</b>	<b>91,588</b>	12,713
<b>Reconciliation of funds</b>					
Total funds brought forward		141,583	–	<b>141,583</b>	128,870
Total funds carried forward		163,539	–	<b>233,171</b>	141,583

The notes form part of the financial statements

# Statement of financial position

 for the year ended 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
<b>Fixed assets</b>					
Tangible assets	10	608	–	<b>608</b>	984
<b>Current assets</b>					
Debtors	11	59,202	–	<b>59,202</b>	42,493
Cash at bank		185,226	69,632	<b>254,858</b>	155,230
		244,603	–	<b>314,235</b>	197,723
<b>Creditors</b>					
Amounts falling due within one year	12	(81,497)	–	<b>(81,497)</b>	(57,124)
<b>Net current assets</b>		232,563	69,632	<b>232,563</b>	140,599
<b>Total assets less current Liabilities</b>		233,171	69,632	<b>233,171</b>	141,583
<b>Net assets</b>		233,171	69,632	<b>233,171</b>	141,583
<b>Funds</b>					
Unrestricted funds	13			<b>163,539</b>	141,583
Restricted funds				<b>69,632</b>	
<b>Total funds</b>				<b>233,171</b>	141,583

The financial statements were approved by the Board of Trustees and authorised for issue on 21st January 2026 and were signed on its behalf by:



**Michael Hill**, Chair of Trustees

# Statement of cash flows

for the year ended 31 March 2025

	Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	99,627	14,234
Net cash provided by operating activities		99,627	14,234
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		-	(934)
Net cash used in investing activities		-	(934)
<b>Change in cash and cash equivalents in the reporting period</b>		<b>99,627</b>	<b>13,300</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>155,230</b>	<b>141,931</b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>254,858</b>	<b>155,230</b>

## Notes to the statement of cash flows

for the year ended 31 March 2025

### 1. Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	<b>91,588</b>	12,713
<b>Adjustments for:</b>		
Depreciation charges	375	375
(Increase)/decrease in debtors	(16,709)	(36,722)
Increase in creditors	24,373	37,868
<b>Net cash provided by operations</b>	<b>99,627</b>	14,234

### 2. Analysis of changes in net funds

	At 1.4.24 £	Cash flow £	At 31.3.25 £
<b>Net cash</b>			
Cash at bank	155,230	99,627	254,858
	155,230	99,627	254,858
<b>Total</b>	<b>155,230</b>	<b>99,627</b>	<b>254,858</b>

The notes form part of the financial statements

# Notes to the financial statements for the year ended 31 March 2025

## 1. Accounting policies

### Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

### Income

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

### Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

### Tangible fixed assets

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

### Taxation

The charity is exempt from tax on its charitable activities.

### Fund accounting

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

Restricted funds can only be used for particular restricted purposes within the objectives of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

### Hire purchase and leasing commitments

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

### Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

## 2. Donations and legacies

	2025 £	2024 £
Direct donations	58,664	38,024
Corporate donations	34,200	36,600
Grants	356,585	354,758
	<b>449,451</b>	429,382

Grants received, included in the above, are as follows:

	2025 £	2024 £
Funding grants and awards	356,585	354,758

### 3. Other trading activities

	2025 £	2024 £
Community week funding	980	-
Roehampton Community Partnership Hub contributions	25,815	27,824
Community Box contributions	121,687	68,200
School Programme contributions	22,255	24,989
<b>Total funds</b>	<b>170,737</b>	121,013

### 4. Event hosting costs

#### Other trading activities

	2025 £	2024 £
Marketing and fundraising costs	29,724	2,500
	<b>29,724</b>	2,500

### 5. Charitable activities costs

	Direct costs £	Support costs (see note 6) £	Totals £
Sports coaching	28,192	-	28,192
Squash coaching	13,354	-	13,354
Teachers	37,519	-	37,519
Sundries	-	3,980	3,980
Food and nutrition	170,076	-	170,076
Sportswear and medals	7,480	-	7,480
Marketing and advertising	-	700	700
Impact and evaluation	-	4,318	4,318
Accountancy costs	-	4,906	4,906
Programme delivery and organisation	156,502	-	156,502
Central Administration and organisation	-	16,994	16,994
Insurance	-	1,450	1,450
Repairs and renewals	-	192	192
Bank fees	-	473	473
Community week costs	169	-	169
Legal fees	-	13,291	13,291
Depreciation	-	375	375
Venue hire	4,950	-	4,950
Other	33,955	-	33,955
	452,197	46,679	498,876

## Notes to the financial statements

### 6. Support costs

	Management £	Finance £	Information technology £	Governance costs £	Totals £
Sundries	–	–	3,980	–	3,980
Marketing and advertising	700	–	–	–	700
Impact and evaluation	4,318	–	–	–	4,318
Accountancy costs	–	–	–	4,906	4,906
Central administration and organisation	16,994	–	–	–	16,994
Insurance	–	–	1,450	–	1,450
Repairs and renewals	–	–	192	–	192
Bank fees	–	473	–	–	473
Legal Fees	–	–	–	13,291	13,291
Depreciation	–	–	375	–	375
	22,012	473	5,997	18,197	46,679

### 7. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

#### Trustees' expenses

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

### 8. Staff costs

	2025 £	2024 £
Social security costs	9,272	13,278
Other pension costs	4,274	3,822
	13,546	17,100

The average monthly number of employees during the year was as follows:

	2025 £	2024 £
	8	9

No employees received emoluments in excess of £60,000.

## 9. Comparatives for the statement of financial activities

	Unrestricted funds £	Restricted funds £	Total funds £
<b>Income and endowments from</b>			
Donations and legacies	74,623	354,760	429,383
Other trading activities	121,013	–	121,013
<b>Total</b>	<b>195,636</b>	<b>354,760</b>	<b>550,396</b>
<b>Expenditure on</b>			
Event hosting costs	1,700	–	1,700
Charitable activities			
Sports Coaching	–	48,045	48,045
Teachers	–	65,420	65,420
Sundries	2,305	–	2,305
Food and Nutrition	60,706	50,822	11,528
Sportswear and Medals	–	2,101	2,101
Marketing and Advertising	11,277	–	11,277
Impact and Evaluation	2,708	–	2,708
Accountancy and legal fees	6,744	–	6,744
Programme delivery and Organisation	73,725	110,588	184,313
Central Administration & Organisation	19,461	19,461	38,922
Insurance	1,350	–	1,350
Repairs and renewals	136	–	136
Bank fees	477	–	477
Community week costs	9,043	–	9,043
Depreciation	375	–	375
Venue hire	–	12,802	12,802
Other	23,098	15,339	15,339
<b>Total</b>	<b>213,105</b>	<b>324,578</b>	<b>537,683</b>
<b>Net income/(expenditure)</b>	<b>(17,469)</b>	<b>30,182</b>	<b>12,713</b>
Transfers between funds	30,182	(30,182)	–
Net movement in funds	12,713	–	12,713
<b>Reconciliation of funds</b>			
Total funds brought forward	128,870	–	128,870
<b>Total funds carried forward</b>	<b>141,583</b>	<b>–</b>	<b>141,583</b>

## Notes to the financial statements

## 10. Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Totals £
<b>Cost</b>			
At 1 April 2024	934	566	1,500
At 31 March 2025	934	566	1,500
<b>Depreciation</b>			
At 1 April 2024	233	283	516
Charge for year	233	142	375
At 31 March 2025	466	425	892
<b>Net book value</b>			
At 31 March 2025	467	141	608
At 31 March 2024	701	283	984

## 11. Debtors: amounts falling due within one year

	2025 £	2024 £
Trade debtors	4,550	1,198
Prepayments and accrued income	54,652	41,295
	<b>59,202</b>	42,493

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

	2025 £	2024 £
Trade creditors	72,415	53,066
Taxation and social security	1,742	1,258
Other creditors	7,340	2,800
	<b>81,497</b>	57,124

### 13. Movement in funds

	At 1.4.24 £	Net movement in funds £	Transfer between funds £	At 31.3.25 £
<b>Unrestricted funds</b>				
General fund	141,583	21,956		163,539
<b>Restricted funds</b>				
Restricted fund	–	69,632		69,632
<b>Total funds</b>	141,583	91,588	–	233,171

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	263,603	(241,647)	21,956
<b>Restricted funds</b>			
Restricted fund	356,585	(286,953)	69,632
<b>Total funds</b>	620,188	(528,600)	91,588

#### Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	Transfer between funds £	At 31.3.24 £
<b>Unrestricted funds</b>				
General fund	128,870	(17,469)	30,182	141,583
<b>Restricted funds</b>				
Restricted fund	–	30,182	(30,182)	–
<b>Total funds</b>	128,870	12,713	–	141,583

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	195,636	(213,105)	(17,469)
<b>Restricted funds</b>			
Restricted fund	354,760	(324,578)	30,182
<b>Total funds</b>	550,396	(537,683)	12,713

## Notes to the financial statements

### 13. Movement in funds – continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23 £	Net movement in funds £	Transfer between funds £	At 31.3.25 £
<b>Unrestricted funds</b>				
General fund	128,870	4,487	30,182	163,539
<b>Restricted funds</b>				
Restricted fund	-	99,814	(30,182)	69,632
<b>Total funds</b>	<b>128,870</b>	<b>104,301</b>	<b>-</b>	<b>233,171</b>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	459,239	(454,752)	4,487
<b>Restricted funds</b>			
Restricted fund	711,345	(611,531)	99,814
<b>Total funds</b>	<b>1,170,584</b>	<b>(1,066,283)</b>	<b>104,301</b>

### 14. Related party disclosures

There were no related party transactions for the year ended 31 March 2025.

# Detailed statement of financial activities

for the year ended 31 March 2025

	2025 £	2024 £
<b>Income and endowments</b>		
<b>Donations and legacies</b>		
Direct donations	56,479	38,024
Corporate donations	34,200	36,600
Grants	356,585	354,758
Donations to boxes	2,185	-
	<b>449,451</b>	<b>429,382</b>
<b>Other trading activities</b>		
Community Week Funding	980	-
Roehampton Community Partnership Hub Contributions	25,815	27,824
Community Box Contributions	121,687	68,200
School programme Contributions	22,255	24,989
	<b>170,737</b>	<b>121,013</b>
<b>Total incoming resources</b>	<b>620,188</b>	<b>550,395</b>
<b>Expenditure</b>		
<b>Other trading activities</b>		
Marketing and fundraising costs	29,724	2,500
	<b>29,724</b>	<b>2,500</b>
<b>Charitable activities</b>		
Venue Hire	4,950	12,802
Sports Coaching	41,546	48,045
Teachers	37,519	65,420
Community week programmes	169	9,043
Programme delivery and organisation	156,502	184,313
Food and nutrition	170,076	111,528
Sportswear and medals	7,480	2,101
	<b>418,242</b>	<b>433,252</b>
<b>Other</b>		
Social security	9,272	13,278
Pensions	4,274	3,822
Sundries	13,782	12,570
Travelling	5,414	6,789
Entertainment	418	281
Bad Debts	175	1,700
Subscriptions	620	1,697
	<b>33,955</b>	<b>40,137</b>

This page does not form part of the statutory financial statements.

## Detailed statement of financial activities

	2025 £	2024 £
<b>Support costs</b>		
<b>Management</b>		
Impact and evaluation	4,318	2,708
Central administration and organisation	16,994	38,922
Marketing and advertising	700	8,777
	<b>22,012</b>	50,407
<b>Finance</b>		
Bank charges	473	477
<b>Information technology</b>		
Insurance	1,450	1,350
Repairs and renewals	192	136
Telephone	2,295	488
Postage and stationery	1,685	1,817
Depreciation	375	375
	<b>5,997</b>	4,166
<b>Governance costs</b>		
Accountancy and legal fees	18,197	6,744
<b>Total resources expended</b>	<b>528,600</b>	537,683
<b>Net income</b>	<b>91,588</b>	12,713

This page does not form part of the statutory financial statements.

# Reference and administrative details

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**Registered Charity number** 1170744

**Principal address** 17 Castello Avenue  
London , SW15 6EA

**Trustees**

M Hill - Chair of Trustees  
C O'Driscoll  
R Ford  
M Holland  
B L Walker  
K Bartram  
E Lewis  
A Keothavong (Retired November 2025)  
S Forster

**Independent Examiner** Thorne Lancaster Parker Chartered Accountants  
4th Floor  
Venture House  
27-29 Glasshouse Street  
London W1B 5DF

## Commencement of activities

The charity was incorporated on 14th December 2016, and commenced activities on 14th December 2016.

Approved by order of the Board of Trustees on 21st January 2026 and signed on its behalf by:



**Michael Hill**  
Chair of Trustees

[racketscubed.com](http://racketscubed.com)



**RACKETS CUBED**

England & Wales - Charity number 1170744

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# Accounts

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# Annual report

Report of the trustees and unaudited financial statements  
for the year ended 31 March 2024



# Rackets Cubed

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The programme numbers in the report relate to the academic year 1 September 2023 to 31 August 2024

## **Our mission**

Rackets Cubed's mission is to enhance the achievement of children, improving their mental wellbeing and physical literacy, making them happier, healthier and more confident children.

We use our core programmes to help underserved children achieve their full potential, drawing on a unique combination of racket sports, STEM education and nutrition. We also provide broader local community support through our Community Box programme and Community Partnership Hub activities.

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# Our 2023/24 highlights

---

**1,384**

children took part in

**40**

dynamic Rackets Cubed  
programmes in

**15**

cities

- Increased income to over £550,000 from our strategic partners
- Launched our Community Cuppa and Community Partnership Hub initiative in Roehampton
- Continued to work with the Elliot Foundation and their 18 Community Box hubs
- Developed our Community Partnership model to connect with other local organisations and charities in Roehampton
- Ran our first Continuing Professional Development (CPD) event for primary school teachers
- Roehampton Community Week supported 9 projects
- Launched our quarterly newsletter to keep our partners and the entire Rackets Cubed community engaged in our activities

**41,963**

Community Boxes provided from

**19** sites helping

**1,000**

families every week

“

The current cost-of-living situation has affected me and my children because of the increase in my gas and electric bills. It has been difficult with feeding especially, but I am very grateful for the opportunity given by the food hub which allows me to provide for my girls until I am able to get a better job. ”

**Anon**

# From our Chair

This has been another incredibly difficult year for so many people. The brutal economic climate that I mentioned in my introduction to last year's report has continued to have a significant impact on the communities where we work.



Michael Hill, founder and Chair of Trustees of Rackets Cubed

More and more families – many of them young – are struggling to juggle the cost of soaring rent, energy and food. At the same time, the food banks and food surplus charities that a growing number of them rely on are struggling to keep up with demand. And not just because more people are using them but because supermarkets are increasing their efforts to reduce food waste. That is to be commended but the knock-on effect is profound. We've seen that in our social supermarket in Roehampton. Meanwhile, schools – which are often a stabilising force in a community – are facing funding pressures, which makes it harder to pay teachers for extra-curricular activities like the Rackets Cubed programme.

Of course, we've not been immune either. As well as the challenges our partners are facing that have a knock-on effect on what we do, we've had to manage our own rising costs at a time when charitable funding has been hit extremely hard. The current climate has forced us to make some tough decisions, including scaling back our activities in the northeast of England.

I also said last year that I am an uber optimist. That hasn't changed. In fact, I am more convinced than ever of the urgent need for the kind of support we offer. I also believe in finding the opportunity within a challenge and what this incredibly tough year has given us is an opportunity to reflect on our strengths and how we can use them to create an even greater, deeper impact. What has become very clear is that the model that we've built in Roehampton – through both the original integrated Rackets Cubed sport and STEM programmes and The Community Box – has given us the blueprint to do just that.

We have over **1,020** families on our Roehampton Community Box database and have handed out over **30,106** bags of groceries.

“I am more convinced than ever of the urgent need for the kind of support we offer.”

We set up The Roehampton Community Box back in 2020, working with one school to help provide essential food and hygiene products to families who needed them most during the Covid-19 pandemic. We only expected it to last three weeks.

Four years later, by integrating both concepts we have developed our Community Partnership Hub strategy. This dual community-based activity integrates our dedicated community hub offering with our ‘out of and after school’ sport education and nutrition programme. This strategy is key to scaling our operation in future – it embeds us deeper in the local communities and enhances our longer-term impact and sustainability. We estimate our first pilot Community Partnership Hub has cost around £125,000 to run and receives nearly £500,000 per year in contributions in kind, supporting 200 young children and 200 young families every week. This partnership model allows us to tackle food, activity and income poverty all at the same time.

So, what started out as a way of staying connected with the community in a time when we couldn’t run our Rackets Cubed activities has become an increasingly important part of what we do.

We’ve built our model on the foundations of good nutrition, physical exercise and educational support, working with partners who have specific skills in these areas. And we now see an opportunity to fully integrate the two aspects of our organisation, to create more of these hubs and offer more holistic support to families in communities who are struggling.

The success of Roehampton is also thanks in large part to the support we’ve had from Wandsworth Council, City Harvest, The Felix projects and other local institutions (Faith groups, DLAG, local schools and clubs). We’re able to run the hub from one of its buildings in the centre of Roehampton at no extra cost. That, in turn has given us the ability to offer space for other complementary services, such as Citizens Advice and domestic abuse charities. This sort of ‘in-kind’ contribution is transformational for a charity like us, enabling us to achieve significantly more than from fundraising alone.

Another significant partnership is the one we have established with the Elliot Foundation over the last five years. Having introduced The Community Box in one school five years ago we are now helping families in 18 Elliot schools navigate the hardship of food and hygiene poverty. You can read more about how and why this partnership has been so successful in the CEO Q&A on page 6.

What I believe our model shows is how we can deepen our impact, working with the right partners to create a more efficient, meaningful and sustainable support network for people who desperately need it.

There’s no doubt that this has been a painful period for our charity and that there will be more challenges in the coming year and much for us to learn as we develop these new hubs. But I truly believe that the work the team has done this year to navigate the economic challenges and integrate the two sides of our charity means that we have an utterly compelling approach that can be replicated across the UK.



**Michael Hill**  
Chair of Trustees

# In conversation

## CEO Nikki Rossner talks to Hugh Greenway, CEO of the Elliot Foundation

Rackets Cubed and the Elliot Foundation have worked together successfully for a number of years drawing on their respective skills and experiences to help thousands of families navigate increasingly higher costs of living and food poverty. Nikki Rossner and Hugh Greenway discuss why this partnership is so important and how it benefits the communities they support.



### When and why did you decide to work together?

**Nikki:** We first came across the Elliot Foundation in the Covid-19 pandemic, when we were adjusting our programme to lockdown restrictions and setting up The Community Box. It was a breath of fresh air to meet Hugh. We both like to make things happen; it's quite rare to meet a partner that is willing to say, 'Let's just give it a go and see where it leads.'

**Hugh:** It was a meeting of minds. I had become increasingly angry at the scale of food poverty in our schools. I'd also been introduced to The Felix Project and Fulham Football Club where I saw the benefits of providing food and sport together. So I started looking for partners to work with on something similar, and found out that one of our schools was already working with Rackets Cubed. I saw immediately that this was an organisation trying to solve the same problem with a 'can-do' approach that I could immediately relate to and trust.

“With the core Rackets Cubed programmes and the Community Boxes combined, we have supported over **127,000** people this year.”

## Why is the partnership so important?

**Nikki:** The scale of the problem requires a different approach. It's too big for one charity to try and solve by itself. As a society we talk about food poverty as if it's only a problem for the homeless community or people in transient groups – that's wrong. The Trussell Trust released data recently that said 68% of working households claiming Universal Credit have gone without essentials in the last six months; 4 million children are living in poverty with food insecurity in UK (Joseph Rowntree Foundation 2024). We also talk about a cost-of-living 'crisis', and that's also wrong. There is no end for a lot of the families we support, this is just life. We have one Elliot Foundation school in south London where 50% of the families are receiving a food box every week.

**Hugh:** It's easy to underestimate the seriousness of the problem and how many people need the type of support provided by The Community Box. It has very sadly got to the stage where even as a national living wage employer we have some part-time staff who are working two or three jobs, and still rely on their weekly box for food security. It's heartbreaking.

**Nikki:** At the same time, budget cuts mean that local councils are no longer able to provide some of the services we're offering through our community hubs. But what they can provide is space for us to build those hubs. When you combine that with the skills and relationships we've built to access food and other services with the Elliot Foundation's ability to discreetly identify the families that need most support, these partnerships become an essential lifeline for our communities.

## What are the benefits of working together?

**Hugh:** We are now operating in a state and charity sector that is so fragmented that you lose most of your effort to entropy. So the biggest benefit is simply being able to combine our skills and experiences to create something that is greater than the sum of its parts. I can go into my schools and say, 'We're working with Rackets Cubed' and that saves time and creates efficiency for Nikki and her team.

**Nikki:** And Hugh's team knows exactly which families within their schools may need help and can direct them to us discreetly so we can support them with care and compassion and help them avoid the sense of stigma that people often feel when relying on charity. There are also some real practical benefits. For example, the Foundation provides us with a regular income which gives us some financial security in a time when funding isn't always easy to get.

## What impact has your partnership had on the communities you support?

**Nikki:** In terms of numbers, we're operating in 18 schools supporting around 1,000 families every week. That translates to around nearly 42,000 food boxes this year – about £1.5million of in-kind benefit to some of the most vulnerable people in our communities, at a fraction of the cost of delivering them.

**Hugh:** Numbers only tell part of the story, though. Some elements of community impact can be hard to quantify, but I think when people read the rest of this report, they'll get a sense of just how significant Rackets Cubed's impact has been this year.

## What's next? How do you see the partnership developing?

**Nikki:** The partnership has been evolving since day one – we've gone from delivering food parcels in response to Covid-19 to developing holistic community partnership hubs that provide a focal point for a range of different services. Just recently, for example, we ran a session showing people how to cook a simple meal and sent them home with a recipe card and a bag of ingredients to make it themselves.

There's definitely more we can do, and councils are starting to come to us now offering us building space in exchange for creating these hubs. So as well as evolving, the partnership is growing. I hope that very soon we'll see new hubs opening in North London and Birmingham.

**Hugh:** I think we're creating a national, sustainable programme centred around these hubs and I'd love to see more of them around the country. They are anchors of trust and a positive space within a community that gives people a sense of agency and ownership. I think that's at the heart of making the world a little less fragmented.

**Nikki:** I completely agree. I think the nature of our partnership is that we'll always stay open to new ways of working together to support our communities, but now it's about growing the partnership, replicating what we've achieved in places like south London and then deciding where to go next.

# Trustees report

## About us

Our objective is simple: to help primary school children from underserved communities perform at their highest potential.

The way we do it is even simpler: each week our core Rackets Cubed programme provides them with unique access to racket sports, alongside additional science, technology, engineering and maths (STEM) tuition and a nutritious meal. The outcome is children with better physical and mental health, who begin to aspire to bigger things and who ultimately perform better at school.

→ Find out more in our Rackets Cubed section on pages 10-14.

We run a community-based programme, called **The Community Box**, in partnership with the Elliot Foundation to provide essential food and hygiene products to local families in need.

→ Find out more in The Community Box section on pages 16-18.

In Roehampton (London) we have built on the community box model and run a 'social supermarket' and Community Partnership hub, which includes the Community Cuppa where we serve free tea and coffee and invite local partnership organisations to attend to provide support and advice to our families.

→ Find out more on page 16-18.



“It’s been great to see the children keeping active and fit throughout the whole school year and doing this outside of school hours. They have learnt a new skill with their tennis and also advanced the level of their maths skills.”

**Joe Hollis**  
Tennis Coach, Billesley



# Rackets Cubed: Our core programme

We launched Rackets Cubed back in 2016 to help primary school children in underserved communities enjoy extracurricular sports and education sessions in a sporting environment that they might not otherwise have access to.

We do this by connecting 'host' sites, such as universities, sports clubs and leisure centres, with local primary schools that have high 'income deprivation' ratings. Our hosts – typically located within a mile of a participating school – provide access to facilities and equipment, coaches, court time and teaching infrastructure.

Rackets Cubed is designed in partnership with our schools and we typically work with headteachers, PE leads, and governors to ensure the programme meets three criteria:

- meeting the needs of underserved pupils;
- offering something different to other programmes; and
- complementing the curriculum.

We know from talking to school staff that many of the pupils we work with struggle with social inclusion and low confidence. Many miss out on support at home and speak English as an additional language. A high proportion are young females and from ethnic minority backgrounds. Many are also eligible for Pupil Premium.

Very few of them are able to attend extracurricular activities outside of school time, and often this is their first experience of a racket sports club or university campus. Working together in this way helps break down perceived and real barriers and perceptions about who has the right to access these opportunities.

Time and again we have witnessed our young people grow in confidence and start to see further opportunities for themselves as a result of the Rackets Cubed experience.

## How Rackets Cubed works

Once a week, primary school children from underserved areas head to a host site to take part in a sports and education session and receive a free nutritious meal. Each child attends around 30 sessions a year.

We work primarily with young people aged 7-11 who are living in some of the country's most underserved areas – places rated between 0.2 and 0.5 on the Income Deprivation Affecting Children Index. Currently we operate in cities including Birmingham, Halifax, Hull, Leeds, London, Liverpool, Manchester, Nottingham and York.

## Our vision – why we do this

Increasing evidence shows that active children do better academically, and that nutritious food improves classroom behaviour. Indeed, research has identified a number of factors that adversely affect a child's learning and development:

- Being overweight affects a child's health and fitness, which has a knock-on effect on their learning and development
- Obesity can adversely affect self-esteem, participation and confidence – all key to a child's development

- Underserved children are less likely to participate in physical activity outside of school.
- Schools that introduce nutrition and physical activity tend to have the biggest impact in disadvantaged populations
- Less hungry children perform better and have a better chance of being happy, resilient learners

We believe that our three-pronged approach – sports, education, nutrition – is uniquely designed to address the issues raised in this growing body of evidence.

## Each Rackets Cubed session features:



### An hour of racket sports

This is led by qualified coaches who work with the schools, teachers and volunteers to understand the needs of the children. These sessions are designed to encourage young people to take part in physical activity, helping to develop their confidence and healthier lifestyles. For many of the young people involved, this is their first introduction to racket sports. And while we work with them to develop new skills and techniques, the main goal is to have fun and create a positive first experience of the sport in question

### An hour of education

After their hour on the court, we run a one-hour session focused on science, technology, engineering and maths (STEM) subjects. These are delivered by professional teachers, outside the classroom and in a less formal, fun, learning environment. These sessions are incredibly important in helping our young participants boost their academic potential and confidence.

### A nutritious meal

Every child receives a free meal during their session, as well as nutritional advice and education to help them make healthier choices outside of the programme.

## What do children get from Rackets Cubed?

We believe our programme helps:

- Improve mental health – confidence, happiness and wellbeing
- Improve physical health and physical literacy
- Provide a nutritious meal
- Build resilience through structured challenges in a new sport and setting
- Create a positive impact on school and educational engagement

We currently operate in

**15**

cities across England

## Rackets Cubed: Our core programme

### Our partnerships

We aim to build long-term relationships with all our partners, so that we can keep growing at a sustainable rate.

We work with four main types of partner:

#### Our host sites

These sports clubs, sports centres, universities and national governing body sites provide much of the support, infrastructure, time and role models that we need to run the programme successfully. Many of them work closely with us on the design, day-to-day running and improvement of the programme. Their support is also invaluable in helping us attract further local funding.

#### Our schools

We work with 40 primary schools in underserved communities, often with high numbers of children relying on free school meals (50+%). Like our host sites, school staff are integral in helping us develop and run our programmes. For example, the schools select the children they feel will benefit most from the programme since they have the best knowledge of their needs and the processes in place to protect their data. We do not charge the full cost of the programme but instead ask for a contribution of £350 per term to ensure their commitment. It is a significant undertaking from the school to provide staff on a regular basis for after-school activities, so we pay for participating teachers' time.

#### Our coaches

We work with professional sports coaches who are instrumental in helping participants develop their sporting performance and confidence. Many of them are young coaches early on their career path. This makes them outstanding role models for our participants – many of whom have never visited a sports club or university or taken part in a racket sport before. Very often working with our coaches opens their eyes to the possibilities and opportunities of playing sport at a professional level.

#### National governing bodies and other sporting partners

We have strong relationships with sports-based national governing bodies, such as the Lawn Tennis Association, Badminton England, Table Tennis England and England Squash, as well as the Professional Squash Association World Tour. These relationships are essential in helping us grow and develop our programmes.

### Our in-kind contributions from partners

Many of our partners contribute a significant of resources for free to our programmes. To date, the three most important contributions are:

#### Court time

Almost all our host sites provide the tennis, squash or sports halls free of charge so that we can run our programmes. Market rates vary significantly but can be as high as £75 for an hour on a tennis court in some parts of London. We conservatively estimate that, on average, the courts would cost us £25 an hour, and we are usually given two to four courts per session. In some instances, we believe it is appropriate to pay for the courts – typically in municipal-owned facilities that are now dealing with significant energy costs.

#### Teaching rooms

The STEM class is delivered in a separate room with the appropriate infrastructure. Market rates can be as high as £200 an hour, for example for children's parties. We conservatively estimate that each room would cost around £100 an hour.

#### Meal provision

Some of the sites we work with currently provide meals – both hot and cold – free of charge. We estimate that this would cost about £5 per child per session if we paid market rates.

In aggregate this non-cash, in-kind contribution is significant.

### Our future plans

To continue to have a positive impact on the children that we work with and the wider communities that we support. The model we have created in Roehampton is a blueprint for our future expansion. In Roehampton we have integrated the concept of the of Rackets Cubed core programmes and the Community Box to develop a Community Partnership.

“ My son loves going to Rackets Cubed. His confidence has improved, and he loves the meals they provide. ”

**Parent** Warley Road



## Case study

### New opportunities for kids at Warley Road Primary Schools in Halifax

In 2023/24, Rackets Cubed, Warley Road Primary School and Queens Sports Club came together to bring an opportunity to 30 children. Weekly sessions included a squash session with Level 3 coach Sarah Campion, a maths lesson, and a hot, healthy meal, all on site at the impressive Queens Club venue in Halifax.

The strong relationship between the club and Rackets Cubed really helped drive this programme and bring about such an amazing opportunity for the children at Warley Road Primary School.

“ It’s fantastic to feel the class’s infectious energy as they enter the building, clearly excited to play squash again! The best thing about running a Rackets Cubed programme is seeing the delight and pride on the children’s faces as they conquer a new skill! ”

Our Rackets Cubed programme has not only helped to cultivate hand-eye coordination and racket skills, it’s helped to nurture healthy competition, sportsmanship and teamwork – all vital life skills!

I would absolutely encourage other clubs to host a Rackets Cubed programme, it enables you to give local kids more opportunities and it’s also extremely rewarding! ”

**Coach** Warley Road

## Rackets Cubed: Our core programme

# Our impact in 2023/24

- **1,384** children supported nationwide across **15** UK cities
- **70%** of children improved their overall fitness
- **10 out of 11** participating schools reported improved speed and agility in children on the programme
- **59%** of girls had improved mental wellbeing
- **88%** of children look forward to Rackets Cubed
- **82%** of children said they felt happier after participating
- **88%** of parents said Rackets Cubed had a positive impact on their child's wellbeing
- **100%** of teachers said that Rackets Cubed helped build confidence in their children

“ He loves the different meals and enjoys the maths. He never wants to miss a day of Rackets Cubed. Keep doing what you're doing. Thank You! ”

Parent



“It’s like once they put on a Rackets Cubed t-shirt, they become a superhero.”

Teacher, London

## Case study

### A strong partnership: Gallions Primary School, University of East London and Rackets Cubed

In January 2023 the strong partnership between Gallions Primary School in Newnham and the University of East London was born. The programme has continued to flourish and benefit 30 year 5 children who attend weekly sessions, which comprises of a tennis session, maths lesson and a warm nutritious meal provided by onsite caterers.

Rackets Cubed, Gallions and UEL’s close partnership ensures that the organisation, delivery and success of this programme is a great example of what can be achieved.

“J has loved the Rackets Cubed programme. He never shows an interest in after school programmes, but we encouraged him to go to this as he showed some interest in tennis last summer. We’re so pleased we did, as from the first session he loved it and always looks forward to Thursdays. He is particularly complimentary about the food! Thank you for your hard work in partnering with schools to bring this programme to young people!”

Parent from Gallions Primary

March 24



Rackets Cubed won partner of the year award from our amazing host site – UEL May 2024

“It’s a breath of fresh air this programme. The children come here every week and are absolutely buzzing.”

Kevine from UEL

March 2024

# The Community Box: Supporting local communities

As well as our core Rackets Cubed programme, we have developed a community-based programme to provide essential food and hygiene products to families that need them most.

Called The Community Box, we introduced the programme at the start of the Covid-19 pandemic. We began with one school and expected it to last for three weeks. Three years later, we now help over 1,000 families every week from 19 sites – mainly via our network of primary schools.

Many of those families live in communities that face high social deprivation. They are now heavily affected by the current cost-of-living crisis. The need for The Community Box has never been greater.

We are developing the Community Box programme further by strengthening our partnership with the Elliot Foundation by establishing more Community Box hubs at the Foundation's schools.

In Roehampton we are further developing our community focus by establishing community partnerships with local organisations such as Citizen's Advice, Little Village and Thinking Works. We invite them to attend our Community Cuppa event so they can meet our families in a warm friendly space to give advice and guidance on other services available to them.



## How The Community Box works

Thanks to strategic partnerships with several surplus food suppliers, The Community Box gives families in low-income areas access to extra food.

In May 2022, we turned The Community Box programme at our Roehampton hub into a social supermarket. This gives families more dignity, by allowing them to choose their own groceries rather than a pre-packed box. We are working on plans to open more social supermarkets in the future. For more information on our social supermarket, see our case study on page 17.



I am a single mum and have 5 children. By picking up essentials at the Roehampton Community Box every week it helps me to afford other shopping I need for my family.



## A Community Hub user

## Case study

### The Roehampton Community Box: run by the community for the community

To date, we have handed out more than 30,106 boxes – the equivalent of about 301,060 meals!

The social supermarket operates a self-referral system, although the families we help must live within the SW15 postcode. To help us manage stock levels we ask people to sign up for a one-hour timeslot. We also ask for a £4 contribution; in return each customer gets approximately £40 of groceries.

The model has proved very popular and since the supermarket opened its doors, we've helped more than 1,000 families. Today, we continue to support 180 families every week within the Roehampton area, a highly underserved part of Wandsworth.

The social supermarket is run by a team of 25 local volunteers and most of our groceries are donated by other charities. We get the bulk of our food from the Felix Project and City Harvest, as well as regular donations from the Dons Local Action Group, Waitrose, The Ahmadiyya Muslim Association, The Wandsworth Hygiene Bank, local street collections and several local schools and faith groups. We also purchase a range of groceries from local supermarkets to maintain our stock levels.

We have become a Community Hub and this year we launched the Community Cuppa which serves free tea and coffee and gives families an opportunity to meet with and get advice from our community partner organisations such as Citizen's Advice, Thinking Works and Little Village.



**180** families helped every week

“ I love volunteering at the Community Cuppa because I feel that I am making a difference by engaging with the community residents by listening to them, sharing problems, advising individuals and fostering good relationships with decent people. I eagerly look forward to my Wednesday morning shift in order to contribute to somebody's day and life. ”

**A Community Hub volunteer**

## The Community Box: supporting local communities



### Our community partnerships

The Community Box could not exist without the support of our surplus food suppliers and growing team of volunteers

### Our surplus food suppliers

In London we work closely with the Felix Project, Dons Local Action Group, and City Harvest. Together, they supply much of the food that we distribute. But we also rely on food and financial donations from Waitrose, local private schools and religious organisations and receive regular donations of toiletries from the Hygiene Bank and pet food from the Blue Cross. Outside London, we work with FareShare.

The majority of The Community Box distribution sites are located at primary schools that are part of the Elliot Foundation. It would not be possible to run our extensive network of hubs without our close relationship with the Foundation.

### Our volunteers

Some of The Community Box sites are run by volunteers who give their time free of charge. For example, a team of 25 local volunteers support The Roehampton Community Box – a large proportion of whom also benefit from our service. To support them, we've published a Volunteer Handbook outlining the supermarket's policies and procedures and code of conduct.

### Other Community Charities

In Roehampton we have formed partnerships with Citizen's Advice, Thinking Works and Little Village. We invite these charities to attend our Community Cuppa event where they can meet people in a warm, friendly space to provide advice, and help them understand who they can turn to for additional help.

### Our impact in 2023/24

Since we started the Community Box programme back in March 2020, we have given out more than 177,798 boxes. That includes 41,963 boxes of food this year alone.

We've seen a particular increase in the number of people accessing the programme following the cost-of-living crisis. And the feedback we get from people who rely on The Community Box demonstrates why we continue to support the programme.

This year, The Community Box:

- provided essential food and personal hygiene products to approximately 1,000 young families out of 19 sites located in London, Birmingham and Peterborough.
- supported 180 families a week via our social supermarket in Roehampton where participants can select the items that they want.

### Our future plans

We are planning to continue to increase our network of Community Boxes in partnership with the Elliot Foundation, and we are hoping to establish more social supermarkets.

The model we have created in Roehampton is a blueprint for our future expansion. In Roehampton we have successfully integrated the concept of the of Rackets Cubed core programmes and the Community Box to develop a Community Partnership Hub supporting nearly 200 families weekly. We plan to roll out the same model in other parts of London and the Midlands in conjunction with key partners.

# Thank you!

## Schools

### London

The Alton Primary School  
Bruce Grove Primary School  
East Sheen Primary School  
Highfield Primary School  
Heathmere Primary School  
Sacred Heart Catholic Primary School  
Tolworth Junior School  
Gallions Primary School  
St Charles Catholic Primary School  
Thomas Fairchild Community School

### Midlands

Billesley Primary School  
Clifton Primary School  
Dovecote Primary School  
Dunkirk Primary School  
Wheeler Lane Primary School  
Tiverton Academy

### North East

Bankfields primary School  
Clifton Green Primary School  
Haxby Road Primary Academy  
Hilton Primary Academy  
Southcoates Primary Academy  
Stocksfield Avenue Primary School  
St Lawrence CE Primary School

### North West

Cavendish Community Primary School  
Lawrence Community Primary School  
Riddlesden St Mary's Primary School  
Middleton Primary School  
Warley Road Primary School  
Windsor Community Primary School  
Co-op Academy Beckfield  
Co-op Academy Oakwood  
Shakespeare Primary School  
Rolls Crescent Primary School

### Scotland

Carlibar Primary School  
St Catherine's & Gracemount

With huge thanks to all of the teachers, teaching assistants and staff whose energy and commitment made it possible for their students to take part in our programme at these schools.

## Host-sites

### London

Ibstock Place School  
The National Tennis Centre  
Roehampton Club  
Roehampton University  
Surbiton Racket & Fitness Club  
Tottenham Green Leisure Centre  
University of East London  
The Dalgarno Trust

### Midlands

Billesley Tennis Centre  
Nottingham Trent University  
Wolverhampton Lawn Tennis & Squash Club  
Nottingham Tennis Centre  
University of Birmingham

### North East

York St John University  
Tyneside Badminton Centre  
York University  
Woodford Leisure Centre

### North West

The Northern Lawn Tennis Club  
Liverpool Tennis Centre  
Ilkley lawn Tennis & Squash Club  
Moss Side Leisure Centre  
Queens Sports Club  
Toxteth Firefit Hub

### Scotland

Barrhead Foundry  
Gracemount Leisure Centre

With huge thanks to all of the host-sites who work with us to provide facilities, coaches and catering for our programmes.

## Funders

Sport England  
National Lottery  
LTA Tennis Foundation  
Bernard Sunley Foundation  
The Wimbledon Foundation  
John Ryder Memorial Trust  
Wandsworth Council  
Tees Valley Community Fund  
Tennis Scotland  
Tennis Scotland Foundation  
The Innholders Charity  
Amazon Europe  
Mazars Charitable Trust  
Goldman Sachs  
Pest Houses  
Ibstock School  
ILTSC Events Limited

With huge thanks to all of our generous individual donors, supporters and volunteers

## Delivery Partners

Elliot Foundation  
City Harvest  
FareShare  
Felix Project  
Dons Local Action Group  
Wandsworth Hygiene Bank  
Blue Cross  
Waitrose

With huge thanks to all of the partners who supply us with food and donations for our Community Boxes

# Financial review

## Key financial and operational highlights from the year

We continued to develop our Rackets Cubed core programmes over the last 12 months to support 1,384 children through 40 programmes. We provided 41,963 food parcels through our network of 19 Community Box hubs.

### Our revenue and fundraising

We continue to be focused on longer-term scaling through multi-year grants, and the development of payment for our provision. These require the development of longer-term relationships and represented approximately 70% of this year's revenues. Our revenues fall into four broad categories:

- Donations and Legacy – £38,024
- Roehampton Community Box – £27,824
- Sales and Trading Activities – £121,013. The Elliot Foundation represented the majority of this and has become an important long-term partner for us
- Restricted Grants – £354,758

We have significant multiyear grants from the following strategic partners:

- Sport England – £450,000 over 3 years, scaling of the core integrated programmes
- National Lottery – £150,000 over 3 years with focus on “Roehampton”
- The LTA Tennis Foundation – £173,460 over 3 years

During the year we also secured important single year programme support from:

- The Wimbledon Foundation
- John Ryder Memorial Trust
- Wandsworth Council
- Ibstock Place School
- Tennis Scotland
- Tennis Scotland Foundation

We wish to thank all those funders who have supported us, without this support we couldn't run our programmes and support the children.

## Our principal funding sources

We raise funds from several key sources, such as grants, sales activities, donations and fundraising events.

The majority of grants have some form of restriction in their criteria, even though many allow significant flexibility to cover a wide range of costs in a wide range of regions. With that in mind, it's our policy – for accounting purposes – to categorise all grants as 'restricted', unless there is a policy by the grantor that states otherwise. The majority of other sources have no restrictions against them, and we are able to use those income streams in the way that best suits our needs.

## Investment policy and objectives

We hold our assets in liquid form to ensure the continuity of our operations.

## Reserves policy

The trustees are confident that we can continue to operate successfully by relying on grants, sales activities, fundraising, donations and contributions generated from squash and tennis events.

There has been no change in our financial risk policy. We seek to retain general unrestricted funds of between three and six months of expected operating expenditure for the following year. This ensures we can meet our ongoing programme commitments to the participants, their schools (with whom the standard term contract is three years), community clubs and other partners. We seek to retain 12 months of operating expenditure with unrestricted funds and committed funding.

We plan to consolidate to the number of programmes within London as well as in other cities and regions across the country. Raising funds for activities outside London will be challenging, but we are committed to delivering our programmes.

## Budgeting and financial planning

We prepare an annual budget, which is reviewed quarterly by the trustees and our Finance and Risk Committee. We are normally able to project our direct programme costs in a given year very accurately as we know the hours and rates for the year.

We believe we have developed strong capabilities to operate in periods of uncertainty and dynamic change, supported by our flexible cost base. We are not looking to add structural fixed costs, such as office space, for the foreseeable future. This allows us to adjust our costs quickly and we will continue to assess our situation with our trustees on a quarterly basis.

# Selected organisational goals for 2024/25

The current economic climate has meant that we have had to manage our own rising costs at a time when charitable funding has been hit hard. It has forced us to make some tough decisions. We've decided to curb our core programme expansion and focus on our successful community model, where we use our strong relationships with other local organisations to develop Community Partnership Hubs where the core Rackets Cubed programmes and Community Box programme are integrated.

<b>Programmes</b>	<ul style="list-style-type: none"> <li>■ Consolidate the geographical footprint of our existing programmes and focus on strong long-term programmes</li> <li>■ Develop the concept of our Community Partnership Hubs, where we integrate our community and core programme offerings</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>■ Increase the value of corporate grants</li> <li>■ Target additional larger multi-year grants</li> <li>■ Expand local fund raising</li> </ul>
<b>Training and development</b>	<ul style="list-style-type: none"> <li>■ Expand the training programme for all staff, trustees and volunteers</li> <li>■ Continue with all staff training and development, in particular safeguarding and EDI (Equality, Diversity and Inclusion), which are compulsory and must be completed annually</li> </ul>
<b>Governance and policies</b>	<ul style="list-style-type: none"> <li>■ Johanna Afors to lead on safeguarding, Carrie Cantle as Deputy</li> <li>■ Complete a trustee skills audit to identify the skills we need to add in our next round of recruitment</li> <li>■ Recruit new trustees to support the development of our Community Partnership Hub Strategy</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>■ Expand the number of funding partnerships to six</li> <li>■ Evaluate deepening our relationship with the Elliot Foundation Academies Trust</li> <li>■ Look to further develop our education and nutrition networks</li> </ul>

# Our structure, governance and management

## Governing document

Rackets Cubed is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

## Recruitment and appointment of new trustees

Our members appoint our trustees by ordinary resolution. No person may be appointed as a Trustee unless they have been recommended by the trustees and the appropriate notice has been given in accordance with the company's Memorandum & Articles of Association. There must be at least three trustees. This Board has a membership with no defined maximum number. During the last year it consisted of 11 members. The necessary business skills and knowledge of educational, physical and nutritional matters are well represented on the Board of Trustees.

The trustees meet regularly to agree our broad strategy, as well as approving all donations made, and considering our investment, reserves and risk management policies. During the financial period, day-to-day decisions were delegated to senior employees, led by the Chief Executive Officer.

When considering the appointment of new trustees, the Board considers a range of needs, including any specialist skills or characteristics, Board diversity, and general enthusiasm for the work of Rackets Cubed.

Subject to certain exceptions, the term of office for a Trustee is three years. A Trustee may not serve more than three terms. At the end of the three terms that person must step down and may not be re-appointed. The exceptions are:

- A Trustee may serve on the Board for a maximum of 12 years, if appointed as Chair of the organisation.
- A Trustee appointed in an Ex Officio capacity may serve on the Board for the duration of their holding the relevant office.
- In exceptional circumstances (for example to assist succession planning), a Chair or Trustee may hold office for a further year.

When a Trustee has completed their maximum term, at least four continuous years must elapse before they can be eligible to stand as a Trustee for that organisation again. Any period off the Board of less than four continuous years will count as service on the Board, when calculating the maximum term served.

## Appointment of Executive Officers

We currently have a team of nine part-time employees, who work various days a week – most of them two to three days a week. Current defined roles are:

- Geoff Newton – President
- Nikki Rossner – CEO of Rackets Cubed
- Johanna Åfors – Chief Operating Officer
- Carrie Cantle – Programme Director
- Vicky Evans – Programme Manager (North East)
- Jules Silvera-Abbas – Programme Manager (North West)
- Becky Downes – Programme Manager (London)
- Dan Trump – Schools Programme Assistant
- Natalie Price – Roehampton Community Hub Manager

## Safeguarding

We have a Safeguarding Policy, which we review once a year. Any staff member involved in a Rackets Cubed programme is subject to their respective organisations' Safeguarding Policy and Training requirements. These are overseen by Ofsted and shared with Rackets Cubed before the programme begins.

Rackets Cubed has a named Designated Safeguarding Lead (currently Johanna Åfors) who oversees every aspect of our Safeguarding Policy, training and support. Carrie Cantle is Deputy Safeguarding Lead.

All trustees are required to attend a safeguarding for trustees course or similar training. We log all course details and attendance. This year we ensured all trustees attended a Trustee Safeguarding Course.

## Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have reviewed our inherent risks and consider them resolved or mitigated as far as possible to assure the charity's future. The trustees have adopted a risk management strategy that comprises:

- a risk register to review the risks we may face
- a review of key risk indicators (KRIs) to aid risk mitigation; and
- systems, policies and procedures designed to minimise the impact on the charity should those risks materialise

The risk register and KRIs are updated every year and regularly reviewed by the FRC and the Board of Trustees. The following table outlines our principal risks and our plans to mitigate them.

Risk	How we manage the risk
<b>Funding</b>	<ul style="list-style-type: none"> <li>■ Regular monitoring of progress against targets, and of pipeline income</li> <li>■ Increased fundraising capacity to explore new avenues of fundraising income</li> </ul>
<b>Failure to deliver strategic aims, especially growth</b>	<ul style="list-style-type: none"> <li>■ Regular monitoring and review of strategic objectives by Senior Leadership Team and trustees</li> <li>■ Review and due diligence on new prospective programmes to ensure they meet our charitable objectives</li> <li>■ Recruitment and training of high-quality staff to deliver our objectives</li> </ul>
<b>Health and safety/safeguarding issues</b>	<ul style="list-style-type: none"> <li>■ Produce health and safety risk assessments for each core programme before it starts. We have a risk assessment in place for the Roehampton hub</li> <li>■ Separate Safeguarding &amp; Child Protection policies and procedures in place for core programmes and the community projects.</li> <li>■ Processes in place for risk assessment and management</li> <li>■ Insurance held and reviewed annually</li> </ul>
<b>Failure to deliver programmes to a high degree of quality</b>	<ul style="list-style-type: none"> <li>■ Regular internal monitoring and reporting of the quality of programmes</li> <li>■ Training and development provided to all members of staff who are involved in programme delivery and management</li> </ul>
<b>Data protection and critical IT incidents</b>	<ul style="list-style-type: none"> <li>■ Trained Data Protection Officer coordinates the GDPR monitoring and review process</li> <li>■ Training for all staff members on key policies and practices</li> <li>■ Rapid response plans in place to deal with IT issues to minimise any downtime</li> <li>■ Investment in new IT infrastructure and cloud-based software packages to ensure that there is minimal disruption for critical services</li> </ul>

# Independent examiner's report to the trustees of Rackets Cubed

I report to the charity trustees on my examination of the accounts of Rackets Cubed (the Trust) for the year ended 31 March 2024.

## Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

## Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of the Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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

Mr Christopher Kay  
Thorne Lancaster Parker  
4th Floor  
Venture House  
27-29 Glasshouse Street  
London  
W1B 5DF

Date: 6th December 2024

# Statement of financial activities

 for the year ended 31 March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
<b>Income and endowments from</b>					
Donations and legacies	2	74,623	354,760	<b>429,383</b>	252,988
Other trading activities	3	121,013	–	<b>121,013</b>	169,180
<b>Total</b>		<b>195,636</b>	<b>354,760</b>	<b>550,396</b>	<b>422,168</b>
<b>Expenditure on</b>					
Event Hosting Costs	4	1,700	–	<b>1,700</b>	709
<b>Charitable activities</b>					
Sports coaching	5	–	48,045	<b>48,045</b>	39,369
Teachers		–	65,420	<b>65,420</b>	33,546
Sundries		2,305	–	<b>2,305</b>	1,545
Food and nutrition		60,706	50,822	<b>111,528</b>	126,808
Sportswear and medals		–	2,101	<b>2,101</b>	6,003
Marketing and advertising		11,277	–	<b>11,277</b>	1,044
Impact and evaluation		2,708	–	<b>2,708</b>	–
Accountancy and legal fees		6,744	–	<b>6,744</b>	6,572
Programme delivery and organisation		73,725	110,588	<b>184,313</b>	114,904
Central administration and organisation		19,461	19,461	<b>38,922</b>	35,494
Insurance		1,350	–	<b>1,350</b>	577
Repairs and renewals		136	–	<b>136</b>	904
Bank fees		477	–	<b>477</b>	314
Community week costs		9,043	–	<b>9,043</b>	13,181
Depreciation		375	–	<b>375</b>	142
Venue hire		–	12,802	<b>12,802</b>	14,851
Other		23,098	15,339	<b>38,437</b>	24,692
<b>Total</b>		<b>213,105</b>	<b>324,578</b>	<b>537,683</b>	<b>420,655</b>
<b>Net income/(expenditure)</b>		<b>(17,469)</b>	<b>30,182</b>	<b>12,713</b>	<b>1,513</b>
Transfers between funds	13	30,182	(30,182)	–	–
<b>Net movement in funds</b>		<b>12,713</b>	<b>–</b>	<b>12,713</b>	<b>1,513</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		128,870	–	<b>128,870</b>	127,357
<b>Total funds carried forward</b>		<b>141,583</b>	<b>–</b>	<b>141,583</b>	<b>128,870</b>

The notes form part of the financial statements

# Statement of financial position

 for the year ended 31 March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
<b>Fixed assets</b>					
Tangible assets	10	984	–	<b>984</b>	424
<b>Current assets</b>					
Debtors	11	42,493	–	<b>42,493</b>	5,771
Cash at bank		155,230	–	<b>155,230</b>	141,931
		197,723	–	<b>197,723</b>	147,702
<b>Creditors</b>					
Amounts falling due within one year	12	(57,124)	–	<b>(57,124)</b>	(19,256)
<b>Net current assets</b>		140,599	–	<b>140,599</b>	128,446
<b>Total assets less current Liabilities</b>		141,583	–	<b>141,583</b>	128,870
<b>Net assets</b>		141,583	–	<b>141,583</b>	128,870
<b>Funds</b>					
Unrestricted funds	13			<b>141,583</b>	128,870
<b>Total funds</b>				<b>141,583</b>	128,870

The financial statements were approved by the Board of Trustees and authorised for issue on 6th December 2024 and were signed on its behalf by:



**Michael Hill**, Chair of Trustees

# Statement of cash flows

for the year ended 31 March 2024

	Notes	2024 £	2023 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<b>14,234</b>	27,435
Net cash provided by operating activities		<b>14,234</b>	27,435
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<b>(934)</b>	(566)
Net cash used in investing activities		<b>(934)</b>	(566)
<b>Change in cash and cash equivalents in the reporting period</b>		<b>13,300</b>	26,869
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>141,931</b>	115,062
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>155,230</b>	141,931

## Notes to the statement of cash flows

for the year ended 31 March 2024

### 1. Reconciliation of net income to net cash flow from operating activities

	2024 £	2023 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	<b>12,713</b>	1,513
<b>Adjustments for:</b>		
Depreciation charges	<b>375</b>	142
(Increase)/decrease in debtors	<b>(36,722)</b>	12,550
Increase in creditors	<b>37,868</b>	13,230
<b>Net cash provided by operations</b>	<b>14,234</b>	27,435

### 2. Analysis of changes in net funds

	At 1.4.23 £	Cash flow £	At 31.3.24 £
<b>Net cash</b>			
Cash at bank	141,931	<b>13,299</b>	155,230
	141,931	<b>13,299</b>	155,230
<b>Total</b>	141,931	<b>13,299</b>	155,230

The notes form part of the financial statements

# Notes to the financial statements

for the year ended 31 March 2024

## 1. Accounting policies

### Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

### Income

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

### Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

### Tangible fixed assets

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

### Taxation

The charity is exempt from tax on its charitable activities.

### Fund accounting

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

Restricted funds can only be used for particular restricted purposes within the objectives of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

### Hire purchase and leasing commitments

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

### Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

## 2. Donations and legacies

	2024 £	2023 £
Direct donations	38,024	26,186
Corporate donations	36,600	7,802
Grants	354,758	219,000
	<b>429,382</b>	252,988

Grants received, included in the above, are as follows:

	2024 £	2023 £
Funding grants and awards	354,758	219,000

### 3. Other trading activities

	2024 £	2023 £
Roehampton Community Partnership Hub contributions	27,824	19,442
Community Box contributions	68,200	134,600
School Programme contributions	24,989	15,138
<b>Total funds</b>	<b>121,013</b>	<b>169,180</b>

### 4. Event hosting costs

#### Other trading activities

	2024 £	2023 £
Bad debts	1,700	–
Events hosting costs	–	709
	<b>1,700</b>	<b>709</b>

### 5. Charitable activities costs

	Direct costs £	Support costs (see note 6) £	Totals £
Sports coaching	46,043	–	46,043
Squash coaching	2,002	–	2,002
Teachers	65,420	–	65,420
Sundries	–	2,305	2,305
Food and nutrition	105,345	–	105,345
Sportswear and medals	2,101	–	2,101
Marketing and advertising	–	11,277	11,277
Impact and evaluation	–	2,708	2,708
Accountancy costs	–	4,514	4,514
Programme delivery and organisation	184,313	–	184,313
Central Administration and organisation	–	38,922	38,922
Insurance	–	1,350	1,350
Repairs and renewals	–	136	136
Bank fees	–	477	477
Health and wellbeing	6,183	–	6,183
Community week costs	9,043	–	9,043
Legal fees	–	2,230	2,230
Depreciation	–	375	375
Venue hire	12,802	–	12,802
Other	38,437	–	38,437
	<b>471,689</b>	<b>64,294</b>	<b>535,983</b>

## Notes to the financial statements

## 6. Support costs

	Management £	Finance £	Information technology £	Governance costs £	Totals £
Sundries	–	–	2,305	–	2,305
Marketing and advertising	11,277	–	–	–	11,277
Impact and evaluation	2,708	–	–	–	2,708
Accountancy costs	–	–	–	4,514	4,514
Central administration and organisation	38,922	–	–	–	38,922
Insurance	–	–	1,350	–	1,350
Repairs and renewals	–	–	136	–	136
Bank fees	–	477	–	–	477
Legal Fees	–	–	–	2,230	2,230
Depreciation	–	–	375	–	375
	52,907	477	4,166	6,744	64,294

## 7. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

## Trustees' expenses

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

## 8. Staff costs

	2024 £	2023 £
Social security costs	13,278	5,816
Other pension costs	3,822	1,898
	17,100	7,714

The average monthly number of employees during the year was as follows:

	2024 £	2023 £
	9	9

No employees received emoluments in excess of £60,000.

## 9. Comparatives for the statement of financial activities

	Unrestricted funds £	Restricted funds £	Total funds £
<b>Income and endowments from</b>			
Donations and legacies	33,988	219,000	252,988
Other trading activities	169,180	–	169,180
<b>Total</b>	<b>203,168</b>	<b>219,000</b>	<b>422,168</b>
<b>Expenditure on</b>			
Event hosting costs	709	–	709
Charitable activities			
Sports Coaching	–	39,369	39,369
Teachers	–	33,546	33,546
Sundries	1,294	251	1,545
Food and Nutrition	80,453	38,486	118,939
Sportswear and Medals	–	6,003	6,003
Marketing and Advertising	1,044	–	1,044
Accountancy costs	1,504	–	1,504
Programme delivery and Organisation	57,452	57,452	114,904
Central Administration & Organisation	28,395	7,099	35,494
Insurance	577	–	577
Repairs and renewals	904	–	904
Bank fees	314	–	314
Health and Wellbeing	7,869	–	7,869
Community week costs	13,181	–	13,181
Legal Fees	5,068	–	5,068
Depreciation	142	–	142
Venue hire	–	14,851	14,851
Other	18,406	6,286	24,692
<b>Total</b>	<b>217,312</b>	<b>203,343</b>	<b>420,655</b>
<b>Net income/(expenditure)</b>	<b>(14,145)</b>	<b>15,658</b>	<b>1,513</b>
Transfers between funds	30,657	(30,657)	–
Net movement in funds	16,513	(15,000)	1,513
<b>Reconciliation of funds</b>			
Total funds brought forward	112,357	15,000	127,357
<b>Total funds carried forward</b>	<b>128,870</b>	<b>–</b>	<b>128,870</b>

## Notes to the financial statements

## 10. Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Totals £
<b>Cost</b>			
At 1 April 2023	–	566	566
Additions	934	–	934
At 31 March 2024	934	566	1,500
<b>Depreciation</b>			
At 1 April 2023	–	142	142
Charge for year	233	141	374
At 31 March 2024	233	283	516
<b>Net book value</b>			
At 31 March 2024	701	283	984
At 31 March 2023	–	424	424

## 11. Debtors: amounts falling due within one year

	2024 £	2023 £
Trade debtors	1,198	4,500
Prepayments and accrued income	41,295	1,271
	<b>42,493</b>	5,771

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

	2024 £	2023 £
Trade creditors	53,066	15,822
Taxation and social security	1,258	914
Other creditors	2,800	2,520
	<b>57,124</b>	19,256

### 13. Movement in funds

	At 1.4.23 £	Net movement in funds £	Transfer between funds £	At 31.3.24 £
<b>Unrestricted funds</b>				
General fund	128,870	(17,469)	30,182	141,583
<b>Restricted funds</b>				
Restricted fund	–	30,182	(30,182)	–
<b>Total funds</b>	<b>128,870</b>	<b>12,713</b>	<b>–</b>	<b>141,583</b>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	195,636	(213,105)	(17,469)
<b>Restricted funds</b>			
Restricted fund	354,760	(324,578)	30,182
<b>Total funds</b>	<b>550,396</b>	<b>(537,683)</b>	<b>12,713</b>

#### Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	Transfer between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	112,357	(14,145)	30,658	128,870
<b>Restricted funds</b>				
Restricted fund	15,000	15,568	(30,658)	–
<b>Total funds</b>	<b>127,357</b>	<b>1,513</b>	<b>–</b>	<b>128,870</b>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	203,168	(217,313)	(14,145)
<b>Restricted funds</b>			
Restricted fund	219,001	(203,343)	15,658
<b>Total funds</b>	<b>422,169</b>	<b>(420,656)</b>	<b>1,513</b>

## Notes to the financial statements

### 13. Movement in funds – continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	Transfer between funds £	At 31.3.24 £
<b>Unrestricted funds</b>				
General fund	112,357	(31,614)	60,840	141,583
<b>Restricted funds</b>				
Restricted fund	15,000	45,840	(60,840)	–
<b>Total funds</b>	<b>127,357</b>	<b>14,226</b>	<b>–</b>	<b>141,583</b>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	398,804	(430,418)	(31,614)
<b>Restricted funds</b>			
Restricted fund	573,761	(527,921)	45,840
<b>Total funds</b>	<b>972,565</b>	<b>(958,339)</b>	<b>14,226</b>

### 14. Related party disclosures

There were no related party transactions for the year ended 31 March 2024.

# Detailed statement of financial activities

for the year ended 31 March 2024

	2024 £	2023 £
<b>Income and endowments</b>		
<b>Donations and legacies</b>		
Direct donations	38,024	26,186
Corporate donations	36,600	7,802
Grants	354,758	219,000
	<b>429,382</b>	<b>252,988</b>
<b>Other trading activities</b>		
Roehampton Community Partnership Hub Contributions	27,824	19,442
Community Box Contributions	68,200	134,600
School programme Contributions	24,989	15,138
	<b>121,013</b>	<b>169,180</b>
<b>Total incoming resources</b>	<b>550,395</b>	<b>422,168</b>
<b>Expenditure</b>		
<b>Other trading activities</b>		
Bad Debts	1,700	–
Events hosting costs	–	709
	<b>1,700</b>	<b>709</b>
<b>Charitable activities</b>		
Venue Hire	12,802	14,851
Sports Coaching	48,045	39,369
Teachers	65,420	33,546
Community week programmes	9,043	13,181
Programme delivery and organisation	184,313	114,904
Food and nutrition	111,528	126,808
Sportswear and medals	2,101	6,003
	<b>433,252</b>	<b>348,662</b>
<b>Other</b>		
Social security	13,278	5,816
Pensions	3,822	1,898
Sundries	12,570	10,539
Travelling	6,789	5,123
Entertainment	281	1,061
Subscriptions	1,697	506
	<b>38,437</b>	<b>24,943</b>

This page does not form part of the statutory financial statements.

## Detailed statement of financial activities

	2024 £	2023 £
<b>Support costs</b>		
<b>Management</b>		
Impact and evaluation	2,708	–
Central administration and organisation	38,922	35,494
Marketing and advertising	11,277	1,044
	<b>52,907</b>	36,538
<b>Finance</b>		
Bank charges	477	314
<b>Information technology</b>		
Insurance	1,350	577
Repairs and renewals	136	904
Telephone	488	336
Postage and stationery	1,817	958
Depreciation	375	142
	<b>4,166</b>	2,917
<b>Governance costs</b>		
Accountancy and legal fees	6,744	6,572
<b>Total resources expended</b>	<b>537,683</b>	420,655
<b>Net income</b>	<b>12,713</b>	1,513

This page does not form part of the statutory financial statements.

# Reference and administrative details


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<b>Registered Charity number</b>	1170744
<b>Principal address</b>	17 Castello Avenue London SW15 6EA
<b>Trustees</b>	M Hill Chair of Trustees C O'Driscoll Mrs S White – retired March 2024 R Ford M Holland Mrs A Jacobs – retired March 2024 B L Walker K Bartram E Lewis A Keothavong S Forster
<b>Independent Examiner</b>	Thorne Lancaster Parker Chartered Accountants 4th Floor Venture House 27-29 Glasshouse Street London W1B 5DF

## Commencement of activities

The charity was incorporated on 14 December 2016 and commenced activities on 14 December 2016.

Approved by order of the Board of Trustees on 28th November 2022 and signed on its behalf by:



**Michael Hill**  
Chair of Trustees

[racketscubed.com](http://racketscubed.com)

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**RACKETS CUBED**

England & Wales - Charity number 1170744

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# Accounts

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# Annual report

Report of the trustees and  
unaudited financial statements for  
the year ended 31 March 2023

# Rackets Cubed



The programme numbers in the report relate to the academic year 1 September 2022 to 31 August 2023.

## Our mission

We use our core programmes to help underserved children achieve their full potential, drawing on a unique combination of racket sports, STEM education and nutrition. We also provide broader local community support through our Community Box programme and Roehampton Community Week.

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# Our 2022/23 highlights

**1,045** children took part in

**41** dynamic Rackets Cubed programmes in

**13** cities

- Generated a record level of income of a little more than **£420,000** from our strategic partners.
- Achieved compliance with Sport England’s ‘A code for Sport Governance’ Tier 3.
- Doubled the number of area managers.
- Launched our first Rackets Cubed programme in Scotland, and have started discussions in Wales and Northern Ireland.
- Continued growing our volunteer team at our Roehampton hub, with more than **40 volunteers** now in our database.
- Our Roehampton Community Week has supported more than **70 projects** across five waves of funding since its launch in 2021.

**39,893**

Community Boxes provided from

**17**

sites helping

**950**

families every week

“

I was scared before I came to the hub, but meeting people in a similar situation has really helped me. Before I was in despair, with two kids and being a single parent I didn’t know if I could cope. Having the food boxes was such a relief, especially to see toiletries. I can only make my money stretch so far.”

**Anon**

# From our Chair

Our founder and Chair, Michael Hill, shares his ongoing passion for the charity he helped set up, and explains why the work we've done this year has put important foundations in place for future growth.



Michael Hill, founder and chairman of Rackets Cubed

I love telling our story. That's because it's optimistic about the difference that Rackets Cubed makes every day. It's because, day after day, we see that optimism reflected in the smiles of the children we support, and in the feedback from the teachers, coaches, staff and volunteers that we work with. And it's because, as an uber optimist at heart, the need for what we do feels more urgent than ever before.

I grew up in the West Midlands during a time of high youth unemployment and social unrest. While my home life was relatively complex I found solace in two things: racket sports and maths. They would become – and remain – the bedrock of my life.

## Foundations built on sport, education and food

Alongside good nutrition, they are also the foundations upon which we have built this charity. Not just because I happen to be passionate about them, but because research shows that active, well-fed children engage better at school. What we have seen since we established Rackets Cubed in 2016 supports that research. Our unique, innovative combination of physical activity, education and nutrition demonstrably helps children from under-served areas build confidence, happiness and wellbeing.

Very few of those children have ever set foot inside their local sports club or university campus. What happens when they do is magical. Within a matter of weeks they grow in confidence – socially and academically – and many of our schools tell us that truancy rates tumble on the days we run our programme.

I've seen countless children blossom and heard stories from our teachers, coaches and parents about the dramatic changes they've witnessed. It is hard not to feel emotional, for example,

“I am absolutely delighted to say that in February 2023 we formally received Tier 3 status from Sport England.”

# 2,377

children reached by Rackets Cubed since our foundation

when a teacher weeps on you because you've been able to give her pupils access to a completely different world. Or feel energised when you learn that a child who has been selective mute for years starts chatting with their classmates and teachers because of the programme.

### **Our partners are key to our success**

It is stories like this that define why we do what we do. And, of course, we couldn't do any of it without our incredible partners. Many of the universities and sports clubs we work with have told us that they've always been keen to give back to their communities but didn't know how. Meanwhile, our schools help us design the programme, select the children who attend and give up time outside of the regular school day to run sessions. That is an extraordinary commitment for a professional community already juggling an enormous workload.

We're not here to add to their burden, which is why I'm particularly proud of the fact that almost every school and host site that joins our programme stays for the long term.

That has given us a fantastic opportunity to scale our activities, access new sources of funding and new ways to deepen those community connections. The Community Box programme (which you can read more about on pages 16-18) and the Roehampton Community Week (more on this on page 19) are brilliant examples.

These connections matter. They demonstrate our commitment to making a long-term difference. But we need to make sure that we're structured in the right way to keep turning commitment into practical reality.

### **New appointments and processes to support growth**

We have big plans over the next few years for what I would call 'controlled' growth. The work we've done over the past 12 months to put new organisational structures, policies and processes in place will help us achieve that growth.

I am delighted to have Nikki Rossner as our new Chief Executive Officer and Geoff Newton as our New President. Nikki was a consultant for Rackets Cubed almost from the start, and Geoff has a wealth of experience in sports development and charity, and is a former Chief Executive Officer of the LTA Tennis Foundation. Both Nikki and Geoff share my optimism and enthusiasm for this charity.

We've also expanded our reach, hiring new team members in several key cities, including Manchester, Birmingham and Leeds. This gives us a strong platform to start building regional clusters, which will help ensure the programme's long-term resilience and grow our impact.

### **A new era as a Tier 3 charity**

Meanwhile, I am absolutely delighted to say that in February 2023 we formally received Tier 3 status from Sports England. Achieving this is not for the fainthearted. It requires putting robust financial controls and governance processes in place so that we can apply for larger amounts of funding. It puts us on a par with organisations like the Football Association and the Lawn Tennis Association.

It is an extraordinary effort for what is still a small team. But it is another demonstration of our intent to keep growing and testament to the hard work everyone has put in. I cannot thank the team enough for that.

One of the incredible things about Rackets Cubed is our ability to adapt to better support the communities we work with. And we'll keep adapting as we move into our exciting new future as a Tier 3 charity. We're already discussing potential ideas with our partners, and I hope to share progress with you in a future report.

There will be challenges along the way. It would be naïve to think otherwise, especially as millions of families struggle to cope with the lingering economic effects of the Covid-19 pandemic and cost-of-living crisis.

### **An optimistic future despite challenging times**

We are living in a brutal economic climate, one that is arguably worse than anything I saw growing up. But as I said, I am an uber optimist. I believe every child deserves to live a healthy life with access to good education and nutrition. And I believe that – with the right foundations and processes in place – there is no limit to what Rackets Cubed can achieve.

There is so much more to this story than I can share in a short introduction. So, I urge you to keep reading this report. It is packed with details of our work and specific examples of our impact.

As you read on, I hope that you will come to share my optimism. And, if you are part of a school, university or sports club, or someone who'd like to support what we're doing, that what you read inspires you to get in touch.



**Michael Hill**  
Chair of Trustees

# CEO review of the year

## Our new CEO reflects on a busy first year

Six years after first joining Rackets Cubed, Nikki Rossner took up the position of CEO in January 2023. Here, she looks back on some of the highlights and challenges during her 12 months and explains why she's excited about the future of our charity.



Nikki Rossner, Chief Executive Officer

### This is your first report as CEO – what excites you most about the job?

I've been part of the team since 2017 and there's nothing more fulfilling than seeing how much fun children have on our programmes, as well as the positive impact we've had on their lives and communities. We've recently entered a phase of steady growth, and I had a vision for how to scale the support we offer.

It's hard enough for kids today who face enormous stress about doing well academically, but that's even harder for underserved children. We're completely focused on creating an environment where kids can achieve their fullest potential without the pressure of having to perform to a certain standard.

We've seen that this makes children better, more resilient learners. Some of our Rackets Cubed participants have gone from being unable to engage socially, or refusing to come to school, to relaxing and trying new things with confidence. In many ways, we're giving children the space to just be kids, which all children deserve.

### What achievements are you most proud of this year?

The scale we've achieved. We've gone from supporting 70 children in London six years ago to 1,045 in 13 major UK cities today. And our team has doubled in size, with new regional managers in London, the North West, the North East and the wider Midlands area.

“We've only scratched the surface of the support we could provide to a potentially larger number of children, families and communities.”

We're really proud of this progress – not just because it shows how far we've come, but because of our reach; we're running programmes in cities like Nottingham, Bradford and Middlesbrough for the first time.

That growth is rooted in solid structures. That matters because we need to make sure that we expand steadily and at a sustainable rate. We've done a lot of work this year to make sure we have the correct policies, procedures and training in place to protect our employees and the people we support as we grow.

### What challenges have you faced?

It's well documented that food inflation has been a key driver in the cost-of-living crisis, which has been particularly challenging for our Community Box programme. Plus, macro-economic pressures also mean charities like ours are competing harder for funds. Nevertheless, we're very pleased to have increased our levels of support.

Our biggest challenge is not a new one: staff shortages and overworked teachers mean schools don't have much time for new initiatives, even when they can see the benefits. We have to make sure that the way we bring new schools on board is as seamless as possible and reassure staff that we're there to help, not add extra burden.

### What are your operational and financial highlights from the year?

We're delighted that we generated a record level of income of £420,000 this year. We've also secured long-term funding commitments to underpin our planned future growth. And we've added 15 new host sites, 15 new schools and continued support from our funders.

These are wonderful endorsements of the work we're doing and they give us confidence to be more ambitious.

I'm also proud of the way we've continued our Community Box programme. We started with one school and thought we'd do it for three weeks. We also thought demand would fall as we moved out of the pandemic, but the cost-of-living crisis has made it clear just how essential it is for our communities. Now we're supporting more than 1,000 young families in eight cities every week, providing them with essential food and personal hygiene products.

We also set up our first 'social supermarket' in Roehampton. It's run by volunteers, many of whom use the supermarket regularly. We've also trained them in various skills, which has helped some of them secure new and better jobs. Our volunteers are very much a part of our team.

### What excites you most about the future?

We've only scratched the surface of the support we could provide to a potentially larger number of children, families and communities. We're aiming to start another 100 programmes over the next three to five years, helping another 3,000 children in the process. We're already identifying new regions and we should add around 50 more programmes in the next three to six months.

We've helped improve many children's lives but there are so many more we haven't reached yet – it's this that gives us strength to keep going. I can only say thank you to all of our partners, teammates and community members for continuing to support us in our mission.



**Nikki Rossner**  
Chief Executive Officer

# £420,000

income generated

# Trustees' report

## About us

Our objective is simple: to help primary school children from underserved communities perform at their highest potential.

The way we do it is even simpler: each week our core **Rackets Cubed** programme provides them with unique access to racket sports, alongside additional science, technology, engineering and maths (STEM) tuition and a nutritious meal. The outcome is children with better physical and mental health, who begin to aspire to bigger things and who ultimately perform better at school.

→ Find out more in our **Rackets Cubed** section on pages 10-15.

As a result of the Covid-19 pandemic, we have also developed a new community-based programme, called **The Community Box**, which provides essential food and hygiene products for local families in need.

→ Find out more in **The Community Box** section on pages 16-18.

In Roehampton, London, we have taken this one step further, setting up a 'social supermarket' and community hub, and supporting the **Roehampton Community Week**, which funds a series of local initiatives.

→ Find out more on page 19.

Year 5 child said:

“

I always come to school on Rackets Cubed day, it's the best thing in the week.”



# Rackets Cubed: our flagship programme

We launched Rackets Cubed back in 2016 to help primary school children in underserved communities enjoy extracurricular sports and education sessions in a sporting environment that they might not otherwise have access to.

We do this by connecting 'host' sites, such as universities, sports clubs and leisure centres, with local primary schools that have high 'income deprivation' ratings. Our hosts – typically located within a mile of a participating school – provide access to facilities and equipment, coaches, court time and teaching infrastructure.

Rackets Cubed is designed in partnership with our schools and we typically work with headteachers, PE leads, and governors to ensure the programme meets three criteria:

- meeting the needs of underserved pupils;
- offering something different to other programmes; and
- complementing the curriculum.

We know from talking to school staff that many of the pupils we work with struggle with social inclusion and low confidence. Many miss out on support at home and speak English as an additional language. A high proportion are young females and from ethnic minority backgrounds. Many are also eligible for Pupil Premium.

Very few of them are able to attend extracurricular activities outside of school time, and often this is their first experience of a racket sports club or university campus. Working together in this way helps break down perceived and real barriers and perceptions about who has the right to access these opportunities.

Time and again we have witnessed our young people grow in confidence and start to see further opportunities for themselves as a result of the Rackets Cubed experience.

## How Rackets Cubed works

Once a week, primary school children from underserved areas head to a host site to take part in a two-hour sports and education session and receive a free nutritious meal. Each child attends around 30 sessions a year.

We work primarily with young people aged 7-11 who are living in some of the country's most underserved areas – places rated between 0.2 and 0.5 on the Income Deprivation Affecting Children Index. Currently we operate in cities including London, Manchester, Birmingham, Nottingham, Leeds, Bradford, Liverpool, York, Halifax, Newcastle and have plans to expand to several other cities.

## Our vision – why we do this

Increasing evidence shows that active children do better academically and that nutritious food improves classroom behaviour. Indeed, research has identified a number of factors that adversely affect a child's learning and development:

- Being overweight affects a child's health and fitness, which has a knock-on effect on their learning and development.
- Obesity can adversely affect self-esteem, participation and confidence – all key to a child's development.

- Underserved children are less likely to participate in physical activity outside of school.
- Schools that introduce nutrition and physical activity tend to have the biggest impact in disadvantaged populations.
- Less hungry children perform better and have a better chance of being happy, resilient learners.

We believe that our three-pronged approach – sports, education, nutrition – is uniquely designed to address the issues raised in this growing body of evidence.

## Each Rackets Cubed session features:



### An hour of racket sports

This is led by qualified coaches who work with the schools, teachers and volunteers to understand the needs of the children. These sessions are designed to encourage young people to take part in physical activity, helping to develop their confidence and healthier lifestyles. For many of the young people involved, this is their first introduction to racket sports. And while we work with them to develop new skills and techniques, the main goal is to have fun and create a positive first experience of the sport in question.

### An hour of education

After their hour on the court, we run a one-hour session focused on science, technology, engineering and maths (STEM) subjects. These are delivered by professional teachers. These sessions are incredibly important in helping our young participants boost their academic potential and confidence.

### A nutritious meal

Every child receives a free meal during their session, as well as nutritional advice and education to help them make healthier choices outside of the programme.

## What do children get from Rackets Cubed?

We believe our programme helps:

- Improve mental health – confidence, happiness and wellbeing;
- Improve physical health and physical literacy;
- Provide a nutritious meal;
- Build resilience through structured challenges in a new sport and setting; and
- Create a positive impact on school and educational engagement.

We currently operate in

**13** cities across England

## Rackets Cubed: our flagship programme

### Our partnerships

We aim to build long-term relationships with all our partners, so that we can keep growing at a sustainable rate. That includes increasing the number of host sites we work with and the number of sessions each site runs, as well as retaining participants in Rackets Cubed activity.

We work with four main types of partner:

#### Our host sites

These sports clubs, sports centres, universities and national governing body sites provide much of the support, infrastructure, time and role models that we need to run the programme successfully. Many of them work closely with us on the design, day-to-day running and improvement of the programme. Their support is also invaluable in helping us attract further local funding.

#### Our schools

We work with 40 primary schools in underserved communities, often with high numbers of children relying on free school meals (50+%). Like our host sites, school staff are integral in helping us develop and run our programmes. For example, the schools select the children they feel will benefit most from the programme since they have the best knowledge of their needs and the processes in place to protect their data. We do not charge the full cost of the programme but instead ask for a contribution of £350 per term to ensure their commitment. It is a significant commitment from the school to provide staff on a regular basis for after-school activities, so we pay for participating teachers' time.

#### Our coaches

We work with professional sports coaches who are instrumental in helping participants develop their sporting performance and confidence. Many of them are young coaches early on their career path. This makes them outstanding role models for our participants – many of whom have never visited a sports club or university, or taken part in a racket sport before. Very often working with our coaches opens their eyes to the possibilities and opportunities of playing sport at a professional level.

#### National governing bodies and other sporting partners

We have strong relationships with sports-based national governing bodies, such as the Lawn Tennis Association, Badminton England, Table Tennis England and England Squash, as well as the Professional Squash Association World Tour. These relationships are essential in helping us grow and develop our programmes. For example, Rackets Cubed partnered with Badminton England to train up to eight local

community coaches in Birmingham to reach their level 2 qualifications with the intention to help expand the pool of local people able to deliver quality grassroots coaching.

### Our in-kind contributions from partners

Many of our partners contribute a significant amount of resources for free to our programmes. To date, the three most important contributions are:

#### Court time

Almost all our host sites provide the tennis, squash or sports halls free of charge so that we can run our programmes. Market rates vary significantly but can be as high as £75 for an hour on a tennis court in some parts of London. We conservatively estimate that, on average, the courts would cost us £25 an hour, and we are usually given two to four courts per session. In some instances, we believe it is appropriate to pay for the courts – typically in municipal-owned facilities that have been affected by the Covid-19 pandemic and are now dealing with significant energy costs.

#### Teaching rooms

The STEM class is delivered in a separate room with the appropriate infrastructure. Market rates can be as high as £200 an hour, for example for children's parties. We conservatively estimate that each room would cost around £100 an hour.

#### Meal provision

Many of the sites we work with currently provide meals – both hot and cold – free of charge. We estimate that this would cost about £5 per child per session if we paid market rates. In future, it's likely we will need to pay for this part of the programme, and have already factored that cost into our business plan. This year, though, the majority of sites did not charge us.

In aggregate this non-cash, in-kind contribution is significant.

We have a pipeline of more than

**50** sites at various stages of development

## Our future plans

We want to keep growing and have plans in place to increase the number of core Rackets Cubed programmes we run from 41 last year to 50 in 2023-24. We've also set ourselves a target to reach more than 100+ programmes by 2027. Part of that growth includes expanding our areas of focus to include more sites in the North East and North West of England, Birmingham and the Midlands, London, Scotland, Wales and Northern Ireland.

We are planning to run

**30** programmes in 2023  
and are aiming to increase that  
to **100** by 2025.

## Case study

### Squash is life for Cavendish Community Primary School

In 2023, Northern Lawn Tennis Club hosted its Squash and Maths Rackets Cubed programme for the second year running with Cavendish Primary School. 25-30 children attended a weekly session from September through to July. The sessions ran every Tuesday afternoon and included a Squash lesson, maths session, and a hot nutritious meal afterwards.

Jules, a coach on the programme and Mark Davies, a teacher at Cavendish, agree that it's been incredible to see the progress the children have made on this programme and that has underlined its importance for the school. One Year 5 pupil summed it up neatly, telling us: "Squash is life!"

“The Rackets Cubed formula of local, free provision in an aspirational setting has been transformational.”

Headteacher, Manchester



## Case study

# Smiles all round at Tolworth Junior School and Surbiton Racket and Fitness Club

In January 2023, 26 pupils from Tolworth Junior School Years 4 and 5 joined us for their first ever Rackets Cubed experience. The children attended a two-hour session every Thursday afternoon – receiving coaching in Padel Tennis and maths, before enjoying a warm, nutritious meal together.

Feedback from the school, club, parents and children has been excellent. With Headteacher Rachel Nye telling us that they 'absolutely love' the programme.

Of course, it's not always easy starting a new activity. One parent told us their son was initially anxious about attending but fell in love after his first session. "He is always so happy when we pick him up and chats away about what a great time he has," says the parent. "This is such a fantastic opportunity to build confidence, physical and social skills. I am so happy that my son is part of this, it has been such a positive experience for him."

The programme has helped other students, too. Teacher Dan Trump told us about one child who has blossomed during their time at Rackets Cubed, having been selective mute for years. Since joining Rackets Cubed, though, he has begun communicating "confidently with children in the group and with the teachers. He also speaks confidently about Rackets Cubed to members of staff at school. The smile on his face is heart-warming. The programme really is making a difference."

Across the group, Dan has seen a marked difference: "You can see the confidence gain in their maths and the positivity it has given them by learning a new sport."

Of course, it is the children's opinions that matter most, and we were delighted when one Year 5 child told us: "This is the best thing I've ever done – and the chef was five-star! It was the best pasta I've ever eaten."



“The children love having this opportunity to get on the padel courts and have made great progress during their sessions! Everyone at the club looks forward to seeing them each week with their enthusiasm and smiley faces brightening up everyone’s afternoon!” **Tom Crisp**, Operations Manager at SRFC



# The Community Box: providing families with the essentials

As well as our core Rackets Cubed programme, we have developed a community-based programme to provide essential food and hygiene products to families that need them most.

Called The Community Box, we introduced the programme at the start of the Covid-19 pandemic. We began with one school and expected it to last for three weeks. Three years later, we now help 950 families every week from 17 sites – mainly via our network of primary schools.

Many of those families live in communities that face high social deprivation. They suffered disproportionate financial hardship during Covid-19 and are now heavily affected by the current cost-of-living crisis. The need for The Community Box has never been greater.

So while we don't have any plans to expand the programme, we have made the strategic decision to continue supporting The Community Box (alongside Roehampton Community Week, which you can read about on page 19).

## How The Community Box works

Thanks to strategic partnerships with several surplus food suppliers, The Community Box gives families in low-income areas access to extra food.

In May 2022, we turned The Community Box programme at our Roehampton hub into a social supermarket. This gives families more dignity, by allowing them to choose their own groceries rather than a pre-packed box. For more information on our social supermarket, see our case study on page 17.



“

You have no idea how much this helps us all, but I speak for myself being a single mother of two that this absolutely saves me so much financial stress. I don't feel embarrassed as you all really ease the shame of having to admit it can be a struggle. I really appreciate what you do for the community – it's so significant and yesterday I was completely blown away, hence this email. I was pleasantly surprised. I didn't think it could get any better! You guys are fundamental to every family you reach.”

**Single mother of two**

## Case study

# The Roehampton Community Box: helping our community during the cost-of-living crisis

We set up the Roehampton Community Box during the Covid-19 pandemic to help local families who were struggling to access extra food. To date, we have handed out more than 23, 398 boxes – the equivalent of about 233,980 meals!

But we wanted to take the idea one step further and give our families a choice in what they took home instead of handing them a ready-made box. So in May 2022 we opened our social supermarket.

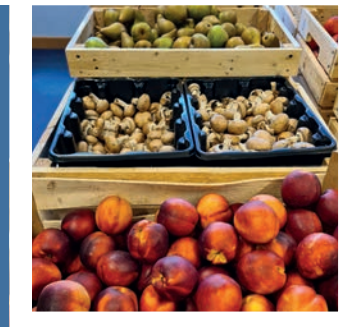
The social supermarket operates a self-referral system, although the families we help must live within the SW15 postcode. To help us manage stock levels we ask people to sign up for a one-hour timeslot. We also ask for a £4 contribution; in return each customer gets approximately £40 of groceries.

The model has proved very popular and since the supermarket opened its doors, we've helped more than 600 families. Today, we continue to support 170 families every week within the Roehampton area – many of whom have been badly hit by the cost-of-living crisis.

The social supermarket is run by a team of 40 volunteers and most of our groceries are donated by other charities. We get the bulk of our food from the Felix Project and City Harvest, as well as regular donations from the Dons Local Action Group, The Ahmadiyya Muslim Association, The Wandsworth Hygiene Bank and several local schools and faith groups. We also purchase a range of groceries from local supermarkets to maintain our stock levels.

# 170

families helped every week



“

I would like to express my sincere gratitude to you all for everything that you have done for the community; having such a helpful service available during these financially difficult times is more helpful than words can express. The variety and quality of items available each week is unbelievably impressive and greatly appreciated.”

CB, December 2022

## The Community Box: providing families with the essentials



### Our partnerships

The Community Box could not exist without the support of our surplus food suppliers and growing team of volunteers

### Our surplus food suppliers

In London we work closely with the Felix Project, the Dons, and City Harvest. Together, they supply much of the food that we distribute. But we also rely on food and financial donations from local private schools and religious organisations and receive regular toiletries donations from the Hygiene Bank and pet food from the Blue Cross. Outside London, we work with FareShare.

The majority of The Community Box distribution sites are located at primary schools that are part of the Elliot Foundation. It would not be possible to run our extensive network of hubs without our close relationship with the foundation.

### Our volunteers

Some of The Community Box sites are run by volunteers who give their time free of charge. For example, a team of 40 volunteers support The Roehampton Community Box – a large proportion of whom also benefit from our service. To support them, we've published a Volunteer Handbook outlining the supermarket's policies and procedures and code of conduct.

### Our impact in 2022/23

Since we started the Community Box programme back in March 2020, we have given out more than 131,500 boxes. That includes 39,893 boxes of food this year alone.

We've seen a particular increase in the number of people accessing the programme over the past 12 months because of the cost-of-living crisis. And the feedback we get from people who rely on The Community Box demonstrates why we continue to support the programme.

This year, The Community Box:

- provided essential food and personal hygiene products to approximately 950 young families out of 17 sites located in London, Birmingham, Manchester and Peterborough.
- supported 170 families a week via our social supermarket in Roehampton where participants can select the items that they want. The Roehampton Community Box supports 170 families per week.

### Our future plans

While we are not planning to increase our network of Community Boxes, we are hoping to set up another social supermarket at one of our existing sites, hopefully in North London or Birmingham.

# Roehampton Community Week:

## A community-led approach to health and wellbeing

Roehampton Community Week is a community-led initiative that delivers a range of activities and wellbeing projects.

We are a founding partner and take the lead on fundraising and financial matters. We also focus on ways in which we can support the activities and health aspects.

First launched in 2022, the concept has evolved significantly and has now directly funded more than 70 grassroots group-led projects. We have also facilitated at least that number again across five waves of support.

### How Roehampton Community Week works

The main week of activities is intended to enhance communal areas and improve the mental and physical health and wellbeing of local residents. However we are also looking to have an impact in multiple areas including:

- Building local community strength by developing 'cross-community' partnerships. Local residents and community members have been involved in the planning and provision of this aspect to ensure the community 'owns' the project.
- Supporting healthy and active lives. This is a series of multi-week programmes targeted at key community groups.

### Our impact in 2022/23

We ran programmes, and raised funding towards 16 projects over the summer of 2022 and another six projects during the winter period. We are working with several local groups to incorporate this into a broader community foundation, which will take over the running of this sometime in late 2023 or early 2024.



# Financial review

## Key financial and operational highlights from the year

We continued to grow as an organisation this year, restructuring parts of the charity in order to support future growth. That includes appointing Nikki Rossner as our new CEO and Geoff Newton as President. We also hired an additional [Rackets Cubed] programme manager to look after the Midlands and London.

### Our revenue and fundraising

We continue to be focused on longer-term scaling through multi-year grants, and the development of payment for our provision. These require the development of longer-term relationships, and represented over 85% of this year's revenues. Our revenues fall into four broad categories:

- Donations and Legacy – £26,686
- Roehampton Community Box – £19,092
- Sales and Trading Activities – £149,737. The Elliot Foundation represented the majority of this, and has become an important long-term partner for us.
- Restricted Grants – £219,000

We have significant multi year grants from the following strategic partners:

- Sport England – £450,000 over 3 years, scaling of the core integrated programmes
- National Lottery – £150,000 over 3 years with focus on “Roehampton”
- Philip King Charitable Trust – £10,000 per year with focus on “Middlesex” region and squash
- Bernard Sunley Foundation – £10,000 per year with focus on “Hull” region
- Post period the LTA Tennis Foundation – £173,460 over 3 years

During the year we also secured important single year programme support from:

- London Marathon Foundation
- The Wimbledon Foundation
- John Ryder Memorial Trust
- Wandsworth Council
- Aedifica UK
- Ibstock Place School
- The Co-op
- Tennis Scotland
- Tennis Scotland Foundation
- The TK Maxx Foundation

We wish to thank all those funders who have supported us, without this support we couldn't run our programmes and support the children

### Partnerships

Entered into strategic partnership with Tier 3 Sport England.

## Our principal funding sources

We raise funds from several key sources, such as grants, sales activities, donations and fundraising events.

The majority of grants have some form of restriction in their criteria, even though many allow significant flexibility to cover a wide range of costs in a wide range of regions. With that in mind, it's our policy – for accounting purposes – to categorise all grants as 'restricted', unless there is a policy by the grantor that states otherwise. The majority of other sources have no restrictions against them, and we are able to use those income streams in the way that best suits our needs.

### Investment policy and objectives

We hold our assets in liquid form to ensure the continuity of our operations.

### Reserves policy

The trustees are confident that we can continue to operate successfully by relying on grants, sales activities, fundraising, donations and contributions generated from squash and tennis events.

There has been no change in our financial risk profile. We seek to retain general unrestricted funds of between three and six months of expected operating expenditure for the following year. This ensures we can meet our ongoing programme commitments to the participants, their schools (with whom the standard term contract is three years), community clubs and other partners. We seek to retain 12 months of operating expenditure with unrestricted funds and committed funding.

As mentioned in our future plans, we want to grow the number of programmes within London as well as in other cities and regions across the country. Raising funds for activities outside London will be challenging, but we are committed to delivering our programmes.

### Budgeting and financial planning

We prepare an annual budget, which is reviewed quarterly by the trustees and our Finance and Risk Committee. We are normally able to project our direct programme costs in a given year very accurately as we know the hours and rates for the year.

We believe we have developed strong capabilities to operate in periods of uncertainty and dynamic change, supported by our flexible cost base. We are not looking to add structural fixed costs, such as office space, for the foreseeable future. This allows us to adjust our costs quickly and we will continue to assess our situation with our trustees on a quarterly basis.

# Selected organisational goals for 2023/24

<b>Programmes</b>	<ul style="list-style-type: none"> <li>■ Target forty Rackets Cubed programmes by December 2023 and sixty plus by September 2024</li> <li>■ Continue the expansion of the Rackets Cubed programmes in Scotland and Wales</li> <li>■ Evaluate the launch of Rackets Cubed in Northern Ireland</li> </ul>
<b>Team recruitment</b>	<ul style="list-style-type: none"> <li>■ Develop the role of Schools Programme Assistant</li> <li>■ Evaluate the need for an additional Programme Manager in London/ South-West</li> <li>■ Evaluate the need to hire a fund raiser</li> <li>■ Evaluate the need for additional administrative support</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>■ Increase the value of corporate grants</li> <li>■ Target additional larger multi-year grants</li> <li>■ Expand local fund raising</li> </ul>
<b>Training and development</b>	<ul style="list-style-type: none"> <li>■ Expand the training programme for all staff, trustees and volunteers</li> <li>■ Continue with all staff training and development, in particular safeguarding and EDI (Equality, Diversity and Inclusion), which are compulsory and must be completed annually</li> </ul>
<b>Governance and policies</b>	<ul style="list-style-type: none"> <li>■ Johanna Afors to lead on safeguarding, replacing Nikki Rossner who has been appointed CEO</li> <li>■ Complete a trustee skills audit to identify the skills we need to add in our next round of recruitment</li> <li>■ Recruit two new trustees by September 2024</li> </ul>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>■ Northern team to review hiring of office space for bimonthly team meetings</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>■ Expand the number of funding partnerships to six</li> <li>■ Look to further develop our education and nutrition networks</li> </ul>

# Our structure, governance and management

## Updating our policies to reach Tier 3 status

This year we have spent a good deal of time updating our policies and procedures to support the charity's expansion. As a result, we are delighted to have met all the criteria to comply with Sport England's 'A code for Sport Governance' Tier 3. This is Sports England's top level of mandatory governance requirements and means we can apply for bigger grants. Meeting the Tier 3 criteria is a big task and it is testament to the hard work of our team that we have been able to achieve this.

## Governing document

Rackets Cubed is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

## Recruitment and appointment of new trustees

Our members appoint our trustees by ordinary resolution. No person may be appointed as a Trustee unless they have been recommended by the trustees and the appropriate notice has been given in accordance with the company's Memorandum & Articles of Association. There must be at least three trustees. This Board has a membership with no defined maximum number. During the last year it consisted of 11 members. The necessary business skills and knowledge of educational, physical and nutritional matters are well represented on the Board of Trustees.

The trustees' meet regularly to agree our broad strategy, as well as approving all donations made, and considering our investment, reserves and risk management policies. During the financial period, day-to-day decisions were delegated to senior employees, led by the Chief Executive Officer.

When considering the appointment of new trustees, the Board considers a range of needs, including any specialist skills or characteristics, Board diversity, and general enthusiasm for the work of Rackets Cubed.

Subject to certain exceptions, the term of office for a Trustee is three years. A Trustee may not serve more than three terms. At the end of the three terms that person must step down and may not be re-appointed. The exceptions are:

- A Trustee may serve on the Board for a maximum of 12 years, if appointed as Chair of the organisation.
- A Trustee appointed in an Ex Officio capacity may serve on the Board for the duration of their holding the relevant office.
- In exceptional circumstances (for example to assist succession planning), a Chair or Trustee may hold office for a further year.

When a Trustee has completed their maximum term, at least four continuous years must elapse before they can be eligible to stand as a Trustee for that organisation again. Any period off the Board of less than four continuous years will count as service on the Board, when calculating the maximum term served.

## Appointment of Executive Officers

We currently have a team of nine part-time employees, who work various days a week – most of them two to three days a week. Current defined roles are:

- Geoff Newton – President
- Nikki Rossner – CEO of Rackets Cubed
- Johanna Åfors – Chief Administration Officer
- Carrie Cantle – Programme Director
- Vicky Evans – Programme Manager (North East)
- Jules Silvera-Abbas – Programme Manager (North West)
- Fontaine Wright – Programme Manager (The Midlands)
- Becky Downes – Programme Manager (London)
- Razia Dogar – Roehampton Community Hub Coordinator

## Safeguarding

We have a Safeguarding Policy, which we review once a year. Any staff member involved in a Rackets Cubed programme is subject to their respective organisations' Safeguarding Policy and Training requirements. These are overseen by Ofsted and shared with Rackets Cubed before the programme begins. Rackets Cubed has a named Designated Safeguarding Lead (currently Johanna Åfors) who oversees every aspect of our Safeguarding Policy, training and support.

All trustees are required to attend a safeguarding for trustees course or similar training. We log all course details and attendance. This year we ensured all trustees attended a Trustee Safeguarding Course.

## Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have reviewed our inherent risks and consider them resolved or mitigated as far as possible to assure the charity's future. The trustees have adopted a risk management strategy that comprises:

- a risk register to review the risks we may face;
- a review of key risk indicators (KRIs) to aid risk mitigation; and
- systems, policies and procedures designed to minimise the impact on the charity should those risks materialise.

The risk register and KRIs are updated every year and regularly reviewed by the FRC and the Board of Trustees. The following table outlines our principal risks and our plans to mitigate them:

Risk	How we manage the risk
<b>Funding</b>	<ul style="list-style-type: none"> <li>■ Regular monitoring of progress against targets, and of pipeline income</li> <li>■ Increased fundraising capacity to explore new avenues of fundraising income</li> </ul>
<b>Failure to deliver strategic aims, especially growth</b>	<ul style="list-style-type: none"> <li>■ Regular monitoring and review of strategic objectives by Senior Leadership Team and trustees</li> <li>■ Review and due diligence on new prospective programmes to ensure they meet our charitable objectives</li> <li>■ Recruitment and training of high-quality staff to deliver our objectives</li> </ul>
<b>Health and safety/safeguarding issues</b>	<ul style="list-style-type: none"> <li>■ Produce health and safety risk assessments for each core programme before it starts. We have a risk assessment in place for the Roehampton hub</li> <li>■ Safeguarding &amp; Child Protection policy and procedures in place</li> <li>■ Processes in place for risk assessment and management</li> <li>■ Insurance held and reviewed annually</li> </ul>
<b>Failure to deliver programmes to a high degree of quality</b>	<ul style="list-style-type: none"> <li>■ Regular internal monitoring and reporting of the quality of programmes</li> <li>■ Training and development provided to all members of staff who are involved in programme delivery and management</li> </ul>
<b>Data protection and critical IT incidents</b>	<ul style="list-style-type: none"> <li>■ Trained Data Protection Officer coordinates the GDPR monitoring and review process</li> <li>■ Training for all staff members on key policies and practices</li> <li>■ Rapid response plans in place to deal with IT issues to minimise any downtime</li> <li>■ Investment in new IT infrastructure and cloud-based software packages to ensure that there is minimal disruption for critical services</li> </ul>

# Independent examiner's report to the trustees of Rackets Cubed

I report to the charity trustees on my examination of the accounts of Rackets Cubed (the Trust) for the year ended 31 March 2023.

## Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

## Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of the Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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

Mr Christopher Kay  
Thorne Lancaster Parker  
4th Floor  
Venture House  
27-29 Glasshouse Street  
London  
W1B 5DF

Date: 1st November 2023

# Statement of financial activities

for the year ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
<b>Income and endowments from</b>					
Donations and legacies		33,988	219,000	<b>252,988</b>	158,714
Other trading activities	2	169,180	–	<b>169,180</b>	130,388
Total		203,168	219,000	<b>422,168</b>	289,102
<b>Expenditure on</b>					
Raising funds		–	–	–	–
Charitable activities		217,313	203,342	<b>420,655</b>	288,261
Total		217,313	203,342	<b>420,655</b>	288,261
<b>Net income/(expenditure)</b>					
Transfers between funds	7	(14,145)	15,658	<b>1,513</b>	841
Net movement in funds		16,513	(15,000)	<b>1,513</b>	841
<b>Reconciliation of funds</b>					
Total funds brought forward		112,357	15,000	<b>127,357</b>	126,516
Total funds carried forward		128,870	–	<b>128,870</b>	127,357

The accompanying notes are an integral part to these consolidated financial statements.

# Statement of financial position

for the year ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
<b>Fixed assets</b>					
Tangible assets	5	424	–	<b>424</b>	–
<b>Current assets</b>					
Debtors	6	5,771	–	<b>5,771</b>	18,321
Cash at bank		141,931	–	<b>141,931</b>	115,062
		147,702	–	<b>147,702</b>	133,383
<b>Creditors</b>					
Amounts falling due within one year	7	(19,256)	–	<b>(19,256)</b>	(6,026)
<b>Net current assets</b>					
		128,446	–	<b>128,446</b>	127,357
<b>Total assets less current Liabilities</b>					
		128,870	–	<b>128,870</b>	127,357
<b>Net assets</b>					
		128,870	–	<b>128,870</b>	127,357
<b>Funds</b>					
	8				
Unrestricted funds				<b>128,870</b>	112,357
Restricted funds				–	15,000
<b>Total funds</b>					
				<b>128,870</b>	127,357

The financial statements were approved by the Board of Trustees and authorised for issue on 1st November 2023 and were signed on its behalf by:



**Michael Hill**, Chair of Trustees

# Notes to the financial statements

for the year ended 31 March 2023

## 1. Accounting policies

### Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

### Income

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

### Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

### Taxation

The charity is exempt from tax on its charitable activities.

### Fund accounting

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

Restricted funds can only be used for particular restricted purposes within the objectives of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

### Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

## 2. Other trading activities

	2023 £	2022 £
Fundraising events	–	39,946
Shop income	19,442	–
Sales costs	134,600	84,877
School programme delivery	15,138	5,565
<b>Total funds</b>	<b>169,180</b>	130,388

## 3. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

### Trustees' expenses

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

## Notes to the financial statements

## 4. Comparatives for the statement of financial activities

	Unrestricted funds £	Restricted funds £	2022 Total funds £
<b>Income and endowments from</b>			
Donations and legacies	43,035	115,679	158,714
Other trading activities	130,388	–	130,388
<b>Total</b>	<b>173,423</b>	<b>115,679</b>	<b>289,102</b>
<b>Expenditure on</b>			
Event hosting costs	145	6,179	6,324
Charitable activities			
Sports coaching	–	17,825	17,825
Teachers	–	10,210	10,210
Food and nutrition	80,642	10,664	91,306
Sportswear and medals	–	4,613	4,613
Marketing and advertising	448	–	448
Community week costs	30,199	–	30,199
Accountancy costs	3,214	–	3,214
Program delivery and organisation	33,185	33,185	66,370
Central administration and organisation	18,863	4,716	23,579
Insurance	577	–	577
Bank fees	16	–	16
Health and wellbeing	5,298	–	5,298
Legal fees	8,910	–	8,910
Repairs and renewals	680	–	680
Other	18,334	358	18,692
<b>Total</b>	<b>200,511</b>	<b>87,750</b>	<b>288,261</b>
<b>Net income</b>	<b>(27,088)</b>	<b>27,929</b>	<b>841</b>
Transfers between funds	42,929	(42,929)	–
Net movement in funds	15,841	(15,000)	841
<b>Reconciliation of funds</b>			
Total funds brought forward	96,516	30,000	126,516
<b>Total funds carried forward</b>	<b>112,357</b>	<b>15,000</b>	<b>127,357</b>

## 5. Tangible fixed assets

	Computer equipment £
<b>Cost</b>	
Additions	566
<b>Depreciation</b>	
Charge for year	142
<b>Net book value</b>	
At 31 March 2023	424

## 6. Debtors: amounts falling due within one year

	2023 £	2022 £
Other debtors	5,771	3,321
London Marathon charitable trust	–	15,000
	<b>5,771</b>	<b>18,321</b>

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

	2023 £	2022 £
Trade creditors	15,822	2,992
Taxation and social security	914	304
Other creditors	2,520	2,730
	<b>19,256</b>	<b>6,026</b>

## 8. Movement in funds

	At 1.4.22 £	Net movement in funds £	Transfer between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	112,357	(14,145)	30,658	128,870
<b>Restricted funds</b>				
Restricted fund	15,000	15,568	(30,658)	–
<b>Total funds</b>	<b>127,357</b>	<b>1,513</b>	<b>–</b>	<b>128,870</b>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	203,168	(217,313)	(14,145)
<b>Restricted funds</b>			
Restricted fund	219,001	(203,343)	15,658
<b>Total funds</b>	<b>422,169</b>	<b>(420,656)</b>	<b>1,513</b>

## Notes to the financial statements

## 8. Movement in funds – continued

## Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	Transfer between funds £	At 31.3.22 £
<b>Unrestricted funds</b>				
General fund	96,516	(27,088)	42,929	112,357
<b>Restricted funds</b>				
Restricted fund	30,000	27,929	(42,929)	15,000
<b>Total funds</b>	<b>126,516</b>	<b>841</b>	<b>–</b>	<b>127,357</b>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	173,423	(200,511)	(27,088)
<b>Restricted funds</b>			
Restricted fund	115,679	(87,750)	27,929
<b>Total funds</b>	<b>289,102</b>	<b>(288,261)</b>	<b>841</b>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	Transfer between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	<b>96,516</b>	<b>(41,233)</b>	<b>73,587</b>	<b>128,870</b>
<b>Restricted funds</b>				
Restricted fund	<b>30,000</b>	<b>43,587</b>	<b>(73,587)</b>	<b>–</b>
<b>Total funds</b>	<b>127,357</b>	<b>2,354</b>	<b>–</b>	<b>128,870</b>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	<b>376,594</b>	<b>(417,824)</b>	<b>(41,233)</b>
<b>Restricted funds</b>			
Restricted fund	<b>334,680</b>	<b>(291,093)</b>	<b>43,587</b>
<b>Total funds</b>	<b>711,271</b>	<b>(708,917)</b>	<b>2,354</b>

## 9. Related party disclosures

There were no related party transactions for the year ended 31 March 2023.

# Detailed statement of financial activities

for the year ended 31 March 2023

	2023 £	2022 £
<b>Income and endowments</b>		
<b>Donations and legacies</b>		
Direct donations	26,186	13,783
Corporate donations	7,802	27,251
Grants	219,000	115,680
Trustee donations	–	2,000
	<b>252,988</b>	158,714
<b>Other trading activities</b>		
Fundraising events	–	39,946
Shop income	19,442	–
Sales costs	134,600	84,877
School programme delivery	15,138	5,565
	<b>169,180</b>	130,388
<b>Total incoming resources</b>	<b>422,168</b>	289,102
<b>Expenditure</b>		
<b>Raising donations and legacies</b>		
Room hire	251	4,927
<b>Other trading activities</b>		
Events hosting costs	709	1,397
<b>Charitable activities</b>		
Sports coaching	39,369	17,825
Venue hire	14,851	–
Teachers	33,546	10,210
Community week costs	13,181	30,199
Programme delivery and organisation	114,904	66,370
Food and nutrition	126,808	96,604
Sportswear and medals	6,003	4,613
	<b>348,662</b>	225,821
<b>Other</b>		
Social security	5,816	1,789
Pensions	1,898	1,143
Sundries	10,288	14,289
Travelling	5,123	–
Entertainment	1,061	796
Subscriptions	506	675
	<b>24,692</b>	18,692

This page does not form part of the statutory financial statements.

## Detailed statement of financial activities

	2023 £	2022 £
<b>Management</b>		
Central administration and organisation	35,494	23,579
Carried forward	35,494	23,579
<b>Management</b>		
Brought forward	35,494	23,579
Marketing and advertising	1,044	448
	<b>36,538</b>	24,027
<b>Finance</b>		
Bank charges	314	16
<b>Information technology</b>		
Insurance	577	577
Repairs and renewals	680	680
Telephone	336	–
Postage and stationery	958	–
Depreciation	142	–
	<b>2,693</b>	1,257
<b>Governance costs</b>		
Accountancy and legal fees	6,572	12,124
<b>Total resources expended</b>	<b>420,655</b>	288,261
<b>Net income</b>	<b>1,513</b>	841

This page does not form part of the statutory financial statements.

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# Reference and administrative details

<b>Registered Charity number</b>	1170744
<b>Principal address</b>	17 Castello Avenue London SW15 6EA
<b>Trustees</b>	M Hill Chair of Trustees C O'Driscoll Mrs S White R Ford M Holland Mrs A Jacobs B L Walker K Bartram E Lewis A Keothavong S Forster
<b>Independent Examiner</b>	Thorne Lancaster Parker Chartered Accountants 4th Floor Venture House 27-29 Glasshouse Street London W1B 5DF

## Commencement of activities

The charity was incorporated on 14 December 2016, and commenced activities on 14 December 2016.

Approved by order of the Board of Trustees on 28th November 2022 and signed on its behalf by:



**Michael Hill**  
Chair of Trustees



[racketscubed.com](http://racketscubed.com)



**RACKETS CUBED**

England & Wales - Charity number 1170744

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# Accounts

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**Report of the Trustees and  
Unaudited Financial Statements for the  
Year Ended 31 March 2022 for**

# **RACKETS CUBED**



Thorne Lancaster Parker  
4th Floor  
Venture House  
27-29 Glasshouse Street  
London  
W1B 5DF

<b>Charity Name</b>	Rackets Cubed
<b>Charity Number</b>	1170744
<b>Trustees</b>	Kathryn Bartram Richard Ford (Finance and Risk) Sheila Forster (Impact) Michael Ian Hill – (Chairman) Michael Holland Alison Jacobs Anne Keothavong Emma Lewis – (Safeguarding Lead) Cavin O'Driscoll – (Finance and Risk, and ESG) Bruce Walker – (Chair - Finance and Risk) Serena White
<b>CEO</b>	Geoff Newton
<b>Principal Address</b>	17 Castello Avenue London SW15 6EA
<b>Bankers</b>	HSBC Fulham Broadway Branch 593 Fulham Road London SW6 5UA
<b>Solicitors</b>	Russell Cooke 2 Putney Hill, London SW15 6AB
<b>Independent Examiner</b>	Thorne Lancaster Parker Chartered Accountants 4th Floor Venture House 27-29 Glasshouse Street London W1B 5DF

# **RACKETS CUBED**

## **Report of the Trustees for the year ended 31 March 2022**

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• <b>Programme Review</b>	
• <b>Impact</b>	
• <b>Partners</b>	
• <b>Community Box</b>	
• <b>Community Week</b>	
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## Rackets Cubed Programme Overview (“Scaling and Multi-local”)

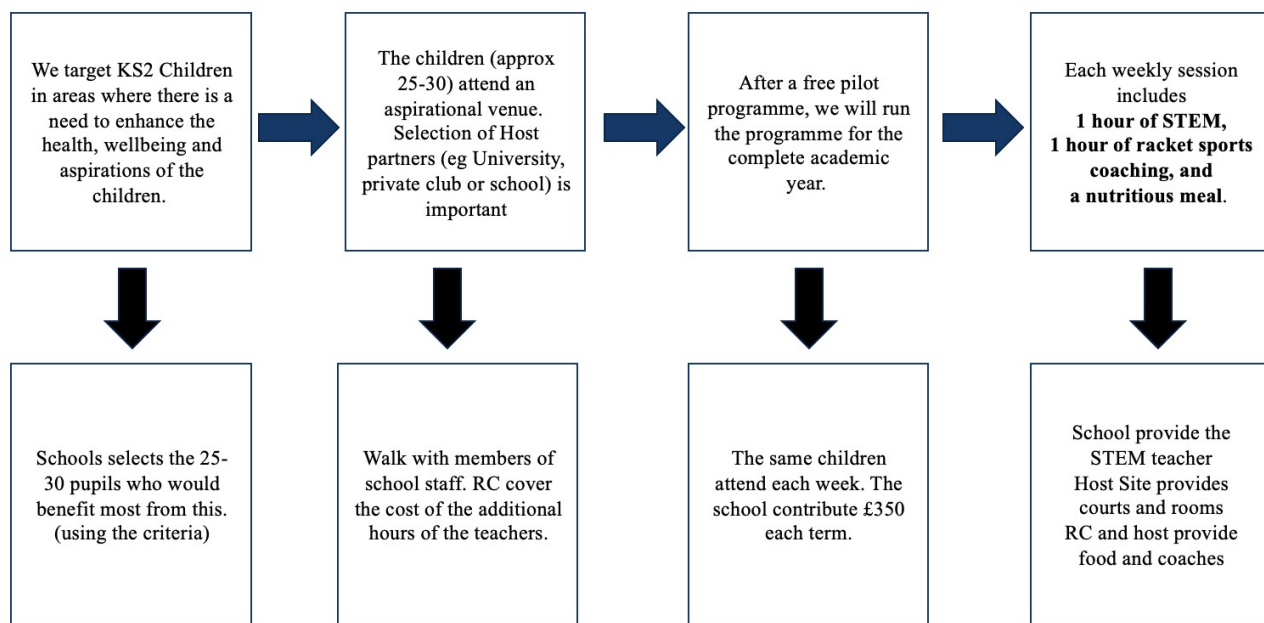
We partner "Aspirational Hosts" (such as universities, private schools / sports clubs and leisure centres) with local primary schools in underserved areas. The hosts provide access, court time and teaching infrastructure. Our model delivers weekly sessions focusing on combining

- High quality physical activity with
- Maths / STEM (Science, Technology, Engineering and Maths) teaching, and
- Nutritional provision - (food and education around food)

Each programme delivers one session per school week (for a total of approximately 30 sessions per year). Led by our experienced, sessional coaches and teachers, each session is about two-hours long, and features:

- **One hour of racket sports:** qualified coaches work with the schools, teachers and volunteers to understand the needs of the children. The sessions run once a week as an extracurricular session and are designed to engage individuals in physical activity and develop confidence and lifestyles associated to this. For many of the young people, it will be their first introduction to racket sports. We work with them to develop new skills and techniques whilst focusing on fun to ensure they have a positive first experience of the respective sport.
- **One hour of education:** Following the sport and physical activity session, we deliver an extra-curricular education session on STEM subjects led by existing teachers (where possible) or private tutors. These sessions provide an important additional resource to support the development of educational attainment and overcome barriers such as lack of support at home or lower levels of English.
- **Nutrition provision and information:** Young people at each session are provided with a free meal, which can represent an important part of that individual's nutrition for the day.

## How does a Programme Work – What Happens? \*1



*\*1 – we enter into a longer term strategic partnership (MOU) with the beneficiary school and the host sites. We are partners  
Note all the schools we launched in 2017 are still running today.  
We have observed very low drop-outs of children, schools or sites*

## Report of the Trustees

The trustees present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

### OBJECTIVES AND ACTIVITIES

#### Objectives and aims

The primary objective of the charity is to run integrated Racket Sports, Education (STEM/Maths) and Nutrition programmes with the aims of improving the aspirations, physical and mental health, and ultimately performance of primary school children in underserved areas

We partner "Aspirational Hosts" (such as universities, sports clubs and leisure centres) with local primary schools of high "Income Deprivation" ratings. Staff at the schools have told us that many of their pupil's face challenges around social inclusion, have low confidence, and often have the inability to attend extracurricular activities. Our programme has been built through ongoing consultation with our partner schools to ensure activities meet the needs of disadvantaged pupils, are different to what is being offered already, and complementary to the curriculum.

## Why do Rackets Cubed ? Learnings to Date \*1

### The Children

We believe by offering programmes to our target children in aspirational settings we can

- Improve mental health – confidence, happiness and well being
  - Improve physical health and physical literacy
  - Provide evening meal and nutrition education
  - Help build resilience through structured challenges in new sports and settings
- Have a positive impact on school & educational engagement**

### Primary School Partner

- Pupil's attendance increased on Rackets Cubed days
- 90% of children demonstrated an improvement in their mental health
- Physical fitness was improved by all participants
- Provide opportunities for those children who wouldn't otherwise access such activities
- Offers teacher's a valuable opportunity to see children in an exceptional setting other than the classroom enjoying something different

### Host Site Partner (e.g. Uni, Private Club or School)

- Proven and targeted year round engagement with local higher need community
  - Have a meaningful area-wide leadership role and impact
- Low marginal cash cost for program, working with partners, and playing to hosts strengths
  - Utilizes existing infrastructure and students /members to support delivery
- Opportunity to build further bridges with local companies, council, Charities and Govt

*\*1 – we do physical literacy and well being impact studies. Results available. We encourage visiting our programmes to see the impact*

## **Our Vision, Beneficiaries and Impact**

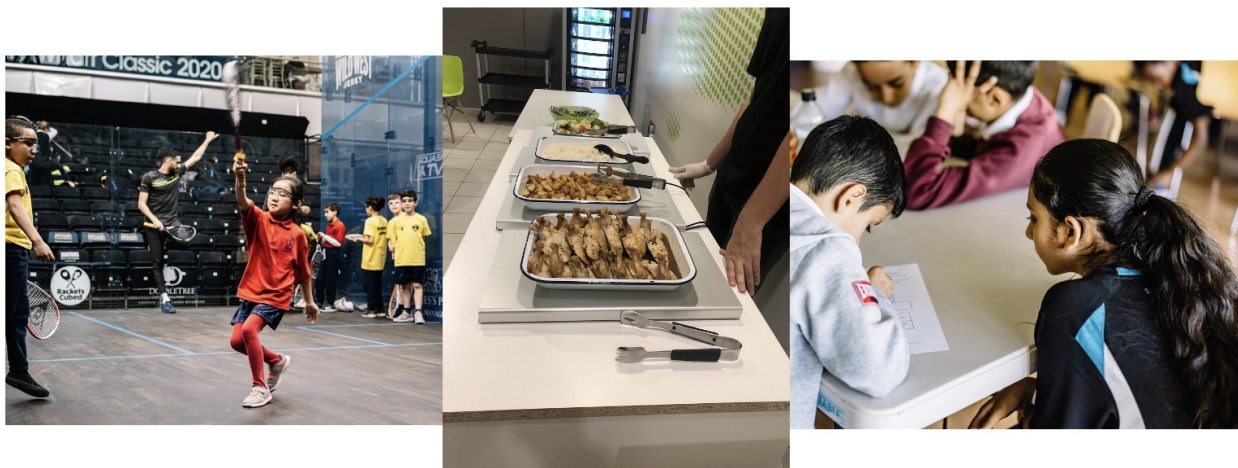
The charity's vision is driven by the increasing evidence that active children have higher school achievement and that nutritious food improve classroom behaviour. There are a number of factors which have been shown to adversely affect a child's learning and development:

- A child's long term health and fitness is adversely affected by being overweight which in turn impacts learning and development in children.
- Disadvantaged children are less likely to participate in physical activity outside of school.
- Self-esteem, participation and confidence are all important factors in a child's school attainment as well as their quality of life. Obesity can adversely affect all of these things and it is thought that poor self-esteem may be a reason for decreased attainment in obese children.
- Nutrition and physical activity interventions in schools tend to have the biggest impact in populations with a high prevalence of disadvantage.
- There is significant potential benefit for the children in learning an additional life skill (i.e. a sport), which could help them directly in future years.

## **Beneficiaries**

Our activities are dedicated to giving children from inner-city, low-income areas the opportunity to fulfil their academic potential, improve their physical and mental health and to aim high in all aspects of their daily lives. The programmes focus on learning a new sporting skill, being active and supporting classroom achievement. We currently operate in London, Manchester, Birmingham, Nottingham, Leeds, Bradford, Hull, York, Peterborough, Glasgow with a pipeline in several other cities evaluating a next academic year launch. An additional objective is, by hosting the programmes at external venues, to help break down both perceived and real barriers and open up further opportunities for the children. We work primarily with young people aged 7 -11 from some of the country's most underserved areas (IDACI rated 0.2-0.5).

The schools select the children, given their detailed knowledge of needs and background, plus the anonymised data collection. Each programme is built around a strong partnership with a local school, with whom our contacts are at Headteacher, PE lead, and governor level. Our programmes often see a high proportion of participants from ethnic minorities, are young females and speak English as an Additional Language. Many of our participants are eligible for Pupil Premium.



# RACKETS CUBED

## Report of the Trustees for the year ended 31 March 2022

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### Our Impact

#### Evidence, Impact and Evaluation- Qualitative and Quantitative

Feedback from our provision has been extremely positive, with over 90% of participants stating the sessions made them happier, enabled them to try new sports and improved their maths performance.

The local headteacher - told us "the Rackets Cubed formula of local, free provision in an aspirational setting has been transformational". Feedback from the Wandsworth programmes indicated:

- 96% of the children who took part made new friends
- 96% of the children felt the maths tuition helped their maths in school
- 95% of parents saw a positive change in their child's attitude to school
- 100% of participants said taking part in physical activity made them happier

In addition, we worked with Roehampton University and Fit Media (a leading UK Fitness Measurement consultancy) to undertake charity-wide impact reporting with a view to understanding the outcomes delivered through our work and areas for improvement. Two independent impact reports were written for academic year (2018 to 2019). The reports indicated the following

- Significant improvement in Physical literacy - run by Fit Media looking at 4 measurements (Standing Jump, Grip Strength, Shuttle runs and catch and throwing a tennis ball)
- Significant improvement in happiness, confidence and resilience
- Schools noticed increased confidence in the children to tackle everyday school problems or tasks

### Programme Beneficiaries and Sample Feedback

#### Year 4 Class Attendees

---

	No. of Children	% of Children
<b>Total Participants</b>	28	
<b>% Children on FSM</b>	15	54%
<b>% Girls</b>	18	64%
<b>% BME</b>	24	86%
<b>% English as Second language</b>	22	79%

#### Selected Teacher – Head Feedback

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**Headteacher:** "From its inception at Sacred Heart, the Rackets Cubed formula of local, free provision of squash and maths tuition in an easily accessible and aspirational setting, has been transformational. The children are highly motivated and focused on improving their racket sports, they enthuse about the healthy food offer and they value the maths tuition which is closely matched to their school based lessons. So simple yet so effective

**Teaching Assistant:** "It's an amazing experience for the children and they enjoy working as part of a team. The coaches are amazing!"

#### Parents - Questions and % Response

---

	No. of Responses	% of Responses
1. Do the timings work?	19	100%
2. Does your child enjoy Rackets Cubed?	19	100%
3. What do you think is he most important aspect of the programme for your child? – Sport, Math, Food or All Three	19	75%
4. Have you seen a positive change in any way in your child?	19	95%

#### Selected Coach Feedback

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**Paul Lindsay –Coach**

"From seeing the children on day 1, with no knowledge of squash and most lacking the skills to catch and throw, it has been wonderful to watch them improve.

**Ben Coates –Professional & Coach**

"Each child progresses at different levels depending on the skill involved, perhaps whilst encouraging the class to progress as a whole also have the option for those who wish to progress to higher levels within the sessions."

# RACKETS CUBED

## Report of the Trustees for the year ended 31 March 2022

In addition to combining physical activity with STEM teaching and nutritional support, we look to impact multiple areas including

- **Improving the confidence, well-being and mental health of the children;** we are observing benefits post COVID through the combination of the activities, aspirational settings and role models
- **Supporting healthy and active lives;** we are looking to establish long term habits to improve life attainment
- **Developing young people;** Young children growing up in these communities are often deprived of opportunities to develop and flourish because of several social, cultural, economic or physical barriers
- **Local community engagement;** we want this to be local opportunities of local children. The host sites are often close enough to walk to, however, historically access to these facilities was not available

Growing up in poverty has a significant detrimental impact on every area of a child's life, from health and well-being, to education and employment - severely limiting their opportunities and future life chances. However, in 10% of primary schools and 8% of secondary schools nationally, disadvantaged pupils are doing better than the national average for all pupils. This illustrates that it is possible to narrow the gap and we believe enrichment through sport and education can play a crucial role in making this happen.

### Summary Impact Evaluation Reports – Physical and Mental Health



#### Socio-Economic Impact Overview

The University of Roehampton carried out a mixed methodology qualitative impact assessment, gathering data from the children, their parents, their teachers, and the Rackets Cubed coaches. 110 children participated in the programme during the term beginning October 2018. We have observed impacts on the children's:

- Concentration and skills
- Academic and sports engagement
- Wellbeing and resilience

<b>WELLBEING AND RESILIENCE</b>	62% of parents surveyed noticed improvements in their child's energy levels, happiness, and/or confidence.  All of the ten teachers interviewed felt the programme had positive benefits for the children's wellbeing and enjoyment. Two commented specifically that their Rackets Cubed classes were more resilient as a whole. Jo from Heathmere noted that <b>'some children just give up very easily in class but when in Rackets Cubed they tend not to give up so easily'</b>
<b>CONCENTRATION AND SKILLS</b>	54% of parents surveyed reported improvements in their child's concentration levels, listening All of the teachers interviewed noticed an increase in the children's concentration and information retention.
<b>ACADEMIC AND SPORTING ENGAGEMENT</b>	17% of children felt more strongly at the programme's end that they 'liked learning new things', and 28% felt more strongly that 'maths can be fun'. The children reported enjoying sports on average 36% more at the end of the programme. There was also a 31% average increase in the cohort's confidence in the rules of tennis, squash, or table tennis, demonstrating the children's growing confidence in their own knowledge and skillsets.
<b>RAISING ASPIRATIONS AND CREATING OPPORTUNITY</b>	Interviews with coaches and the host sites demonstrates the potential of the programme not only in terms of access to new experiences for the children, but in changing perceptions at host organisations: 'Rackets Cubed has given me confidence in being a coach [...] and it has given a boost to my image because everyone knows about them in squash' (Bruna, Squash Coach)

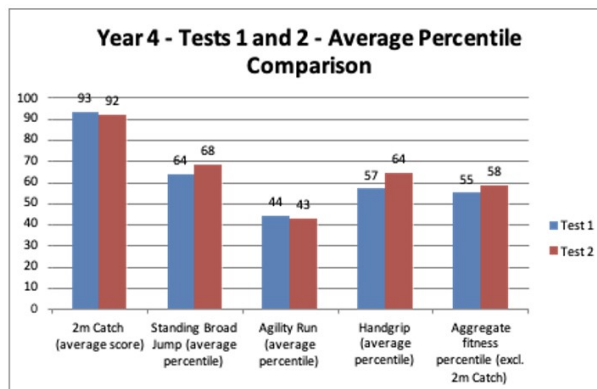
#### Physical Literacy Impact Overview



Rackets Cubed began a year long educational and physical activity intervention project for selected pupils from Sacred Heart Primary School.

The testing comprised the following:

- **Standing Long Jump** – to test the children's lower body strength
- **Illinois Agility Run** – to test the children's speed, coordination and agility
- **Handgrip test** - to test the children's upper body strength.



Evidenced improvement in overall fitness across this group  
Pronounced improvements for this age group in lower and upper body strength  
Pronounced improvement for boys in this age group in agility and upper body strength  
Pronounced improvements for girls in this age group in lower and upper body strength

## ACHIEVEMENT AND PERFORMANCE

### Charitable activities

This year saw a significant transition as we relaunched the core integrated programmes whilst maintaining our Community Box and Community Week COVID support initiatives. Given the significant increases in food, fuel and energy costs, plus partial lock downs over the winter period we see continued need for broad support within many of our communities. We anticipate that this need will remain for the foreseeable future, hence although we will not look to grow our Box programmes, we will look to continue them. The following is a summary of the status

- **Rackets Cubed Programme;** We have seen significant interest in restarting or launching fresh programmes. By September 2022 we will have 28 programmes running for the new academic year. We have a strong pipeline of 50+ sites at various stages of development and are targeting 50 programmes by September 2023, and 100 by 2025. We are now operating in 10 cities across England and have started in Glasgow.

We have

- A good balance of sites that are interested in hosting; Universities, private schools, private clubs and leisure facilities
- Experienced COVID disruption at the hosting sites, but especially within schools with teaching staff. This has been the main bottleneck during the year. We have seen an easing as we came through winter, but anticipate we will see further disruption next winter
- **Community Box Programme;** We were providing essential Educational, Food, Personal Hygiene, and Activity supplies to approximately 1,000 young families (4 to 5,000 people) in 8 cities and 17 sites, but with schools now fully open the educational and activity supplies have decreased. In addition we are developing a social supermarket model in Roehampton where participants are able to select the items that they want. Throughout the year we evolve what is in the Boxes but look to provide weekly deliveries of;
  - Healthy Food; Fresh fruit, vegetables, pasta, rice, bread, soups, milk, protein etc
  - Personal Hygiene; Soap, Toothpaste, Toilet Paper
  - Note the Educational material content has dropped given the return to schools
  - Activity; colouring, pencils, games, sports – this is around Christmas and other holidays
- **Roehampton Community Week;** The Community Week was a new community-led initiative for the Roehampton area, that delivered a series of activity and well-being projects. We are a founding partner and act as the lead for funding and have focused on how we can support the activity and health aspects. The original week involved over 50 local groups, 40 projects and was held on July 5th to 11<sup>th</sup> 2021. There was a series of subsequent projects over the winter of 2021 (approx. 20 projects), which have continued into spring and summer of 2022 (approx. 18 projects). The broader week objectives are "enhancing Communal areas and improving the mental /physical health and well-being of the residents", however we are looking to impact multiple areas including
  - Local Community Strength by building "cross community" partnerships; Local residents and community members have been involved in the planning and provision to ensure community ownership of the project.
  - Supporting Healthy and Active Lives; series of multi-week programmes targeted a key community groups.

## Selected Organisational Achievements in Year Ended March 2022

<b>Programmes</b>	Relaunched core programmes in August 2021 Reached 26 Programmes at March 2022 (Year End)
<b>Team Recruitment</b>	Hiring of additional programme managers into North-East North-West London  Community Hub manager in Roehampton
<b>Fundraising</b>	Won multi-year (3 year grant funding) Expanded Core Revenues to over £300,000
<b>Training and Development</b>	Developed training programme for all new starters
<b>Governance and Policies</b>	Expanded and developed out policies Worked with Sport England to move to Tier 3 compliance (see this year's objectives) Established formal Finance and Risk Committee of Trustees
<b>Facilities</b>	Moved into an office in Roehampton Moved Community Hub to out of school site
<b>Partnerships</b>	Entered into a strategic partnership with Elliot Foundation
<b>Other Note Worthy</b>	Partnered and launched Roehampton Community Week Partnered Roehampton Community Week Fund Ran Commonwealth Games related New Street Squash event Rebuilt and updated website

## Partnering Strategy - we have a Partner Driven Model

We seek to build long term relationships with all our partners, to increase scaling and sustainability. We have 4 main types of direct operating partners

1. **Hosting Partners** - These are the Clubs, Universities, Sport Centre Operators and NGB sites. They provide the “Aspirational Element” and much of the support, role models and infrastructure that the programmes need. Many of the sites do significant amounts of work with us around the design, running and improvement of the programmes. Many also are very important partners around the local funding we attract. Some of the highlights this year were

- Hosting Fundraising events e.g. Tennis and Squash days at the Roehampton club
- Significant contribution in kind of infrastructure, resources and time (see next section)
- University, school and member volunteers to support the coaches and teachers

2. **Schools**; the local schools select the children who participate and are integral to the running and development of all the programmes. We believe the schools have the closest and best knowledge around the needs of the children, and we ask the schools to select the children they feel will benefit most from the programme. The schools are not charged by the Charity for the starting 6 to 10 weeks pilots, but are asked to make a contribution of £350 per term towards the coaching costs if the decided to proceed to a full programme.

- The Charity does pay for the teacher's time, and it is still a significant commitment from the school to provide the staff on a regular basis after school.
- The schools are in areas of high disadvantage, often with high levels of free school meals (50+%).

3. **Coaches** – We have a number of professional coaches who are instrumental in developing the sporting performance and confidence of our participants. These young coaches are also outstanding role models who show the possibilities and opportunities of playing sport at a professional level.

4. **National Governing Bodies and other Sporting Partners**; We have strong relationships with the Sports' National Governing Bodies (e.g. LTA, Badminton England, Table Tennis England and England Squash) and the PSA World Tour that we can utilise to grow and develop these programmes. Ultimately, our ambition is to grow the number of sites and sessions taking place at each location and retain participants in Rackets Cubed activity. Our work currently with the NGBS has been particularly focused on

- Pathways for continued involvement in the sports post the programmes e.g., local parks or clubs
- Working closely together where the geographic focus of the Charity aligns with the priorities of the various NGBs



## Partner's Contribution in Kind is Important and Significant

Many of our partners contribute significant resources free of charge to the programmes. The four most important ones to date are

- **Court Time;** currently almost all our host sites provide the Tennis, Squash or Sports Hall for the running of the sports sessions free of charge. The "market rates" vary significantly but can be as high as £75 per Tennis court per hour in some London settings. We conservatively estimate that the courts on average would cost us £25 per hour. We are usually given 2 to 4 courts per session. We do see that in some settings it is appropriate to pay for the courts, typically in municipal owned facilities that have been impacted by COVID and the significant energy price charges.
- **Teaching Rooms;** The STEM / maths is delivered in a separated room with the supporting desks, chairs and related infrastructure. The "market rates" rates can be as high as £200 per hour e.g. for children's parties. We conservatively estimate that on average each room would cost around £100 per hour.
- **Provision of the Evening Meal;** many of the sites currently provide the meals free of charge. Some are hot meals, and some are cold. We conservatively estimate that this would cost about £4 per child per session if we paid market rates. We do expect that in future settings we will have to pay for this component, and have that as part of our business plan, but that the majority of sites did not charge us in this financial year.
- **Volunteers;** all our sessions are led by paid fully qualified coaches and teachers, however where possible we do have volunteers to help the coaches. All those volunteers give their time free of charge to the charity

In aggregate the non-cash contribution in kind is significant and is a sign of the large commitment given by many of our hosting partners. The Trustees estimate that for the 30 programs just the court time (£25 x 2 courts x 2 hours x 30 sessions per year) and the teaching room (£100 x 2 hours x 30 sessions) the imputed annualised infrastructure contribution to be over £225,000. Any volunteer and food benefit would be in addition.

## The Community Boxes - Essential Food, Activity and Education Supplies

In response to the COVID lock downs we started the Community Box programme. We are now providing essential Food, Personal Hygiene, and Activity supplies "Community Boxes" to approximately 1,000 young families (4 to 5,000 people) in 7 cities and 17 sites. Throughout the year we evolve what is in the Boxes but look to provide weekly deliveries of;

- Healthy Food; Fresh fruit, vegetables, pasta, rice, bread, soups, milk, protein etc
- Personal Hygiene; Soap, Toothpaste, Toilet Paper
- Note the Educational material content has dropped given the return to schools
- Activity; colouring, pencils, games, sports – this is around Christmas and other holidays

To date the Community Box has given out **over 1.2 million meals**

Many of the communities are situated where social deprivation is high, poor physical health is prevalent, and where opportunities to develop confidence, and learn new skills can be difficult. Most of the communities have a significant number of Council tower Blocks.

A sustained period of lockdown has been a massive challenge for these children and their families. There is also a feeling of "isolation" for many of the young people from their traditional networks i.e. schools, clubs, friends etc, have been closed, and many are experiencing considerable mental and physical distress from the environment.

During the spring of 2022 the Roehampton Hub evolved further to become a social supermarket – where families choose their own groceries. This has given our families more dignity by allowing them to choose the products they take home and ultimately cook.

*You have no idea how much this helps us all but I speak for myself being a single mother of two this absolutely saves me so much financial stress and I don't feel embarrassed as you all really ease the shame of having to admit it can be a struggle. I really appreciate what you do for the community it's so significant and yesterday I was completely blown away hence this email I was pleasantly surprised I didn't think it could get any better!*

*You guy's are fundamental to every family you reach.*

*ET Received 19th May 2022*

*The Community Box is amazing i don't know what i do without this box weekly all staff is great the choices of stuff is brilliant i am very grateful for all your hard work.*

*OM Received 9th June 2022*



## Roehampton Community “Week”

Phase 1 July to September 2021, Phase 2 Winter 2021 – Spring 2022, Phase 3 Summer 2022

The Community week was a new, community-led initiative for Roehampton and West Putney wards, which delivered a series of projects to improve the local area. The idea came from a number of community organisations and individuals, with Rackets Cubed taking responsibility around overall funding coordination, and supporting the health and activity elements of the week. The concept has been structured so that it remains:

- Community-led - designed to be led by, and serve, the communities' needs
- Representative - open to everyone who wants to get involved; all ages and all communities.
- A partnership with the Council in the planning, delivery and long-term development
- Flexible - enabling people to participate how they would like to
- Open and adapted to encourage and support local grass roots groups to apply to run projects

The original week involved over 50 local groups, 40 projects and was held on July 5th to 11th 2021. There was a series of subsequent projects over the winter of 2021 (approx. 20 projects), which have continued into spring and summer of 2022 (approx. 18 projects). We work closely with Wandsworth Council as a key partner across the whole project, and were supported by many of the key institutions in the area including, The University of Roehampton, Istock Place School, The AETLC, Wimbledon Foundation, The Roehampton Club, and the Roehampton Parish Trust. We were key drivers behind the refurbishment of the Alton Activity Centre (the main young family centre in the area) and the schools sports and activity days.



**Summer 2022**  
August 13<sup>th</sup> to 21<sup>st</sup>

**GET INVOLVED** **APPLY TODAY**

# Roehampton Community

Up to £1,000 Funding for Grass Roots Community Projects in Roehampton and West Putney Wards

**ALTON POP-UP PANEL OF ART**

**Roehampton White Ribbon Torch Parade**  
25th November 2021  
Funded by Roehampton Women's Network

**Roehampton Women's Network**

**How to Apply**  
Email: [Roehamptoncommunityweek@gmail.com](mailto:Roehamptoncommunityweek@gmail.com)  
Visit: [www.roehamptoncommunityweek.com](http://www.roehamptoncommunityweek.com)

**Please Submit**  
Second Deadline – 30/06/2022  
(All projects to begin by Summer 2022)

## **Funding**

This year saw a relatively large increase in the funding for the charity as we transitioned back to running the core programmes. In addition we have been very focused on the longer term scaling through multi-year grants and partnerships.

We secured significant multi year grants from the following strategic partners

- Sport England - £450,000 over 3 years, scaling of the core integrated programmes
- National Lottery - £150,000 over 3 years with focus on “Roehampton” area (Core and Box programmes)
- Philip King Charitable Trust - £10,000 per year with focus on “Middlesex” region and squash
- Bernard Sunley Foundation - £10,000 per year with focus on “Hull” region

In addition we have entered into a strategic partnership and funding with the Elliot Foundation with respect to the Community Box programmes operating to support their schools.

During the year we also secured important programme support from

- London Marathon Charitable Trust (as part of a 2019 £75,000 Rackets Cubed scaling grant)
- Linklaters
- Lloyds of London
- The LTA
- Wandsworth Council
- The Roehampton Club
- Roehampton University
- Ibstock Place School
- Roehampton Parish Trust
- The Wimbledon Foundation
- John Ryder Memorial Trust
- The Coop
- Nurture a Child
- Allegras Ambition
- Tennis Scotland
- Tennis Scotland Foundation

## **FINANCIAL REVIEW**

### **Principal funding sources**

The charity's principle sources of funding are grants, sales activities, donations and fundraising events.

The majority of grants have some form of restriction, even though many allow significant flexibility to cover a wide range of costs in a wide range of regions. We have adopted the policy of categorizing all grants for accounting purposes as "restricted" unless there is a stated policy by the grantor not to be. The majority of other sources have no restrictions against them, and we are able to deploy those income streams to best suit the needs of the charity

We have been working closely with Sport England to develop a range of policies which meet their governance requirements at the top level of funding. These include our approach on ED & I and the Environment, which will be further developed over the coming months. We have also pulled together a range of policies and procedures for our staff which are already being implemented.

### **Investment policy and objectives**

The assets of the charity are held in liquid form to ensure the continuity of its operations.

### **Reserves policy**

The trustees are confident that the operation of the charity can successfully continue by relying on grants, sales activities, fundraising, donations and contributions generated from the squash and tennis events.

There has been no change in financial risk profile; we seek to retain general unrestricted funds of between three and six months of expected operating expenditure for the following year to ensure that we can meet our ongoing programme commitments to the participants, their schools (with whom the standard term contract is 3 years), community clubs and other partners. We seek to retain 12 months of operating expenditures with unrestricted funds and committed funding

As mentioned in our future plans, we want to grow the number of programmes within London as well as in other cities and regions across the country. Raising funds for activities outside London will be challenging, but we are committed to delivering our programmes.

### **Budgeting and Financial Planning**

We prepare an annual budget, which is reviewed quarterly by the Trustees and our Finance and Risk Committee. We are normally able to project our direct programme costs in a given year very accurately as we know the hours and rates for the year.

We believe we have developed a strong capability of operating in periods of uncertainty and dynamic change, which is supported by our flexible cost base. We are not looking to add structural fixed costs eg office space for the foreseeable future. This allows us to adjust our costs quickly and we will continue to assess with our Trustees on a quarterly basis

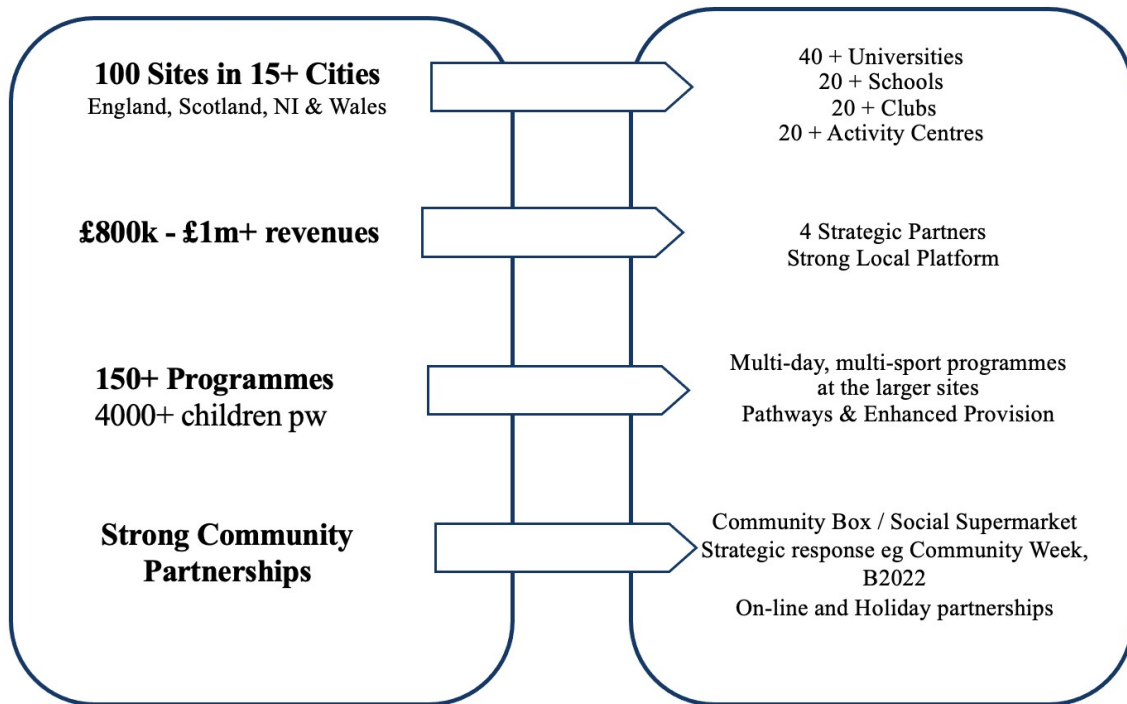
## FUTURE PLANS

It is our intention, funding and pandemic permitting, to continue adding 25-35 programmes a year, across the UK, with the objective of being in 100+ sites by 2025. Particular areas of focus will include the North East/West, Birmingham and the Midlands, and London. We will grow the number of universities in the programme, as they often add an additional dimension to the experience of the children, and look to identify secondary schools with the facilities and expertise to host programmes. It is also our intention to further develop pathways for those children with an interest/aptitude for the sport, working with host sites and NGBs.

**Community Box;** We (and most of our partners) expect that the level of demand for the Community Boxes will remain elevated, and we will likely have to be flexible with respect to the quantities. We are currently working with all our partners, and in particular the Elliot Foundation where we currently operate 17 Hubs, about the best way to continue the programmes. We are currently planning for all to run until the summer of 2023, when we will then assess the level of need.

We will evaluate the success of our Roehampton self choice model, and may look to establish an additional one at a separate site

### 3 - 5 Year Vision – “100 Cubed”



## Selected Organisational Goals for 2022 / 23

<b>Programmes</b>	<ul style="list-style-type: none"><li>• Targeting 45 to 50 programmes by September 2023 (30 to 35 by March 2023 Year End)</li><li>• Evaluate Scottish and Welsh launches</li></ul>
<b>Team Recruitment</b>	<ul style="list-style-type: none"><li>• Hiring of additional programme managers into<ul style="list-style-type: none"><li>• Midlands</li><li>• London</li></ul></li><li>• Project Capability<ul style="list-style-type: none"><li>• Schools Engagement Officer</li><li>• Communication, and marketing officer</li></ul></li></ul>
<b>Fundraising</b>	<ul style="list-style-type: none"><li>• Expand Corporate grants</li><li>• Target additional larger multi-year grants</li><li>• Expand Local fund raising</li><li>• Evaluate the engagement or hiring of a fund raiser</li></ul>
<b>Training and Development</b>	<ul style="list-style-type: none"><li>• Enhance programme for all Trustees and Volunteers</li></ul>
<b>Governance and Policies</b>	<ul style="list-style-type: none"><li>• Move to Tier 3 compliance with Sport England</li><li>• Establish an operations / safeguarding committee</li></ul>
<b>Facilities</b>	<ul style="list-style-type: none"><li>• Establish a permanent office at the Roehampton Community Hub</li></ul>
<b>Partnerships</b>	<ul style="list-style-type: none"><li>• Expand the number of Funding Partnerships</li><li>• Look to further develop our education and nutrition networks</li></ul>
<b>Other Note Worthy</b>	<ul style="list-style-type: none"><li>• Develop use of Salesforce and Mailchimp type of capabilities</li></ul>

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

### **Recruitment and appointment of new trustees**

The trustees are appointed by ordinary resolution of the members.

No person may be appointed as a Trustee unless they have been recommended by the Trustees and the appropriate notice has been given in accordance with the company's Memorandum & Articles of Association. There must be at least three Trustees. This Board has a membership with no defined maximum number, and during the year had eleven members. The necessary business skills and knowledge of educational, physical and nutritional matters are well represented on the board of trustees.

At regular trustees' meetings, the Trustees agree the broad strategy of the Charity, as well as approving all donations made, and consider the investment, reserves and risk management policies of the Charity. During the financial period, day to day decisions were delegated to senior employees, led by the Chief Executive Officer

When considering the appointment of new Trustees, the board has regard to the requirement for any specialist skills or characteristics needed, the need for diversity on the Board, together with general enthusiasm for the work of Rackets Cubed.

Subject to certain exceptions, the term of office of a Trustee is three years. A Trustee may not serve more than three terms. At the end of the three terms that person must step down and may not be re-appointed. The exceptions are:

- A Trustee may serve on the Board for a maximum of twelve years if appointed as Chair of the organisation
- A Trustee appointed in an Ex Officio capacity may serve on the Board for the duration of their holding the relevant office.
- In exceptional circumstances (for example to assist succession planning), a Chair or Trustee may hold office for a further year.

When a Trustee has completed their maximum term, at least four continuous years must elapse before they can be eligible to stand as a Trustee for that organisation again. Any period off the Board of less than four continuous years will count as service on the Board, when calculating the maximum term served.

## **Appointment of Executive Officers**

We have a team of 8 part time employees, who work various days a week. Most work 2 to 3 days a week. Current defined roles are:

Geoff Newton - CEO of Rackets Cubed  
Nikki Rossner - CEO of the Community Box Programme  
Johanna Afors - Chief Administration Officer  
Carrie Cantle (Nee Ramsey) - Programme Director  
Mark Bullock - Programme Director  
Vicky Evans – Programme Manager  
Jules Silvera-Abbas – Programme Manager  
Razia Dogar – Roehampton Community Hub Coordinator

### **Safeguarding**

We have a Safeguarding Policy that is reviewed once a year. The staff and volunteers who deliver the programmes are all subject to their individual organisations Safeguarding Policy and Training requirements and all of these are overseen by OFSTED and shared with Rackets Cubed prior to delivery. Rackets Cubed has a named Designated Safeguarding Lead who delivers all of Rackets Cubed Safeguarding Policy, Training and Support.

### **Risk Management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have reviewed the risks inherent with the charity and consider these have been resolved or mitigated as far as possible to assure the future of the charity. The Trustees have adopted a risk management strategy which comprises:

- a risk register to review the risks the charity may face;
- review of key risk indicators (KRIs) to aid risk mitigation; and
- systems, policies and procedures designed to minimise the impact on the charity should those risks materialize

## RACKETS CUBED

### Report of the Trustees for the year ended 31 March 2022

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The risk register and KRIs are updated every regularly reviewed by the FRC and the Board of Trustees. The principal risks and uncertainties facing the charity and plans for their mitigation are as follows:

<b>Risk</b>	<b>Mitigating actions</b>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• Regular monitoring of progress against targets, and of pipeline income</li> <li>• Increased fundraising capacity to explore new avenues of fundraising income</li> </ul>
<b>Failure to deliver strategic aims, especially growth</b>	<ul style="list-style-type: none"> <li>• Regular monitoring &amp; review of strategic objectives by SLT and Trustees</li> <li>• Review and due diligence on new prospective programmes to ensure they meet our charitable objectives</li> <li>• Recruitment and training of high-quality coaches and staff to deliver our objectives</li> </ul>
<b>Health &amp; Safety/ Safeguarding issues</b>	<ul style="list-style-type: none"> <li>• Health &amp; Safety and Safeguarding &amp; Child Protection Committees in place</li> <li>• Processes in place for risk assessment and management</li> <li>• Insurance held and reviewed annually</li> </ul>
<b>Failure to deliver programmes to a high degree of quality</b>	<ul style="list-style-type: none"> <li>• Regular internal monitoring and reporting of the quality of programmes</li> <li>• Training and development provided to all members of staff who are involved in programme delivery and management</li> </ul>
<b>Data Protection and critical IT incidents</b>	<ul style="list-style-type: none"> <li>• Trained Data Protection Officer coordinates the GDPR monitoring and review process</li> <li>• Training for all staff members on key policies and practices</li> <li>• Rapid response plans in place to deal with IT issues to minimise any downtime</li> <li>• Investment in new IT infrastructure and cloud-based software packages to ensure that there is minimal disruption for critical services</li> </ul>
<b>Critical incidents (COVID 19)</b>	<ul style="list-style-type: none"> <li>• Regular monitoring and review of strategic, financial, and operational plans by Trustees and staff</li> <li>• Review and updating policies and procedures in line with government advice and best practice</li> <li>• Contingency and recovery plans to ensure services have minimal disruption</li> </ul>

## RACKETS CUBED

### Report of the Trustees for the year ended 31 March 2022

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#### REFERENCE AND ADMINISTRATIVE DETAILS

##### Registered Charity number

1170744

##### Principal address

17 Castello Avenue  
London  
SW15 6EA

##### Trustees

M Hill Chairman of the Trustees  
C O'Driscoll  
Mrs S White  
R Ford  
M Holland  
Mrs A Jacobs  
B L Walker  
K Bartram (appointed 17.12.19)  
E Lewis (appointed 04.05.20)  
A Keothavong (appointed 17.09.20)  
S Forster (appointed 17.09.20)

##### Independent Examiner

Thorne Lancaster Parker  
Chartered Accountants  
4th Floor  
Venture House  
27-29 Glasshouse Street  
London  
W1B 5DF

#### COMMENCEMENT OF ACTIVITIES

The charity was incorporated on 14 December 2016, and commenced activities on 14 December 2016.

Approved by order of the board of trustees on 28<sup>th</sup> November 2022 and signed on its behalf by:



.....  
M Hill - Trustee

## **Independent Examiner's Report to the Trustees of Rackets Cubed**

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### **Independent examiner's report to the trustees of Rackets Cubed**

I report to the charity trustees on my examination of the accounts of Rackets Cubed (the Trust) for the year ended 31 March 2022.

### **Responsibilities and basis of report**

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

### **Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of the Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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

Mr Christopher Kay  
Thorne Lancaster Parker  
4th Floor  
Venture House  
27-29 Glasshouse Street  
London  
W1B 5DF

Date: 28<sup>th</sup> November 2022

**RACKETS CUBED****Statement of Financial Activities  
for the year ended 31 March 2022**


	Notes	Unrestricted fund £	Restricted fund £	2022 Total funds £	2021 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies		43,035	115,679	158,714	167,571
Other trading activities	2	<u>130,388</u>	<u>-</u>	<u>130,388</u>	<u>40,197</u>
<b>Total</b>		<u>173,423</u>	<u>115,679</u>	<u>289,102</u>	<u>207,768</u>
<b>EXPENDITURE ON</b>					
<b>Raising funds</b>		-	-	-	-
<b>Charitable activities</b>		200,511	87,750	288,261	189,583
<b>Total</b>		<u>200,511</u>	<u>87,750</u>	<u>288,261</u>	<u>189,583</u>
<b>NET INCOME/(EXPENDITURE)</b>					
Transfers between funds	7	(27,088) <u>42,929</u>	27,929 <u>(42,929)</u>	841 <u>-</u>	18,185 <u>-</u>
<b>Net movement in funds</b>		15,841	(15,000)	841	18,185
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		96,516	30,000	126,516	108,331
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>112,357</u>	<u>15,000</u>	<u>127,357</u>	<u>126,516</u>

The notes form part of these financial statements

**RACKETS CUBED****Statement of Financial Position  
For the year ended 31 March 2022**

	Notes	Unrestricted fund £	Restricted fund £	2022 Total funds £	2021 Total funds £
<b>CURRENT ASSETS</b>					
Debtors	5	3,321	15,000	18,321	31,271
Cash at bank		<u>115,062</u>	<u>-</u>	<u>115,062</u>	<u>96,781</u>
		118,383	15,000	133,383	128,052
<b>CREDITORS</b>					
Amounts falling due within one year	6	<u>(6,026)</u>	<u>-</u>	<u>(6,026)</u>	<u>(1,536)</u>
<b>NET CURRENT ASSETS</b>		<u>112,357</u>	<u>15,000</u>	<u>127,357</u>	<u>126,516</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>112,357</u>	<u>15,000</u>	<u>127,357</u>	<u>126,516</u>
<b>NET ASSETS</b>		<u>112,357</u>	<u>15,000</u>	<u>127,357</u>	<u>126,516</u>
<b>FUNDS</b>					
Unrestricted funds	7			112,357	96,516
Restricted funds				<u>15,000</u>	<u>30,000</u>
<b>TOTAL FUNDS</b>				<u>127,357</u>	<u>126,516</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 28<sup>th</sup> November 2022 and were signed on its behalf by:

..  ..  
M Hill - Trustee

1. ACCOUNTING POLICIES

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

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

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Taxation**

The charity is exempt from tax on its charitable activities.

**Fund accounting**

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Fundraising events	39,946	-
Sales costs	84,877	40,197
School programme delivery	<u>5,565</u>	<u>-</u>
	<u>130,388</u>	<u>40,197</u>

## RACKETS CUBED

### Notes to the Financial Statements - continued for the year ended 31 March 2022

#### 3. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

#### Trustees' expenses

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

#### 4. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	67,133	100,438	167,571
Other trading activities	<u>40,197</u>	<u>-</u>	<u>40,197</u>
<b>Total</b>	<u>107,330</u>	<u>100,438</u>	<u>207,768</u>
<b>EXPENDITURE ON</b>			
Event Hosting Costs	-	79	79
<b>Charitable activities</b>			
Sports Coaching	6,290	839	7,129
Food and Nutrition	12,412	80,781	93,193
Sportswear and Medals	-	15,080	15,080
Marketing and Advertising	216	-	216
Impact and Evaluation	5,295	-	5,295
Accountancy costs	2,267	-	2,267
Program delivery and Organisation	43,168	-	43,168
Central Administration & Organisation	20,000	-	20,000
Insurance	577	-	577
Repairs & renewals	672	-	672
Other	<u>1,907</u>	<u>-</u>	<u>1,907</u>
<b>Total</b>	<u>92,804</u>	<u>96,779</u>	<u>189,583</u>
<b>NET INCOME</b>	14,526	3,659	18,185
<b>Transfers between funds</b>	<u>(26,341)</u>	<u>26,341</u>	<u>-</u>
<b>Net movement in funds</b>	(11,815)	30,000	18,185
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	<u>108,331</u>	<u>-</u>	<u>108,331</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>96,516</u>	<u>30,000</u>	<u>126,516</u>

## RACKETS CUBED

Notes to the Financial Statements - continued  
for the year ended 31 March 2022

5. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2022	2021
	£	£
Other debtors	3,321	1,271
London marathon charitable trust	<u>15,000</u>	<u>30,000</u>
	<u>18,321</u>	<u>31,271</u>

6. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2022	2021
	£	£
Trade creditors	2,992	-
Taxation and social security	304	306
Other creditors	<u>2,730</u>	<u>1,230</u>
	<u>6,026</u>	<u>1,536</u>

7. MOVEMENT IN FUNDS	At 1.4.21	Net movement in funds	Transfers between funds	At 31.3.22
	£	£	£	£
<b>Unrestricted funds</b>				
General fund	96,516	(27,088)	42,929	112,357
<b>Restricted funds</b>				
Restricted fund	30,000	27,929	(42,929)	15,000
	<u>126,516</u>	<u>841</u>	<u>-</u>	<u>127,357</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	173,423	(200,511)	(27,088)
<b>Restricted funds</b>			
Restricted fund	115,679	(87,750)	27,929
	<u>289,102</u>	<u>(288,261)</u>	<u>841</u>

**RACKETS CUBED**

**Notes to the Financial Statements - continued  
for the year ended 31 March 2022**

**7. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
<b>Unrestricted funds</b>				
General fund	108,331	14,526	(26,341)	96,516
<b>Restricted funds</b>				
Restricted fund	-	3,659	26,341	30,000
	<u>108,331</u>	<u>18,185</u>	<u>-</u>	<u>126,516</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	107,330	(92,804)	14,526
<b>Unrestricted funds</b>			
Restricted fund	100,438	(96,779)	3,659
	<u>207,768</u>	<u>(189,583)</u>	<u>18,185</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
<b>Unrestricted funds</b>				
General fund	108,331	(12,562)	16,588	112,357
<b>Restricted funds</b>				
Restricted fund	-	31,588	(16,588)	15,000
	<u>108,331</u>	<u>19,026</u>	<u>-</u>	<u>127,357</u>

## RACKETS CUBED

### Notes to the Financial Statements - continued for the year ended 31 March 2022

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#### 7. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	280,753	(293,315)	(12,562)
<b>Restricted funds</b>			
Restricted fund	216,117	(184,529)	31,588
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>496,870</u>	<u>(477,844)</u>	<u>19,026</u>

#### 8. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2022.

## RACKETS CUBED

### Detailed Statement of Financial Activities for the year ended 31 March 2022

	2022 £	2021 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Direct donations	13,783	37,133
Corporate donations	27,251	25,000
Grants	115,680	100,438
Trustee donations	<u>2,000</u>	<u>5,000</u>
	158,714	167,571
<b>Other trading activities</b>		
Fundraising events	39,946	-
Sales costs	84,877	40,197
School programme delivery	<u>5,565</u>	<u>-</u>
	<u>130,388</u>	<u>40,197</u>
<b>Total incoming resources</b>	289,102	207,768
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Roehampton rent	4,927	-
<b>Other trading activities</b>		
Events hosting costs	1,397	79
<b>Charitable activities</b>		
Sports coaching	17,825	7,129
Teachers	10,210	-
Community week costs	30,199	-
Program delivery and organisation	66,370	43,168
Food and nutrition	96,604	93,193
Sportswear and medals	<u>4,613</u>	<u>15,080</u>
	225,821	158,570
<b>Other</b>		
Social security	1,789	-
Pensions	1,143	450
Sundries	14,289	1,457
Entertainment	796	-
Subscriptions	<u>675</u>	<u>-</u>
	18,692	1,907
<b>Support costs</b>		
<b>Management</b>		
Impact and Evaluation	-	5,295
Carried forward	-	5,295

This page does not form part of the statutory financial statements

**RACKETS CUBED****Detailed Statement of Financial Activities  
for the year ended 31 March 2022**

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	2022	2021
	£	£
<b>Management</b>		
Brought forward	-	5,295
Central administration & organisation	23,579	20,000
Marketing and advertising	<u>448</u>	<u>216</u>
	24,027	25,511
<b>Finance</b>		
Bank charges	16	-
<b>Information technology</b>		
Insurance	577	577
Repairs and renewals	<u>680</u>	<u>672</u>
	1,257	1,249
<b>Governance costs</b>		
Accountancy and legal fees	<u>12,124</u>	<u>2,267</u>
Total resources expended	<u>288,261</u>	<u>189,583</u>
<b>Net income</b>	<u><u>841</u></u>	<u><u>18,185</u></u>

This page does not form part of the statutory financial statements

**RACKETS CUBED**

England & Wales - Charity number 1170744

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# Accounts

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**Report of the Trustees and  
Unaudited Financial Statements for the Year Ended 31 March 2021  
for  
RACKETS CUBED**

# **RACKETS CUBED**

## **Contents of the Financial Statements for the year ended 31 March 2021**

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## **RACKETS CUBED**

### **Report of the Trustees for the year ended 31 March 2021**

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The trustees present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The primary objective of the charity is to run integrated Racket Sports, (STEM/Maths) Education and Nutrition programmes with the aims of improving the lives and aspirations of primary school children in areas of high disadvantage. COVID has magnified many of the challenges in the communities where we operate. We have responded to the local needs and developed a variety of delivery and community support platforms focused around our core three elements of Sports, Education and Nutrition.

For the core provision we partner "Aspirational Hosts" (e.g., Imperial, Roehampton and Hull Universities) with local primary schools of high "Income Deprivation" ratings. Staff at the programme schools have told us that many of their pupils face challenges around social inclusion, particularly low confidence, inability to attend extracurricular activities and difficulty communicating. Our programme has been built through ongoing consultation with our partner schools to ensure activities meet the needs of disadvantaged pupils, are different to what is being offered already, and complementary to the curriculum. In a typical London programme, we have 50+% children eligible for free school meals, 80% BME and c. 75% having English as a second language.

In addition to combining high quality physical activity with STEM teaching, and nutritional support, we are looking to impact multiple areas including

- Supporting healthy and active lives; We look to establish long term habits by combining sports and nutrition
- Developing young people; Young children growing up in these communities are often deprived of opportunities to develop and flourish because of several common social, cultural, economic or physical barriers
- Local community strength; we want this to be local opportunities of local children. The programmes are often close enough to walk to but access has not historically been available

##### **Public benefit**

All our activities are dedicated to giving children from inner city London, Manchester, Birmingham, and Yorkshire the opportunity to fulfil their academic potential, improve their physical and mental health and to aim high in all aspects of their daily lives. The programme focuses on improving classroom achievement, learning a new sporting skill and being active.

We work primarily with vulnerable young people aged 7 -11 from some of the country's most disadvantaged areas (IDACI rated 0.2-0.5). The Schools select the children, given their detailed knowledge of needs and background, plus the anonymised data collection. Each programme is built around a strong partnership with a local school, with whom our contacts are at Headteacher, PE lead, and governor level. Our programmes often see a high proportion of participants to be from a BAME background, girls, be eligible for Pupil Premium, and speak English as an Additional Language.

The communities we work with often suffer from major isolation and integration challenges. They are "Islands" surrounded by wealth, but historically disconnected, with high inequality and low participation in sustained sporting or education paths. Young children growing up on the estates are deprived of opportunities to develop and flourish because of several common social, cultural, economic or physical barriers. Many estates are situated in boroughs where social deprivation is rife, poor physical health is prevalent, and where opportunities to develop confidence, learn new skills and engage positively with the wider community are severely hampered.

Growing up in poverty has a significant detrimental impact on every area of a child's life, from health and well-being, to education and employment - severely limiting their opportunities and future life chances. However, in 10% of primary schools and 8% of secondary schools nationally, disadvantaged pupils are doing better than the national average for all pupils. This illustrates that it is possible to narrow the attainment gap and we believe enrichment through sport and education can play a crucial role in making this happen.

## RACKETS CUBED

### Report of the Trustees for the year ended 31 March 2021

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#### ACHIEVEMENT AND PERFORMANCE

##### Charitable activities

This year was a period of significant change and dynamic decision making as "on the ground" community needs evolved. COVID resulted in a significant increase in the need within the families / communities we support, whilst the delivery was complicated by the restrictions of the various national and local level lock downs. In response we reengineered our delivery model to continue, and actually expand, the support for the children and their young families, given widespread loss of family income and limited savings. We launched the Community Box (Nutrition, Education and Activity to the home), an In-school programme and helped develop a Community Week initiative. The following is a summary of the status of our current delivery programmes

- **Rackets Cubed Programme;** Prior to COVID we were running 14 programmes operating across 12 Sites, in 6 Cities (London, Hull, Manchester, Birmingham, Leeds and Wakefield). We had 10 to 15 sites due to launch post Easter 2020, and a pipeline of 50+ sites at various stages of development. This was put on hold throughout the fiscal year given the 3 lock downs. We are in active discussions and the programmes are now restarting in the new academic year.
- **Community Box Programme;** In response to the lock down we started the programme to provide weekly deliveries of;
  - Educational Materials; reading, other educational books and materials
  - Healthy Food; Fresh fruit, vegetables, pasta, rice, bread, soups, milk, protein etc
  - Personal Hygiene; Soap, Toothpaste, Toilet Paper
  - Activity; colouring, pencils, games, sports

Prior to launch we had reached out to the families to gauge interest. We immediately had 60 families asking for help, within a week 100, and quickly grew to support 300+ (across 6 or 7 schools) from our first hub in Wandsworth. By the second week it was clear that we had found a way to meet a large unmet need and Rackets Cubed then reached out to its partner schools in the other Cities. We launched over 10 more Community Box programmes over the following few weeks. We are currently providing essential Educational, Food, Personal Hygiene, and Activity supplies to approximately 1,000 young families (4 to 5,000 people) in 7 cities and 12 sites, form a peak of nearly 2,000 young families in the summer of 2020.

- **In School Delivery Programme;** Many of our programme children did no activity during the lock downs. Where possible we wanted to continue to provide activity support to help with underlying physical and mental health concerns. To assess the need we ran COVID Impact studies over the 2020 summer term in conjunction with 4 of our partner schools. We took 2 physical literacy measurements (agility and standing jump) and a well-being questionnaire. The feedback helped us optimise the on-going provision.
  - Many of the children were negatively impacted by COVID. We observed large falls in agility and confidence
  - During summer 2021 we ran 10 programmes at the various schools in London, Hull, Leeds and Manchester
- **Community Week;** The Community Week is a new community-led initiative for the Roehampton area, that delivered a series of activity and well-being projects. We are a founding partner and acted as the lead for funding and focused on how we can support the activity and health aspects. The week involved over 50 local groups and was held on July 5th to 11th. There will be a series of subsequent projects, so we can collectively have a lasting impact. The broader week objectives are "enhancing Communal areas and improving the mental /physical health and well-being of the residents", however we are looking to impact multiple areas including
  - Local Community Strength build Integrated "cross community" partnerships and strengthened Community Integration and Cohesion. Local residents and community

members have been involved in the planning and provision to ensure community ownership of the project.

- Supporting Healthy and Active Lives; series of 10-week programmes targeted a key community groups

## RACKETS CUBED

### Report of the Trustees for the year ended 31 March 2021

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#### Rackets Cubed Programme Overview

We partner "Aspirational Hosts" (e.g. Imperial, Roehampton and Hull Universities) with local schools of high "Income Deprivation" ratings. The hosts provide access, court time and teaching infrastructure. Our model delivers weekly sessions focusing on combining

- High quality physical activity with
- Maths / STEM (Science, Technology, Engineering and Maths) teaching, and
- Nutritional provision - (food and education around food)

Each programme delivers one session per school week (for a total of approximately 30 sessions per year). Led by our experienced, sessional coaches and teachers, each session is about two-hours long, and features:

- **One hour of racket sports:** qualified coaches work with the schools, teachers and volunteers to understand the needs of the children. The sessions run once a week as an extracurricular session and are designed to engage individuals in physical activity and develop confidence and lifestyles associated to this. For many of the young people, it will be their first introduction to racket sports. We work with them to develop new skills and techniques whilst focussing on fun to ensure they have a positive first experience of the respective sport.
- **One hour of education:** Following the sport and physical activity session, we deliver an extra-curricular education session on STEM subjects led by existing teachers (where possible) or private tutors. These sessions provide an important additional resource to support the development of educational attainment and overcome barriers such as lack of support at home or lower levels of English.
- **Nutrition provision and information:** Young people at each session are provided with a free meal, which can represent an important part of that individual's nutrition for the day. In addition, nutritionists, coaches or professional players provide information on the importance of a balanced diet and how to achieve this in a cost-effective way.



## RACKETS CUBED

### Report of the Trustees for the year ended 31 March 2021

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#### **Partnering Strategy - we have a Partner Driven Model**

We seek to build long term relationships with all our partners, to increase scaling and sustainability. We have 3 main types of direct operating partners

1. **Hosting Partners** - These are the Clubs, Universities, Sport Centre Operators and NGB sites. They provide the "Aspirational Element" and much of the support and infrastructure that the programmes need. Many of the sites do significant amounts of work with us around the design, running and improvement of the programmes. Many also are very important partners around the local funding we attract. Some of the highlights this year were

- Hosting Fundraising events e.g. Tennis and Squash days at the Roehampton club
- University led evaluation of the "Well Being" benefits for the partners
- Significant contribution in kind of infrastructure, resources and time (see next section)
- University, school and member volunteers to support the coaches and teachers

2. **Schools;** the local schools select the children who participate and are integral to the running and development of all the programmes. We believe the schools have the closest and best knowledge around the needs of the children, and we ask the schools to select the children they feel will benefit most from the programme. The schools are not charged by the Charity, and the Charity does pay for the teacher's time, but it is still a significant commitment from the school to provide the staff on a regular basis after school. Several of the schools have also helped us construct and develop our Impact and Assessment Models. All the schools are in areas of high disadvantage, often with high levels of free school meals (50+%).

3. **National Governing Bodies and other Sporting Partners;** We have strong relationships with the Sports' National Governing Bodies (e.g. LTA, Badminton England, Table Tennis England and England Squash) and the PSA World Tour that we can utilise to grow and develop these programmes. Ultimately, our ambition is to grow the number of sites and sessions taking place at each location and retain participants in Rackets Cubed activity. Our work currently with the NGBS has been particularly focused on

- Pathways for continued involvement in the sports post the programmes e.g. local park, club or municipal programmes

**Funding Partners**



**Education Partners**



**Sporting Partners**



**Aspirational Hosting & Delivery Partners**



## RACKETS CUBED

### Report of the Trustees for the year ended 31 March 2021

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#### **Partner's Contribution in Kind is Important and Significant**

Many of our partners contribute significant resources free of charge to the programmes. The four most important ones to date are

- **Court Time;** currently all our host sites provide the e.g. Tennis, Squash or Sports Hall for the running of the sports sessions free of charge. The "market rates" vary significantly but can be as high as £75 per Tennis court per hour in some London settings. We conservatively estimate that the courts on average would cost us £25 per hour. We are usually given 2 to 4 courts per session. We do expect that in the future in some settings, it will be appropriate to pay for the courts, and have that as part of our business plan, but no sites charged the charity in this financial year.
- **Teaching Rooms;** The STEM / maths is delivered in a separated room with the supporting desks, chairs and related infrastructure. The "market rates" rates can be as high as £200 per hour e.g. for children's parties. We conservatively estimate that on average each room would cost around £100 per hour.
- **Provision of the Evening Meal;** all the sites currently provide the meals free of charge. Some are hot meals, and some are cold. We conservatively estimate that this would cost about £4 per child per session if we paid market rates. We do expect that in future settings we will have to pay for this component, and have that as part of our business plan, but that the majority of sites did not charge us in this financial year.
- **Volunteers;** all our sessions are led by paid fully qualified coaches and teachers, however where possible we do have volunteers to help the coaches. All those volunteers give their time free of charge to the charity

In aggregate the non-cash contribution in kind is significant and is a sign of the large commitment given by many of our hosting partners. The Trustees estimate that for the 14 programmes just the court time (£25 x 2 courts x 2hours x 30 sessions per year) and the teaching room (£100 x 2 hours x30 sessions) the imputed annualised infrastructure contribution to be over £125,000. Any volunteer and food benefit would be in addition.

# RACKETS CUBED

## Report of the Trustees for the year ended 31 March 2021

### Evidence, Impact and Evaluation- Qualitative and Quantitative

Feedback from our provision has been extremely positive, with over 90% of participants stating the sessions made them happier, enabled them to try new sports and improved their maths performance. We have never had a programme drop and the average continual attendance remains high.

The local headteacher - told us "the Rackets Cubed formula of local, free provision in an aspirational setting has been transformational". Feedback from the Wandsworth programmes indicated:

- 96% of the children who took part made new friends
- 96% of the children felt the maths tuition helped their maths in school
- 95% of parents saw a positive change in their child's attitude to school
- 100% of participants said taking part in physical activity made them happier

In addition, we worked with Roehampton University and Fit Media (a leading UK Fitness Measurement consultancy) to undertake charity-wide impact reporting with a view to understanding the outcomes delivered through our work and areas for improvement. Two independent impact reports were written for academic year (2018 to 2019). The reports indicated the following

- Significant improvement in Physical literacy - run by Fit Media looking at 4 measurements (Standing Jump, Grip Strength, Shuttle runs and Catch and throwing a tennis ball)
- Significant improvement in happiness, confidence and resilience - run by Roehampton University
- The schools had noticed increased confidence in the children to tackle everyday school problems or tasks

## Program Beneficiaries and Feedback (Wandsworth)

### Year 4 Class Attendees –Wednesday

	No. of Children	% of Children
Total Participants	28	
% Children on FSM	15	54%
% Girls	18	64%
% BME	24	86%
% English as Second language	22	79%

### Selected Teacher – Head Feedback

**Headteacher, Anthony Gibbons:** "From its inception at Sacred Heart, the Rackets Cubed formula of local, free provision of squash and maths tuition in an easily accessible and aspirational setting, has been transformational. The children are highly motivated and focused on improving their racket sports, they enthuse about the healthy food offer and they value the maths tuition which is closely matched to their school based lessons. So simple yet so effective

**Teaching Assistant, Vanessa Thorp:** "It's an amazing experience for the children and they enjoy working as part of a team. The coaches are amazing!"

### Parents - Questions and % Response

	No. of Responses	% of Responses
1. Do the timings work?	19	100%
2. Does your child enjoy Rackets Cubed?	19	100%
3. What do you think is the most important aspect of the programme for your child? – Sport, Math, Food or All Three	19	75%
4. Have you seen a positive change in any way in your child?	19	95%

### Selected Coach Feedback

**Paul Lindsay –Coach**  
"From seeing the children on day 1, with no knowledge of squash and most lacking the skills to catch and throw, it has been wonderful to watch them improve.

**Ben Coates –Professional & Coach**  
"Each child progresses at different levels depending on the skill involved, perhaps whilst encouraging the class to progress as a whole also have the option for those who wish to progress to higher levels within the sessions."

## **RACKETS CUBED**

### **Report of the Trustees for the year ended 31 March 2021**

---

#### **The Community Boxes - Essential Food, Activity and Education Supplies**

We had planned to run a small "Community Pack / Help for Home" pilot post Easter 2020 in Wandsworth given the level of food deprivation. That had involved sitting down with the school, local food sources eg City Harvest, Magic Breakfast, Wandsworth Foodbank and Wandsworth Council. When the first COVID lock down started we looked to launch this pilot given the food supply challenges in the area. We checked with all the local partners and confirmed that there was no existing or planned provision. In response we started the Roehampton Community Box programme in partnership with Heathmere Primary School and Regenerate UK (a local charity). The Community Boxes provide weekly deliveries of;

- Educational Materials; reading, other educational books and materials
- Healthy Food; Fresh fruit, vegetables, pasta, rice, bread, soups, milk, protein etc
- Personal Hygiene; Soap, Toothpaste, Toilet Paper
- Activity; colouring, pencils, games, sports

Prior to launch we had reached out to the families to gauge interest. We immediately had 60 families asking for help, within a week 100, and quickly grew to support 300+ (across 6 or 7 schools) from that first Hub. By the second week it was clear that we had found a way to meet a large unmet need, and Rackets Cubed then reached out to its partner schools in the other Cities. We launched programmes over the following few weeks. We are now providing essential Educational, Food, Personal Hygiene, and Activity supplies "Community Boxes" to approximately 1,000 young families (4 to 5,000 people) in 7 cities and 12 sites.

All the communities are situated where social deprivation is rife, poor physical health is prevalent, and where opportunities to develop confidence, and learn new skills can be difficult. Most of the Communities have a significant number of Council tower Blocks. A sustained period of lockdown has been a massive challenge for these children and their families. The tower blocks add to the sense of overcrowding and vulnerabilities in the physical environment. There is also a feeling of "isolation" for many of the young people from their traditional networks i.e. schools, clubs, friends etc, have been closed, and many are experiencing considerable mental and physical distress from the environment.



**RACKETS CUBED**

**Report of the Trustees  
for the year ended 31 March 2021**

**Roehampton Community Week - October 2020 to June 2020 Planning.**

The Community week was a new, community-led initiative for Roehampton and West Putney wards, which delivered a series of projects to improve the local area. The idea came from a number of community organisations and individuals, with Rackets Cubed taking responsibility around overall funding coordination, and supporting the health and activity elements of the week. We all agreed that this project should be:

- Community-led - designed to be led by, and serve, the communities' needs
- Representative - open to everyone who wants to get involved; all ages and all communities.
- A partnership with the Council in the planning, delivery and long-term development
- Flexible - enabling people to participate how they would like to
- Using the week to act as a focal point/platform for groups to 'come together and work together'

In the end over 50 community groups were involved in delivering over 35 events leading up to and during the week itself. We worked closely with Wandsworth Council as a key partner across the whole project, and were supported by many of the key institutions in the area including, The University of Roehampton, Ibstock Place School, The AETLC, Wimbledon Foundation, The Roehampton Club, and the Roehampton Parish Trust. We were key drivers behind the refurbishment of the Alton Activity Centre (the main young family centre in the area) and the schools sports and activity days. A fuller write up will be included in next year's annual review.

The broader objectives are "enhancing Communal areas and improving the mental /physical health and well-being of the residents", however we are looking to impact multiple areas including

- **Local Community Strength** build Integrated "cross community" partnerships and strengthened Community Integration and Cohesion. Local residents and community members have been involved in the planning and provision to ensure community ownership of the project.
- **Large Scale and Board Community Engagement**
- **Supporting Healthy and Active Lives;** run a series of age and gender targeted classes to encourage activity, exercise and engagement. Locally run and provided



## **RACKETS CUBED**

### **Report of the Trustees for the year ended 31 March 2021**

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#### **Funding**

This year saw a relatively large increase in the funding for the charity as we developed our Community Box - Emergency Response, and then the In School Delivery - COVID Recover programmes. Given the restrictions we were not able to run any normal fundraising events, however we continued our focus on developing longer term relationships with institutional funding. The Community Box and In school programmes attracted relatively significant interest from funders, and we would highlight the following

- National Lottery and DMCS - in particular the £50,000 Community Box scaling grant
- London Marathon Charitable Trust (as part of the 2019 £75,000 Rackets Cubed scaling grant)
- The Elliot Foundation
- Wandsworth Council
- The Wimbledon Foundation (AELTC)
- The Tennis Foundation (LTA)
- John Ryder Memorial Trust
- London Community Funders
- Bridgepoint
- Goldman Sachs
- The LTA
- The Coop
- Nurture a Child
- Allegras Ambition
- The Tim Henman Foundation
- Birmingham City Council
- The Roehampton Club

## **RACKETS CUBED**

### **Report of the Trustees for the year ended 31 March 2021**

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#### **FINANCIAL REVIEW**

##### **Principal funding sources**

The charity's principle sources of funding are grants, donations and fundraising events.

##### **Investment policy and objectives**

The assets of the charity are held in liquid form to ensure the continuity of its operations.

##### **Reserves policy**

The trustees are confident that the operation of the charity can successfully continue by relying on fundraising, donations and contributions generated from the squash and tennis events.

There has been no change in financial risk profile; we seek to have 12 months of operating costs covered by Cash reserves and fully committed financing.

##### **Budgeting and Financial Planning**

We are normally able to project our direct programme costs in a given year very accurately as we know the hours and rates for the year.

However, this year was very different given COVID and we very much operated on a quarter by quarter basis, adjusting to the needs as the pandemic spread and worsened. The continued opening and closing of facilities across the country, along with the second and third lock downs, has made medium and long-term planning difficult. We expect that this will remain the case for the remainder of 2021 and likely into winter of 2022. We believe we have developed a strong capability of operating in periods of uncertainty and dynamic change, which is supported by our flexible cost base. We are not looking to add structural fixed costs eg office space for the foreseeable future. This allows us to adjust our costs quickly and we will continue to assess with our Trustees on a quarterly basis.

## RACKETS CUBED

### Report of the Trustees for the year ended 31 March 2021

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#### FUTURE PLANS AND THE COVID RECOVERY PHASE

We anticipate a continued period of high uncertainty and dynamic change, especially with the furloughing schemes coming to an end, and the genuine possibility of new variants of concern / further waves during the 2021 / 2022 winter months. It is very hard to predict exactly how that will impact these communities with respect to health and their employment opportunities.

Covid permitting, it is our intention to continue with both the Community Box and 'in school' delivery programmes, whilst planning the return to the Rackets Cubed core delivery model, most likely at the start of the new academic year. This will be a phased process, with public leisure centres, and Universities, in particular, not fully open until later in the year.

**Community Box;** In all scenarios we (and most of our partners) expect that the level of demand for the Community Boxes will remain elevated, and we will likely have to be flexible with respect to the quantities. We anticipate we will have peaks and troughs, and probably on a localised level e.g. it is possible an individual city has a COVID outbreak, but it gets contained there, without impacting the other programmes

We are currently working with all our partners, and in particular the Elliot Foundation where we currently operate 7 Hubs, supporting several schools from each hub, about the best way to continue the programmes. We are currently planning for all to run until the summer of 2022, when we will then assess the level of need.

**Rackets Cubed Adapted "Recovery" Model;** It is clear from the impact work that there is need to get the children back to structured activity, and the schools are keen to promote that. We continued the in-school programme in the summer of 2021 term and expanded the number of schools. Once it is perceived to be safe, we will then in a phased manner transition from in-school back into the tradition "aspirational host site" run programme. The elegance here is that we can run the programmes in either format until it is safe to return to the pre COVID operations.

We are planning for a full resumption of Rackets Cubed programmes from September 2021, with a number of additional pilots, resulting in 15+ programmes in delivery by the end of 2021, rising to 40/50 in 2022. It is still our intention to expand the pipeline with a view to delivering 150 programmes in 75 - 100 sites in 25+ cities across the UK by 2024, supporting over 4000 children. The opportunities and level of interest in expanding the Rackets Cubed programme is considerable, but delivering our vision is closely linked to the support which we receive from our major funders, whose focus has been primarily on responding to the Covid emergency. There is a need now to start refocusing on facilitating 'return to play', given the extent to which many children have suffered physically and mentally during the last year, and giving more priority to physical literacy in schools

We are currently looking at expanding outside of England and hope to launch pilots in Scotland and Wales over the next 12 to 18 months.

## **RACKETS CUBED**

### **Report of the Trustees for the year ended 31 March 2021**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

##### **Recruitment and appointment of new trustees**

The trustees are appointed by ordinary resolution of the members.

The necessary business skills and knowledge of educational, rackets sports and nutritional matters are well represented on the board of trustees.

##### **Risk management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The trustees have reviewed the risks inherent with the charity and consider these have been resolved or mitigated as far as possible to assure the future of the charity. In common with many charities the charity relies on donations and fund-raising events for its funding. The charity will not embark on projects that will absorb its reserves without due consideration and approval by the trustees.

##### **Appointment of Executive Officers**

We have a team of 5 part time employees, who work various days a week. Most work 2 days a week at the moment. Current defined roles are:

Geoff Newton - CEO of Rackets Cubed

Nikki Rossner - Programme Director Education and CEO of the Community Box Programme

Johanna Oldroyd - Chief Administration Officer - Appointed May 1st, 2020

Carrie Ramsey - Programme Director

Mark Bullock - Programme Director

##### **Safeguarding**

We have a Safeguarding Policy that is reviewed once a year. The staff and volunteers who deliver the programmes are all subject to their individual organisations Safeguarding Policy and Training requirements and all of these are overseen by OFSTED and shared with Rackets Cubed prior to delivery. Rackets Cubed has a named Designated Safeguarding Lead who delivers all of Rackets Cubed Safeguarding Policy, Training and Support.

## RACKETS CUBED

### Report of the Trustees for the year ended 31 March 2021

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#### REFERENCE AND ADMINISTRATIVE DETAILS

##### **Independent Examiner**

Thorne Lancaster Parker  
Chartered Accountants  
4th Floor  
Venture House  
27-29 Glasshouse Street  
London  
W1B 5DF

##### **Registered Charity number**

1170744

##### **Principal address**

17 Castello Avenue  
London  
SW15 6EA

##### Trustees

M Hill Chairman of the Trustees  
C O'Driscoll  
Mrs S White  
R Ford  
M Holland  
Mrs A Jacobs  
B L Walker  
K Bartram (appointed 17.12.19)  
E Lewis (appointed 04.05.20)  
A Keothavong (appointed 17.09.20)  
S Forster (appointed 17.09.20)

##### **Independent Examiner**

Thorne Lancaster Parker  
Chartered Accountants  
4th Floor  
Venture House  
27-29 Glasshouse Street  
London  
W1B 5DF

#### COMMENCEMENT OF ACTIVITIES

The charity was incorporated on 14 December 2016, and commenced activities on 14 December 2016.

Approved by order of the board of trustees on 5<sup>th</sup> November 2021 and signed on its behalf by:



.....  
M Hill - Trustee

## **Independent Examiner's Report to the Trustees of Rackets Cubed**

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### **Independent examiner's report to the trustees of Rackets Cubed**

I report to the charity trustees on my examination of the accounts of Rackets Cubed (the Trust) for the year ended 31 March 2021.

### **Responsibilities and basis of report**

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

### **Independent examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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

Mr Christopher Kay  
Thorne Lancaster Parker  
Chartered Accountants  
4th Floor  
Venture House  
27-29 Glasshouse Street  
London  
W1B 5DF

Date: 5th November 2021

## RACKETS CUBED

### Statement of Financial Activities for the year ended 31 March 2021

		Unrestricted	Restricted	2021	2020
	Notes	fund	fund	Total	Total
		£	£	funds	funds
				£	£
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies		167,571	-	167,571	101,801
Other trading activities	2	<u>40,197</u>	<u>-</u>	<u>40,197</u>	<u>12,031</u>
<b>Total</b>		207,768	-	207,768	113,832
<b>EXPENDITURE ON</b>					
Event Hosting Costs		79	-	79	2,953
<b>Charitable activities</b>					
Tennis Coaching		6,290	-	6,290	7,615
Squash Coaching		839	-	839	9,070
Teachers		-	-	-	15,393
Food and Nutrition		93,193	-	93,193	1,778
Sportswear and Medals		15,080	-	15,080	1,496
Marketing and Advertising		216	-	216	744
Impact and Evaluation		5,295	-	5,295	3,764
Accountancy costs		2,267	-	2,267	900
Program delivery and Organisation		43,168	-	43,168	15,069
Central Administration & Organisation		20,000	-	20,000	3,270
Insurance		577	-	577	-
Repairs & renewals		672	-	672	-
Other					
1,907					
-					
1,907					
-					
<b>Total</b>		189,583	-	189,583	62,052

**NET INCOME**

18,185

-

18,185

51,780

**Transfers between funds**

7

(30,000)

30,000

-

-

**Net movement in funds**

(11,815)

30,000

18,185

51,780

**RECONCILIATION OF FUNDS**

**Total funds brought forward**

108,331

-

108,331

56,551

**TOTAL FUNDS CARRIED FORWARD**

96,516

30,000

126,516

108,331

## RACKETS CUBED

### Statement of Financial Position 31 March 2021

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		Unrestricted	Restricted	2021	2020
	Notes	fund	fund	Total	Total
		£	£	funds	funds
				£	£
<b>CURRENT ASSETS</b>					
Debtors	5	1,271	30,000	31,271	60,000
Cash at bank		<u>96,781</u>	<u>-</u>	<u>96,781</u>	<u>49,231</u>
		98,052	30,000	128,052	109,231
<b>CREDITORS</b>					
Amounts falling due within one year					
6					
(1,536)					
-					
(1,536)					
(900)					
<b>NET CURRENT ASSETS</b>					
96,516					
30,000					
126,516					
108,331					
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
96,516					
30,000					
126,516					
108,331					

**NET ASSETS**

96,516  
30,000  
126,516  
108,331

**FUNDS**

7

Unrestricted funds

96,516  
108,331

Restricted funds


30,000

-

**TOTAL FUNDS**

126,516  
108,331

The financial statements were approved by the Board of Trustees and authorised for issue on 5<sup>th</sup> November 2021 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'M Hill', written in a cursive style.

.....  
M Hill - Trustee

## RACKETS CUBED

### Notes to the Financial Statements for the year ended 31 March 2021

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#### 1. ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

##### **Income**

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

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### **Taxation**

The charity is exempt from tax on its charitable activities.

##### **Fund accounting**

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

##### **Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

#### 2. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Tennis event	-	12,031
Sales costs	<u>40,197</u>	<u>-</u>
	<u>40,197</u>	<u>12,031</u>

## RACKETS CUBED

### Notes to the Financial Statements - continued for the year ended 31 March 2021

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#### 3. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

#### Trustees' expenses

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

#### 4. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES FOR 31 MARCH 2020

	Unrestricted	Restricted	Total
	fund	fund	funds
	£	£	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	26,801	75,000	101,801
Other trading activities	<u>12,031</u>	<u>-</u>	<u>12,031</u>
<b>Total</b>	38,832	75,000	113,832
<b>EXPENDITURE ON</b>			
Event Hosting Costs	2,953	-	2,953

#### Charitable activities

Tennis Coaching

7,615

-

7,615

Squash Coaching

9,070

-

9,070

Teachers

15,393

-

15,393

Food and Nutrition

1,778

-

1,778

Sportswear and Medals

1,496

-

1,496

Marketing and Advertising

744

-

744

Impact and Evaluation

3,764

-

3,764

Accountancy costs

900

-

900

Program delivery and Organisation

15,069

-

15,069

Central Administration & Organisation

3,270

-

3,270

**Total**

62,052

-

62,052

**NET INCOME/(EXPENDITURE)**

(23,220)

75,000

51,780

**Transfers between funds**

75,000

(75,000)

-

**Net movement in funds**

51,780

-

51,780

**RECONCILIATION OF FUNDS**

<b>Total funds brought forward</b>	56,551	-	56,551
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## RACKETS CUBED

### Notes to the Financial Statements - continued for the year ended 31 March 2021

#### 4. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted fund £	Total funds £
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>108,331</u>	<u>-</u>	<u>108,331</u>

#### 5. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Other debtors	1,271	-
London Marathon Charitable Trust	<u>30,000</u>	<u>60,000</u>
	<u>31,271</u>	<u>60,000</u>

#### 6. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Taxation and social security	306	-
Other creditors	<u>1,230</u>	<u>900</u>
	<u>1,536</u>	<u>900</u>

#### 7. MOVEMENT IN FUNDS

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
<b>Unrestricted funds</b>				
General fund	108,331	18,185	(30,000)	96,516

#### **Restricted funds**

General fund

-

-

30,000

30,000

**TOTAL FUNDS**

108,331

18,185

-

126,516

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund			
207,768			
(189,583)			
18,185			

**TOTAL FUNDS**

207,768

(189,583)

18,185

## RACKETS CUBED

### Notes to the Financial Statements - continued for the year ended 31 March 2021

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#### 7. MOVEMENT IN FUNDS - continued

##### Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
<b>Unrestricted funds</b>				
General fund	56,551	(23,220)	75,000	108,331

##### Restricted funds

General fund

-  
75,000  
(75,000)  
-

#### TOTAL FUNDS

56,551  
51,780  
-  
108,331

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	38,832	(62,052)	(23,220)

## Restricted funds

General fund  
75,000  
-  
75,000

## TOTAL FUNDS

113,832  
(62,052)  
51,780

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
<b>Unrestricted funds</b>				
General fund	56,551	(5,035)	45,000	96,516
<b>Restricted funds</b>				

General fund  
-  
75,000  
(45,000)  
30,000

## TOTAL FUNDS

56,551  
69,965

-  
126,516

## RACKETS CUBED

### Notes to the Financial Statements - continued for the year ended 31 March 2021

---

#### 7. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	246,600	(251,635)	(5,035)

#### Restricted funds

General fund  
75,000  
-  
75,000

#### TOTAL FUNDS

321,600  
(251,635)  
69,965

#### 8. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.

## RACKETS CUBED

### Detailed Statement of Financial Activities for the year ended 31 March 2021

	2021 £	2020 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Direct donations	37,133	2,651
Corporate donations	25,000	2,000
Grants	100,438	85,150
Trustee donations	<u>5,000</u>	<u>12,000</u>
	167,571	101,801
<b>Other trading activities</b>		
Tennis event		
-		
12,031		
Sales costs		
40,197		
-		
	40,197	12,031
<b>Total incoming resources</b>		
207,768		
113,832		
<b>EXPENDITURE</b>		
<b>Other trading activities</b>		
Events hosting costs	79	2,953
<b>Charitable activities</b>		
Tennis coaching	6,290	7,615
Squash coaching	839	9,070
Teachers	-	15,393
Program delivery and Organisation	43,168	15,069
Food and Nutrition	93,193	1,778
Sportswear and Medals	<u>15,080</u>	<u>1,496</u>
	158,570	50,421
<b>Other</b>		
Pensions	450	-
Sundries	<u>1,457</u>	<u>-</u>

1,907

**Support costs**

**Management**

Impact and Evaluation

5,295

3,764

Central Administration & Organisation

20,000

3,270

Carried forward

25,295

7,034

## RACKETS CUBED

### Detailed Statement of Financial Activities for the year ended 31 March 2021

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	2021 £	2020 £
<b>Management</b>		
Brought forward	25,295	7,034
Marketing and Advertising	<u>216</u>	<u>744</u>
	25,511	7,778
<b>Information technology</b>		
Insurance	577	-
Repairs and renewals	<u>672</u>	<u>-</u>
	1,249	
<b>Governance costs</b>		
Accountancy and legal fees	<u>2,267</u>	<u>900</u>
Total resources expended	<u>189,583</u>	<u>62,052</u>
<b>Net income</b>	<u><u>18,185</u></u>	<u><u>51,780</u></u>