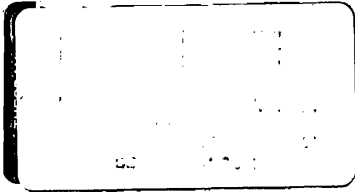




FULHAM FC
Foundation

Annual Report and
Financial Statements
2021/22 Season

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#104



Year Ended 30th June 2022

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STATUTORY INFORMATION

LEGAL STATUS

Charity Name: Fulham Football Club Foundation
Charity Number: 1111639
Company Number: 04573248

Registered Office: Fulham FC, Training Ground, Motspur Park,
New Malden, Surrey KT3 6PT

Operating Address: Wandgas Sports and Social Club,
Grafton Road, Worcester Park, Surrey
KT4 7JW

TRUSTEES

Thomas Barry	Chair of Trustees
Darren Preston	Company Secretary
Lee Manning	Treasurer
Craig Morris	
Alistair Mackintosh	(Resigned 07/06/2022)
Stella Fry	
Cheryl Horstead	
Julie Evans	
Katie Legg	

MANAGEMENT TEAM

Michael McSweeney	Chief Executive Officer
Janet Taylor	Director of Finance
Paul Foley	Head of Operations
Thomas Lyons	Head of Programme Development
Eleanor Rowland	Director of Safeguarding and Inclusion

COMPANY SECRETARY

Darren Preston

BANKERS

Santander UK PLC, Registered Office: 2 Triton Square, Regent's Place, London, NW1 3AN
Metro Bank, 1 Southampton Row, London, WC1B 5HA

AUDITORS

Azets Audit Services Limited: 2nd Floor, Regis House, 45 King William Street, London, EC4R 9AN

REPORT OF THE TRUSTEES

The Trustees are pleased to present their report and the audited financial statements for the year ended 30 June 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS102) in preparing the annual report and financial statements of the charity.

CHAIRMAN'S INTRODUCTION

This year has been another eventful and demanding year for the Foundation and indeed for Charities across the UK. We have all learnt to manage, live with the aftershocks and ongoing impacts of the Pandemic and in early 2022 the Ukraine war has been the catalyst to more economic challenges for our customers, participants, partners and of course the Foundation.

Change, disruption, unpredictability seems to be the 'new norm' for most organisations. True

to our ambition, values, and mission of 'Building Better Lives Through Sport' we have approached the past year, as we always do. We have focussed on the areas that fit within our Charitable goals and endeavoured to achieve the best outcomes and impacts for every participant across our wide range of activities.

The details of all areas of activities are contained within this report. I would like to highlight a few major achievements in the past year:

- Our mission to 'Build Better Lives Through Sport' underpins everything we do
- Our work is broad. We reach a vast range of the community in Southwest London. Our programmes cover 8 core themes. From DisAbility, Football and Sports Participation to Women & Girls and Youth & Community whilst continuing our incredible work in schools

- We engaged 8,294 participants. 1,703 female participants. 1,059 disabled participants. 51% of our participants identified as being from an ethnically diverse community. Our youngest participant was 3, Our oldest was 102 years (young)

- The Girls Development Centre expanded, opening a third centre

- Female football activities saw significant growth

- We engaged with 30 partner schools from Girls Only, Federations, Academies, State, Special Education and Nurseries

- Secondary Education, Training and Careers expanded delivery into 5 schools

- The Player Pathway programme continued to grow

- We worked with over 3,000 young people on our Premier League Kicks programme

- Our Health and Wellbeing programmes continue to grow

- Mental Health initiatives, such as our 'More Than a Game' programme, have been an incredible success

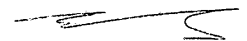
- Our Equity, Diversity and Belonging Action Plan has achieved many notable achievements

- Fulham FC Player Engagement continues to be superbly supported by Fulham FC

Our financial performance continues to support the future of the Fulham FC Foundation and is a credit to the leadership of the organisation. This underpins our ability to move forward with confidence and continue to invest in activities to support our communities

whilst delivering our mission of 'Building Better Lives Through Sport'.

I would like to thank everyone who has participated in helping us to achieve our goals and supporting our communities. My fellow Trustees. Our Foundation colleagues, our leadership team and CEO who have led the Foundation through another challenging year of our history. Fulham FC for their unwavering commitment and participation.



Tom Barry
Fulham Football Club Foundation
Chair of Trustees



FULHAM FC
Foundation

BUILDING BETTER LIVES THROUGH SPORT

VISION AND STRATEGY 2019 - 2022

The Foundation has been working on and implementing a three year strategy with five key headline objectives:

A HEALTHY, INCLUSIVE & THRIVING COMMUNITY



CREATE OPPORTUNITIES FOR UNDER REPRESENTED GROUPS

STRATEGIES

- Increase participation opportunities for under represented groups.
- Design & deliver person-centred provision.
- Increase participants' social connectedness, encouraging social inclusion.

TACTICS

- Offer bursary places across paid-for FFCF programmes.
- Assess provision against local & national engagement strategies.
- Establish local referral processes to and from partners' provision.



INCREASE CONTACT TIME

STRATEGIES

- Increase average FFCF participant contact time with a focus on targeted groups.

TACTICS

- Measure and evaluate through our impact dashboard.
- Focus on the participant, their progress, their outcomes & effective storytelling.
- Seek feedback from participants to increase engagement, ensuring programme content is relevant, inspiring & appropriate.



IMPROVE PATHWAYS & SUPPORTED TRANSITION

STRATEGIES

- Educate participants on pathways & offer supported transition.
- Develop a partnership network to support external transition.
- Implement a geographical hub model.

TACTICS

- Each programme to map and track participant pathways.
- Develop our workforce pathway through enhanced qualifications & relevant experiences.
- Liaise with FFC on participants & staff development plans.



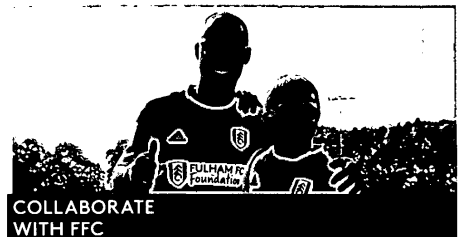
SUPPORT THE DEVELOPMENT OF OUR LOCAL COMMUNITY

STRATEGIES

- Equip participants with skills & opportunities to positively contribute to their community.
- Establish strategic partners to address targeted needs.
- Create an investment portfolio with mutually beneficial, long-term outcomes for FFCF and the community.

TACTICS

- Deliver training, volunteering & mentoring opportunities.
- Develop an investment and match funding pipeline.
- Integrate Inclusion & Employability to form a Youth & Community Team.



COLLABORATE WITH FFC

STRATEGIES

- Generate added value & exposure through unique FFC experiences.
- Support FFC in grassroots & fan engagement.
- Establish pathways for participants & staff.

TACTICS

- Agree a communications strategy to promote FFCF programmes & participants.
- Negotiate access to club assets for communications & fundraising.
- Continue to work in close collaboration with key Club departments.

AT A GLANCE - THE 2021-22 SEASON



8,294

WE ENGAGED 8,294
PARTICIPANTS

1,703

WE ENGAGED 1,703
FEMALE PARTICIPANTS

1,059

WE ENGAGED 1,059
DISABLED PARTICIPANTS

51%

51% OF OUR
PARTICIPANTS IDENTIFIED
AS BEING FROM AN
ETHNICALLY DIVERSE
COMMUNITY

102

OUR YOUNGEST
PARTICIPANT WAS 3.
OUR OLDEST
PARTICIPANT WAS 102
YEARS (YOUNG)

812

OUR DISABILITY PROGRAMMES ENGAGED WITH 812 PARTICIPANTS, 494 MORE THAN IN 2020-21

900

OUR GIRLS ONLY PROGRAMMES ENGAGED WITH 900 PARTICIPANTS, AN INCREASE OF 532 FROM 2020-21

3,181

OUR YOUTH AND COMMUNITY PROGRAMMES ENGAGED WITH 3,181 YOUNG PEOPLE AGED 11 TO 18, AN INCREASE OF 1224 FROM 2020-21

523

WE ENGAGED WITH 523 YOUNG REFUGEES AND ASYLUM SEEKERS IN 2021-22, 203 MORE THAN IN 2020-21

29%

29% OF PARTICIPANTS IN OUR FOOTBALL AND SPORTS PARTICIPATION PROGRAMMES WERE FROM ETHNICALLY DIVERSE COMMUNITIES, AN INCREASE OF 3% FROM 2020-21

32%

32% OF PARTICIPANTS FROM OUR HEALTH AND WELLBEING PROGRAMMES WERE FEMALE, AN INCREASE OF 11% FROM 2020-21

50%

OUR COACHES ENGAGED YOUNG PEOPLE IN PRIMARY SCHOOLS FOR AN AVERAGE OF 21.22 HOURS IN 2021-22. AN INCREASE OF 50% FROM 2020-21

PROGRAMMES YEAR IN REVIEW

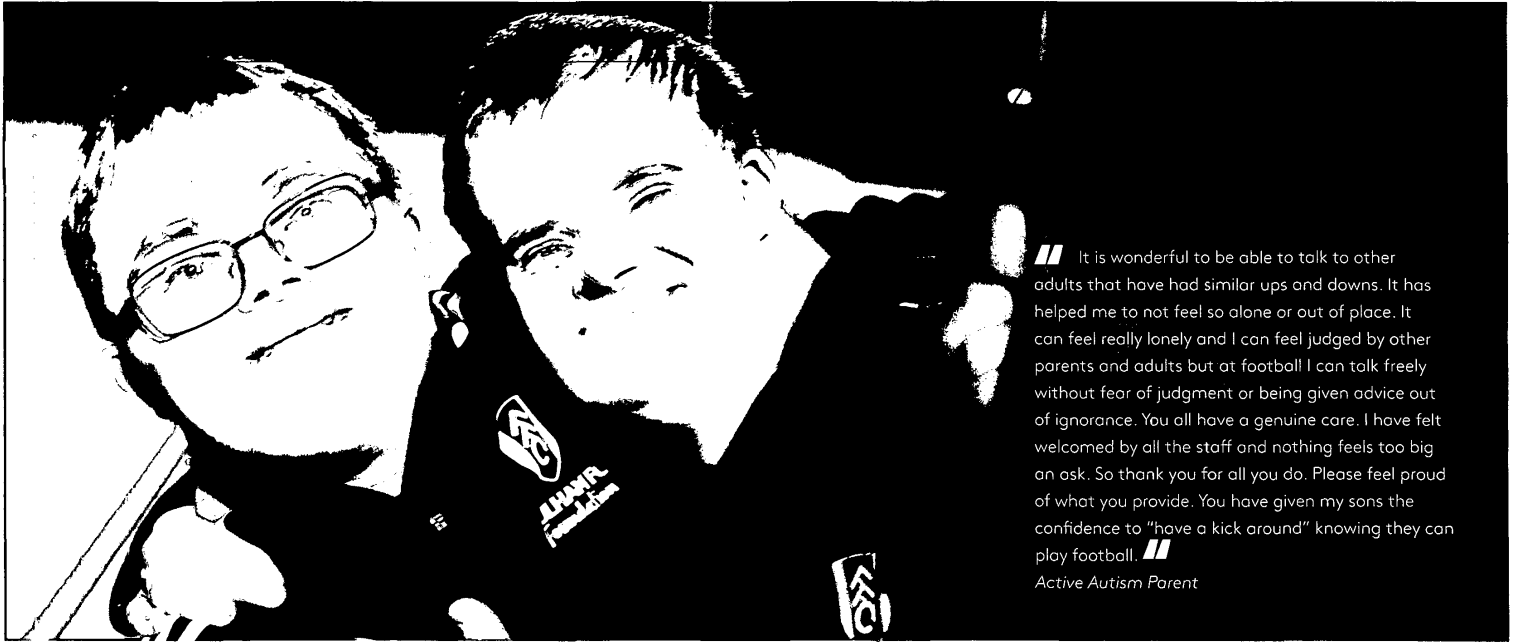
Our mission to build better lives through sport underpins everything Fulham FC Foundation does.

Our work is broad and reaches a vast range of the community in South West London. Our core programmes are delivered across eight core themes, as follows:

- DisAbility,
- Football and Sports Participation
- Health and Wellbeing
- Player Pathways
- Primary Education
- Secondary Education and Careers
- Women & Girls
- Youth & Community.

Our year in review brings to life the difference each of our programmes have made to their participants in 2021-22.





“ It is wonderful to be able to talk to other adults that have had similar ups and downs. It has helped me to not feel so alone or out of place. It can feel really lonely and I can feel judged by other parents and adults but at football I can talk freely without fear of judgment or being given advice out of ignorance. You all have a genuine care. I have felt welcomed by all the staff and nothing feels too big an ask. So thank you for all you do. Please feel proud of what you provide. You have given my sons the confidence to “have a kick around” knowing they can play football. ”

Active Autism Parent

DISABILITY

Our DisAbility activities have engaged with 812 participants this year. We saw significant growth in a number of areas, including adding Girls Only Pcn DisAbility Football and Frame Football sessions to our programme. Our participation in the Surrey Football for All League increased from an

average of 10 participants attending each fixture, to 70+ participants making up 4 teams in the 2021-22 season.

We restarted our Inclusive Schools League at Fulham FC’s Training Ground, which was a huge success. A highlight of this was the Girls Only League

increasing to nine teams, an increase of five teams from the 2019-20 season. Our work within SEN Schools has increased and following the delivery of a number of taster days in new schools, we will be delivering activities to 10 SEN partner schools for the start of the 2022-23 season.

ACROSS OUR PROGRAMMES, OUR PARTICIPANTS AND PARENTS OF OUR PARTICIPANTS TOLD US:

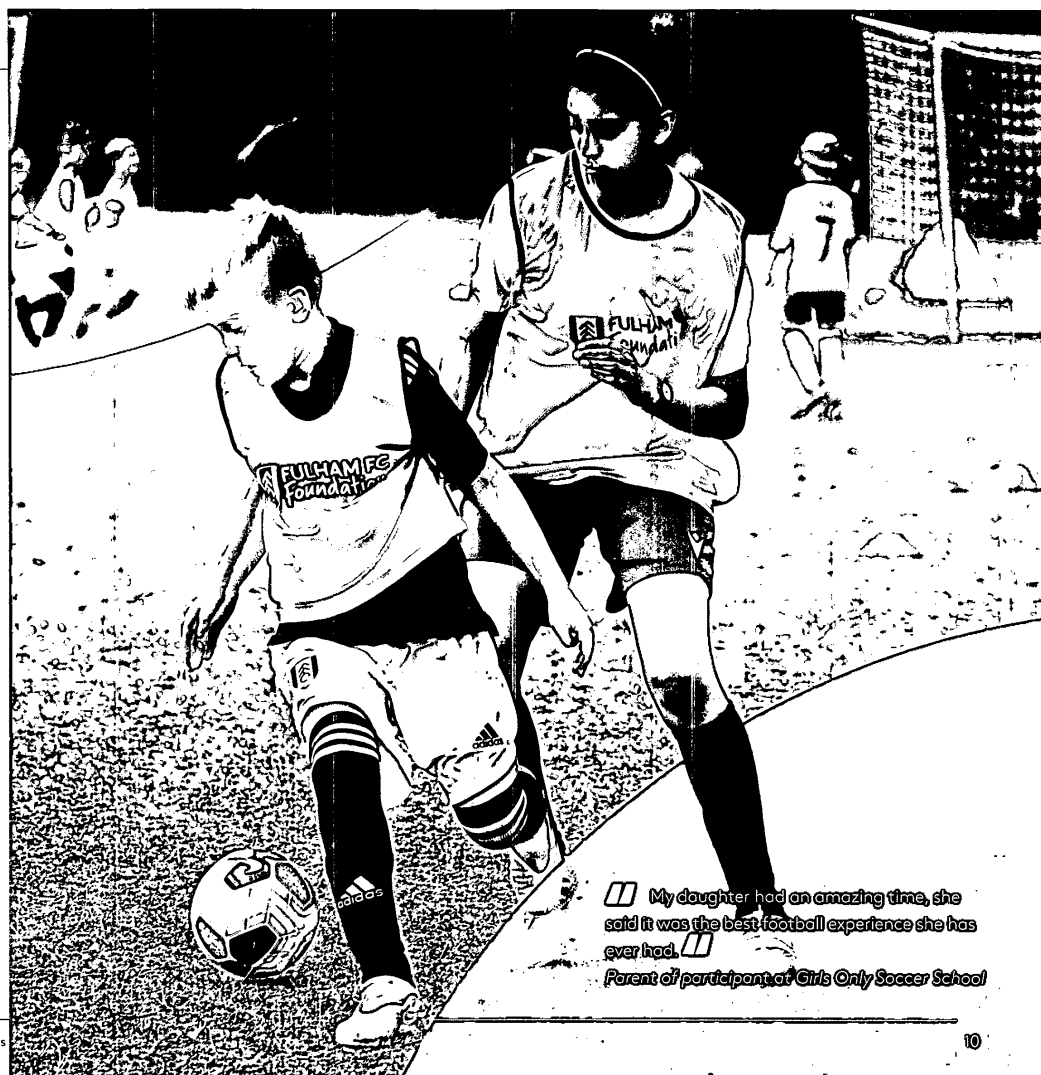
- o 88% of participants have improved physical and mental wellbeing.
- o 86% of participants feel inspired and engaged.
- o 75% of participants have improved social connectedness.
- o 75% of parents/carers report increased awareness/confidence in support/social connections.

HOLIDAY ACTIVITIES

Our Soccer Schools have continued to grow across four venues in Fulham, Kingston, Wandsworth and Elmbridge engaging with over 1,651 unique participants, of which, 17% were female. Girls Only and DisAbility Soccer Schools have successfully embedded within our Soccer Schools held in Kingston, providing a strong foundation to build upon for next season at additional venues.

Participants were treated to 12 player visits (increased by nine from last year), where participants were able to meet Fulham FC Men and Women's first team players, including club favourite Harrison Reid who gave an inspirational speech to participants encouraging them to, "enjoy these moments and never stop dreaming!".

Four in Five participants agreed that their physical health and footballing ability improved as a result of attending Fulham FC Foundation Soccer Schools. 71% of participants reported an improvement in their confidence and self-esteem.



▯▯ My daughter had an amazing time, she said it was the best football experience she has ever had. ▯▯

Parent of participant at Girls Only Soccer School



Thank you so much to the Fulham
 coaches. My son Frankie has attended 2 blocks
 of coaching and we've booked him up for his
 4th block of coaching after a really terrific 3rd.
 Coaching is fantastic and the sessions are great.
 Thank you very much. It's fantastic.
 Parent of participant

SKILLS CLUB

Our Skills Club programme continued to deliver on Saturday mornings across the year. We hosted Skills Clubs in Fulham, Wimbledon, Kingston and Epsom.

This year saw the successful introduction of Girls Only Skills Clubs in both Fulham and Kingston. These continue to develop in terms of participant numbers, and we are looking forward to seeing their continual growth in 2022-23.

We have also developed our offering to include a weekly Skills Club challenge, Player of the Day awards and weekly communication to players and parents.

In 2021-22:

- 72% of our participants stated their football skills had improved.
- 70% of our participants stated that Skills Club had improved their physical wellbeing.
- 70% of our participants stated they felt inspired and engaged.



PLAYER PATHWAY

The Player Pathway programme continued to provide a clear development path for players to transition from our own internal programmes to the Player Pathway Programme. This consequently led to the growth of the programme, engaging with 268 participants

compared to 187 last year. Player Pathway continued its collaboration with Fulham Football Club this year, being invited to tournaments and fixtures, providing a pathway for players to be referred to the Academy and providing an exit route for released Academy players.

In 2021-22 we have had a focus on attracting participants from ethnically diverse communities. This year, 38 (24%) of our participants were from ethnically diverse communities, an increase of 22 participants.

“ He loves the coaches who offer excellent training. He feels a sense of belonging. He is always so happy to attend.”
Parent of participant

GIRLS DEVELOPMENT CENTRE

This year the Girls Development Centre expanded its programme, opening a third centre and increasing year on year participation. Our Girls Development Centres engaged with 198 participants in 2021-22, an increase of 350% from 44 participants in 2020-21.

- o Supported the mental health of our players, through the use of reflective journals.

- o Engaged with 38 players from ethnically diverse communities.

Eight players completed a formal footballing qualification, and 96% of our players stated they felt inspired and engaged.

The Girls Development Centre has improved inclusivity by providing players with bursaries helping them gain better access to football in a safe, fun and engaging environment.

OUR CENTRES:

- o Provided 1.5 hours contact time a week for girls between U8-U16s.

□□ Lola had been losing her confidence whilst playing in her Sunday team. Since attending the Girls Development Centre Lola has been able to identify her strengths, areas she can improve and her confidence has increased. She comes out of every session on a high. The journal has helped to further her learning whilst at home. I cannot thank the staff enough for their help, support and continual encouragement. □□
Parent of participant



YOUTH AND COMMUNITY

In the 2021-22 season, we have worked with over 3,000 young people on our Premier League Kicks programme. Of these 3,000 young people, 68% were aged 14+. We continue to deliver activities across South West London, in Merton, Lambeth, Kingston, Richmond and Hammersmith & Fulham.

We have continued to use football as a tool to engage with as many young people in our local communities, offering more opportunities to learn, undertake qualifications and education.

Highlights of this year include:

- Paul Smithers Cup taking place at Craven Cottage, in remembrance of Paul Smithers, our Youth and Community Manager.
- Young people taking part in regular Youth Forums at Craven Cottage and Motspur Park.

- Our Boys Kicks Cup Team reaching the final, and our Girls Kicks Cup Team the semi-final at the national Kicks Cups. The best results from our Kicks Cup history.
- Young people taking part in regular mental health discussions at their local Kicks sessions.
- Four former Kicks participants finding employment within Fulham FC Foundation.

This season one of our aims was to provide more opportunities for underrepresented groups. This year, we saw an increase in female participation, with 448 girls taking part in Kicks. While we saw an increase in the number of participants from a refugee and asylum seeker background, up from 320 in 2020-21 to 523 in 2021-22.

“My time at Fulham Kicks this year has been awesome. It has given me many opportunities such as playing at a Premier League team stadium and meeting Premier League players. It is a great environment to make friends and grow as a young person and footballer. Without the coaches Kicks wouldn't be as enjoyable as it is.” Kicks participant



- 89% of young people told us Kicks improved their physical health.
- 84% of young people told us Kicks improved their mental health.
- 92% participants told us Kicks supported them to get along better with people from different backgrounds.



REFUGEES

Our Kicks Refugee programme has worked with 523 young people from refugee and asylum seeker backgrounds. We have four established weekly sessions, running in partnership with local refugee charities.

86% of our participants reported increased social connections with friends from different communities, while 84% reported an improvement in their confidence and self-esteem.

Notable highlights include the creation of our Fulham FC Foundation Boot Drive. We have several boot donation drop-off points at both Craven Cottage and Fulham FC's Training Ground. Boots are donated and then gifted to

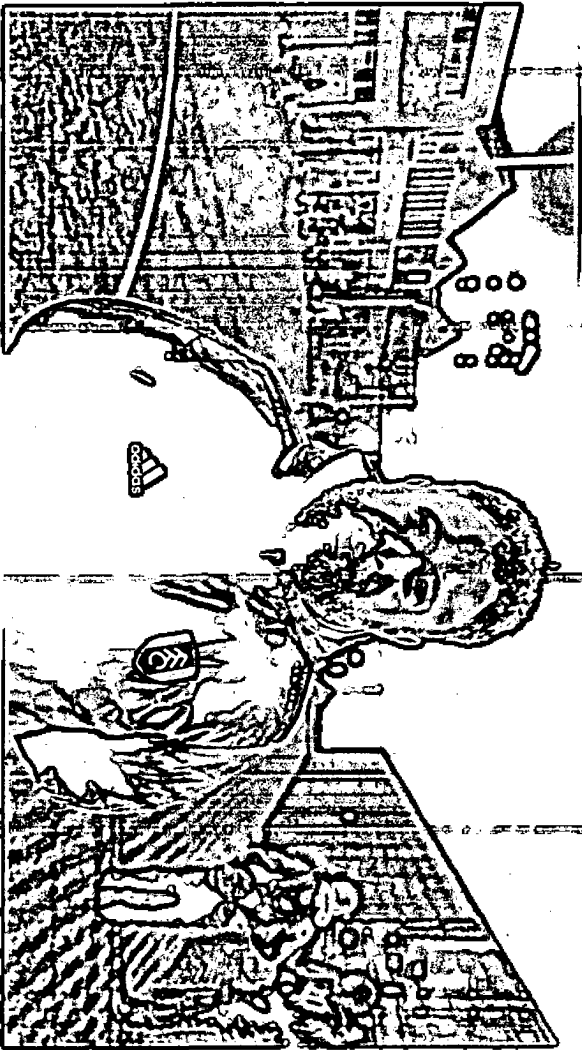
young refugees and asylum seekers. We've received donations from 1st Team players, academy scholars and Fulham FC fans. To date, we have donated more than 200 items of kit and pairs of boots.

We also hosted a tournament to celebrate Ramadan at Fulham FC's Training Ground. Young people were invited to play, followed by a prayer hosted at the Academy Gym and all participants then broke their fast together when the sun went down.



“ Football has certainly played and continues to play an integral part of their lives and wellbeing, bridging new and rewarding relationships, facilitating an eclectic community of support which is evidenced as a direct result of what is truly ‘the beautiful game’. The partnership with Fulham FC Foundation has continued to play a pivotal role and we continue to look forward to developing this partnership in the future. ”

*Celestine, Youth Support Worker,
South London Refugee Association*



PAUL SMITHERS
1990-2022

In 2021-22 it was with great sadness that we lost Paul Smithers, Fulham FC Foundation's Youth and Community Manager. Paul passed away on Wednesday 5th January at the age of 31. This tragic loss of a truly special man was felt by all who knew Paul - as a partner, father, son, coach, colleague and friend.

Across 12 years with the Foundation, Paul progressed from a sessional coach to lead our Youth and Community team, and in particular championing the delivery of our Premier League Kicks programme for the young people of South-West London. For the last 15 years, Kicks has been working in local communities to inspire thousands of young people, using the power of football and the value of sports participation to provide help in the most high-need areas. Thanks to Paul, the Foundation runs more than 20 Kicks sessions a week.

The incredible impact that Paul had upon the Foundation cannot be understated, with thousands of young people benefitting from his unwavering drive to build better lives through sport. Often, he would be stopped on the street by young adults who, years prior, had attended one of Paul's Kicks sessions, people who wanted to pass on their thanks for his positive influence during their formative years. It gave Paul immense pride to hear what these ex-participants had been up to as he recalled the young footballer he had known from sessions past.

Paul was incredibly passionate about offering learning and educational opportunities to young people through football, both through formal qualifications and countless partner workshops and

events run over the years at Kicks. His commitment and professionalism instigated a number of continuing collaborations with partners, varying from youth clubs and residents' associations, to the Met Police and various government support agencies.

Within the Foundation, his strength of character and sense of duty helped shape the culture of the organisation today. Paul would often share stories of himself as a young coach, speaking of the colleagues who had assisted him along what was, at times, a steep learning curve. His modesty was such that Paul rarely reflected on the positive impact he in turn had on each and every member of staff at the Foundation. It is no exaggeration to say that for many staff, past and present, Paul's support of - and belief in - them was integral to their careers.

Paul's lived experiences, his straight-talking manner, and his desire to listen and learn from the communities we work in established him as an authority figure within every room he stepped into. He would always be looking forward, towards new ideas and initiatives that would benefit participants. This has been evident in 2021-22 with his support of integrating mental wellbeing workshops in his programmes, providing both an educational framework and a support network to young people in need.

Today, those who knew Paul are poorer for their loss. They will forever be better for having known him.

Paul, we all miss you.

FEMALE FOOTBALL

During the 2021-22 season, female football activities saw significant growth across both new and existing programmes. Across the Foundation, we engaged with a total of 1,660 women and girls.

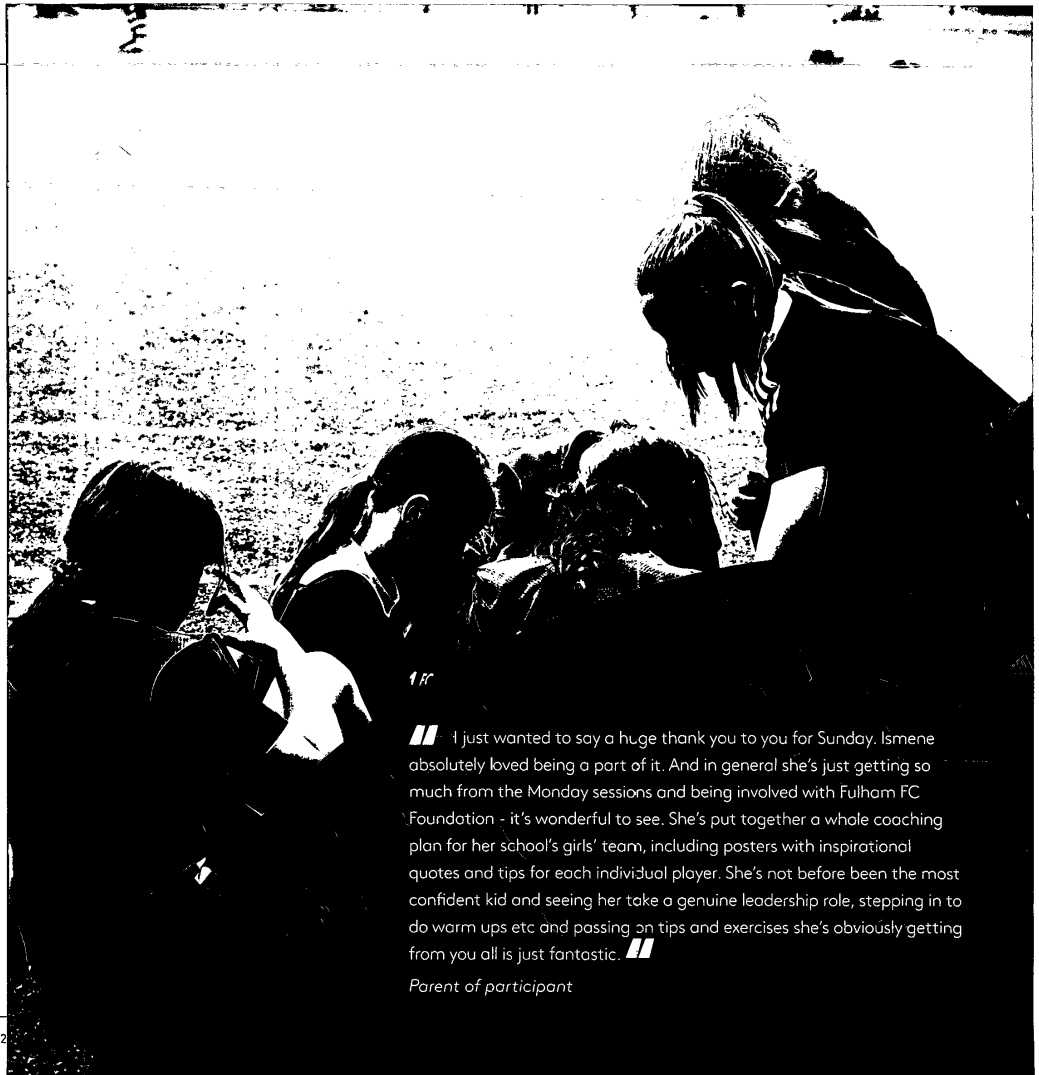
Across the Foundation, we engaged with a total of 1,703 women and girls. Our Girls Only activities saw the biggest increase in participation, with a total of 900 female participants attending one of our many Girls Only programmes.

Our female participants told us:

- 81% of participants reported improvement in their physical wellbeing.
- 71% of participants felt inspired and engaged.
- 85% of participants reported their confidence had improved.

Female participants scored our activities 8.19/10 in terms of inclusivity, up from 7.69 at the start of year.

This year our biggest success has been 8/8 of our Foundation programme strands being able to offer a female only provision.



“ I just wanted to say a huge thank you to you for Sunday. Ismene absolutely loved being a part of it. And in general she’s just getting so much from the Monday sessions and being involved with Fulham FC Foundation - it’s wonderful to see. She’s put together a whole coaching plan for her school’s girls’ team, including posters with inspirational quotes and tips for each individual player. She’s not before been the most confident kid and seeing her take a genuine leadership role, stepping in to do warm ups etc and passing on tips and exercises she’s obviously getting from you all is just fantastic. ”

Parent of participant

PRIMARY EDUCATION

In the 2021-22 academic year, Fulham FC Foundation engaged with 30 partner schools to deliver both Premier League Primary Stars (PLPS) programme and our PE and After School Club offer. This year saw us work in a variety of schools from Girls Only, Federations, Academies, State, Special Education and Nurseries.

A proud achievement was improving inclusion, by running a fully-fledged PLPS programme in an SEN school for the first time.

A Lead Teacher stated 'FFCF has worked with specific groups of children with social and emotional needs and children with physical needs. It is very clear to me that these children have been given two huge benefits. Primarily, they have the opportunity to develop skills in a hugely positive environment. The growth in self-confidence provides a step-up to success as a learner, a reduction in anxiety amongst these children, better behaviour and better results.'

Fulham FC Foundation have also worked with our PE staff to develop the participation of girls in sport. By giving our staff expertise they felt increasingly confident and energised. This positive momentum is continued and that participation in sport is as something that all members of our school community can participate in and celebrate.'



SECONDARY EDUCATION, TRAINING AND CAREERS

This year the Premier League Inspires programme expanded delivery into five schools, where we supported over 80 'at risk' or 'marginalised' Year 9 students. Over the year we worked with each student for an average of 72 hours, during which we:

- Delivered two separate qualifications, with a 100% pass rate.
- Helped the students plan, present on, and run social action projects.
- Delivered a range of workshops.
- Delivered 1-1 mentoring.
- Offered a range of inspiring trips and events to engage the students.

The highlight of the year was three of our cohorts being shortlisted to present their

projects to a panel of judges at Craven Cottage, as part of the Fulham FC Foundation Social Action Finals. These groups, who had no previous experience of presenting, and who traditionally don't engage well at school, stood up in front of staff from Fulham FC and Club Sponsors, World Mobile and did an incredible job of presenting their projects. Not only did they gain some invaluable experience of public speaking, but each group also won a £150 prize fund to run their projects in their local community.

- 90% of participants stated their skills and knowledge had improved.
- 88% of participants stated they had improved confidence and self-esteem.
- 88% of participants stated the programme improved their mental wellbeing.



“ The thing I like about PL Inspires is they inspire me by workshops, talking about mental health and making me feel confidence to make things by ourselves like presenting things and being an entrepreneur. ”
PL Inspires participant

FOOTBALL AND EDUCATION

Our Football and Education programme continues to go from strength-to-strength. This year, we had 40 students at our Raynes Park High School programme:

Of these 40 students, six were former Premier League Kicks participants and three came from our Player Pathway programme. The two teams experienced notable success on the pitch, our 2nd team winning their league, and our 1st team coming third in their league, narrowly missing out on the final day of the season.

When asked for one word to describe their experience of the programme, young people included words such as:

- Pivotal
- Unforgettable
- Incredible
- Exceptional

100% of students stated the programme had provided them with experiences to challenge and develop themselves.

In 2021-22 we are starting a brand new programme at Ark Globe Academy, and now have plans to commence a Girls Only programme at Raynes Park High School for 2022-23.



HEALTH & WELLBEING

During the 2021-22 season, the Health and Wellbeing Team have engaged with 928 participants across Walking Football, Fulham Memories, Daughters and Dads, Active and Empowered and More Than A Game.

This season saw us return to our face-to-face activities after lockdown and enabled us to return to three of our Fulham Memories venues in Wandsworth, Merton and Surrey. We also launched new partnerships with the Roupell Park Residents Management Organisation and Kingston Council leading to us running two new sessions in Lambeth and Kingston.

In April we held our first ever Walking Football Festival engaging 65 people on the day and raising just under £1,000 for the Health and Wellbeing programme.

In August 2022 we launched a brand-new website, www.FulhamWalkingFootball.com. The new site will facilitate the growth of our programme as well as giving our participants somewhere more reliable and user friendly to access our sessions.

- 94% of our walking footballers stated they felt inspired and engaged.
- 100% of our Fulham Memories participants stated they had improved mental wellbeing, and improved self-esteem.



Walking football is something that I never imagined I would partake in, it wasn't even on my radar. I'm flabbergasted that it fits so many boxes and that is thanks to the great group of people who make this happen. So many new friendships have been made, fitness has improved and whatever the weather there is nothing that stops us. It melts my heart to see so much inclusion knowing that it's a sport for all. I had my reservations when I first started wondering if I was going to be the laughing stock of the football pitch, how wrong I was. It's up there or the top as being one of the best things I have ever done, I wish I had found it sooner.

Sara, Walking Football Fortdeport



MENTAL HEALTH – MORE THAN A GAME

The first full year for our More Than a Game programme, after launching in March 2021, has been an incredible success. This season we've engaged with 811 participants including young people and adults who regularly engage in a range of our existing Foundation programmes.

Our Mental Wellbeing Practitioners have trained 52 of our delivery staff to be more confident in talking to participants about mental health. They've also supported 29 participants at our 'More Than a Game' football sessions.

- 85% participants stated they have improved physical wellbeing.
- 85% of participants stated they have improved mental wellbeing.
- 89% of participants stated they felt more comfortable supporting themselves and others.

We held our first ever Mental Health Match Day in partnership with Fulham FC to drive our Kick Off A Conversation campaign supported by the South West London and St. George's Mental Health NHS Trust. The match day saw

us engage nearly 60,000 people through social media, resources distributed on the day and 80 Foundation participants took part in Kick Off A Conversation workshops.

This year we have signed a partnership with Movember to deliver their renowned Ahead of The Game programme for young people 11-18. We will begin delivery in September 2022.

“ Tom (name changed) has enjoyed the Fulham More than a Game football and all other wellbeing activities he has engaged in tremendously. He is so enthusiastic about life now after all his mental health challenges. We are extremely happy and so grateful that Fulham is making such a huge positive impact in peoples lives that money cannot buy. Please keep this up. You are an amazing Club making a real positive difference. ”
Healthcare Director from a local NHS Trust

EVENTS

The 2021-22 season saw many of our events return to being 'in-person', and the launch of a number of new events, providing unique experiences to inspire young people and adults across our community.

Craven Cottage played host to our Foundation Community Day on the 8th May. 180 lucky participants enjoyed a morning of football action on the hallowed turf. While in the afternoon, we hosted our first Paul Smithers Cup, with participants across our Kicks programme showcasing the best of their football talents.

Our 3rd annual DisAbility Matchday March took place on the 5th March. Participants from our DisAbility programmes raising over £8,000 on a crisp spring morning.

Our Mental Health Matchday raised awareness across Fulham FC fans on the 16th October. While our first ever Walking Football Festival took place on the 8th April, bringing together participants from across our Walking Football programmes.

Our Social Action Challenge Finals were hosted at Craven Cottage for the first time on the 28th March, and our annual Fulham FC Foundation Matchday took place on Saturday 10th April when Coventry visited Craven Cottage.



FACILITIES

We continued to support the development of facilities in South West London, helping young people and adults enjoy improved experiences.

The highlight of the 2021-22 season saw the playing facility at Roupell Park be redeveloped into a new facility for the local community.

Fulham FC Foundation have been delivering activities in partnership with the Roupell Park Resident Management Organisation (RMO) since 2017, on a concrete pitch in Brixton Hill. Over the past 12 months, that partnership - in conjunction with the Football Foundation, the Premier League and the Veolia Environmental Trust - has funded the development of a new 3G multi-use games area facility.

On Tuesday 12 April, an official opening event was held, hosted by the Roupell Park RMO and Fulham FC Foundation, with a showcase of different football activities and remarks from local dignitaries. First team players Nathaniel Chalobah and Annie Thomas were special guests for the event.



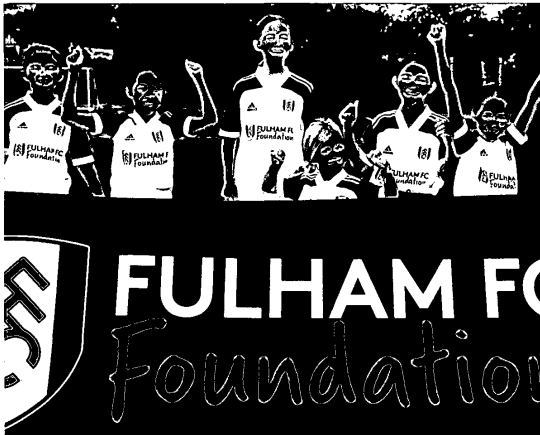


EQUITY, DIVERSITY AND BELONGING

The Foundation launched a new Equality, Diversity and Inclusion Action Plan in 2020, this was later renamed to be our Equity, Diversity and Belonging Action Plan.

Since the launch of this action plan, we have seen some notable achievements and changes, including:

- Equal opportunities statement included within all Foundation job adverts.
- Signed up to first level of Disability Confident scheme.
- An annual photoshoot supports capacity to represent a wide range of the community within marketing materials.
- Numerous staff training provided on delivering inclusive activities, and engaging underrepresented groups.
- Bursary scheme launched and providing 30+ bursaries per year.
- National campaigns, including Rainbow Laces, Football vs Homophobia, No Room for Racism and Black History month supported. Targeted work to amplify messages delivered.
- Our booking system now includes 'prefer not to say' and 'prefer to self-describe' when stating gender.
- Fulham FC Foundation featuring all major observances and celebrations on social media channels.
- In 2019, 18% of the Foundation workforce were female. In 2022, 32% of the Foundation workforce is female (+14%).
- In 2019, 10% of the Foundation workforce stated they had a disability. In 2022, 21% of the Foundation workforce stated they had a disability (+11%).
- In 2019, 6% of our participants stated their ethnicity was Asian, and 20% stated Black. In 2022, 9% stated their ethnicity was Asian (+3%), and 27% stated Black (+7%).
- In 2019, 9% of our participants stated they had a disability. In 2022, 14% of our participants stated they had a disability (+5%).



BURSARY

In September 2021 on the United Nation's International Day of Charity we launched our brand new Foundation Bursary, making our programmes more accessible for families across South West London.

We have previously offered girls football bursaries and engaged with our partner

schools to offer opportunities to attend our Soccer Schools, however we haven't offered a universal bursary until this year. Our updated Foundation Bursary allows any family the opportunity to apply online for support to attend our paid provision programmes.

This year we have issued 40 bursaries, including 5 girls

bursaries. Participants have taken up bursaries to take part in our Girls Development Centre, Saturday Skills Club, DisAbility programmes, Player Pathway and Soccer Schools. We've also been able to extend our provision to ensure that refugees fleeing the war in Ukraine can also access our activities.



SUSTAINABILITY

The Foundation is committed to adopting and living sustainable practices.

In the 2021-22 season we have donated over 1,300 items of kit and equipment to young people and adults across our local community. This kit and equipment included donated items from Fulham FC, we

ensure it is gifted to people who it will benefit from it most. Following the postponement of the Fulham vs Birmingham men's first team fixture on the 26th December 2021, we were able to distribute food that would have potentially gone to waste. The Foundation worked in partnership with City Harvest to make this happen.

- 891kg of food was donated
- 2,121 were delivered to local charities feeding their communities
- 3,285 CO2 emissions were prevented by rescuing this food for consumption



“ It’s great really, it just brings the community together and it’s a great opportunity to get everyone kit and active. I didn’t grow up on facilities like this and if I did, I would’ve been out here every single day. This is a great opportunity for these kids, it’s an opportunity to come out here and have fun first of all, to keep themselves occupied and keep them off the streets and away from trouble. I think it’s a great job that the Foundation have done and that the Club has done as well. ”

Nathaniel Chalobah Fulham FC First Team Player



FULHAM FC PLAYER ENGAGEMENT

Across the 2021-22 season Fulham FC Foundation engaged a number of players from Fulham's senior men's and women's teams, as well as their Academy Scholars via the PFA's Player Liaison Project. This funded project aims to develop the skills and knowledge of Fulham FC's footballers as role models within our community.

Highlights from these engagements included a special Academy vs Foundation fixture for World Down Syndrome Day as well as an event to open a new community facility in Roupell Park.

The World Down Syndrome Day activities saw an in-classroom session hosted by Katy Shephard, Fulham FC Foundation DisAbility Development Officer, which introduced Fulham's U18 squad to our Downs Syndrome football sessions, including details around Down's Syndrome, disability sport in general and profiling a number of the players on the team. This was followed by a fixture between the U18s and Fulham's Down Syndrome side, 'the Badgers', held at Fulham FC's Training Ground in Motspur Park.

This event was enjoyed by all and provided Fulham's next generation of elite footballers with an amazing chance to engage with a very different group of passionate footballers, and at the same time build their self-esteem and confidence. At the Roupell Park Pitch Opening Fulham FC first team midfielder Nathaniel Chalobah spoke of the value to local residents of a high-quality football facility, and the role of Fulham FC Foundation in creating opportunities for young people.

STRUCTURE, GOVERNANCE AND MANAGEMENT

LEGAL STATUS

Fulham Football Club Foundation is a charitable company limited by guarantee, company number 04573248, and charity number 1111639, incorporated in the UK. The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

ORGANISATIONAL STRUCTURE

The Foundation is overseen by a Board of Trustees who have been selected for their individual areas of expertise that they can bring to the Foundation and in a support and advisory role to the Chief Executive Officer. The Foundation is managed on a day to day basis by the Chief Executive Officer.

The Trustees meet at least quarterly to review the overall performance of the Foundation, including financial results, consider projects in progress and the involvement in future projects. The Charity Governing document allows the trustees to meet and conduct meetings virtually which it has done this year in line with government restrictions and recommendations.

As the Foundation receives income from the Premier League Charitable Fund it must comply with the Premier League Code of Capability which in many areas is similar to the Charity Governance Code.

CHARITABLE OBJECTS

- To promote community participation in healthy recreation by providing facilities for the playing of association football and other sports.
- To provide and assist in providing facilities for

sport, recreation or other leisure time occupation of such persons who have the need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life.

- To advance education of children and young people through such means as the Trustees think fit in accordance with the law of the charity.

Facilities in these objects means land, buildings, equipment and organising sporting activities.

RELATIONSHIP WITH THE CLUB

The Foundation is structurally and legally independent from Fulham FC but enjoys a mutually supportive relationship reflected in shared values and our Board of Trustees, which includes the Fulham FC's Chief Executive (up to June 2022) and Chief Operating Officer. There are many examples of us working in unison including the engagement of children and families. The Foundation benefits primarily through gifts in kind, including use of venues, whilst adding value to the Club by providing access points for direct engagement with the community, through the Foundation's various community programmes.

PUBLIC BENEFIT

In setting our objectives and planning the activities of the Foundation, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and believe that this report demonstrates how the charity provides public benefit.

43% of the Foundation's incoming resources from charitable activities comes from grant funding, which is provided by the various grantors to enable the Foundation to deliver a range of sporting activities which are designed, in line with the Foundation's vision and strategy (as set out on page 5). The groups are frequently tightly defined but the activities provided are open to all who meet the criteria. Along with the provision of coaching to all young people, the Trustees therefore believe that the overwhelming majority of the Foundation's activities are of real public benefit, and hence the Foundation sees itself as a public benefit entity.



STAFF

EMPLOYEES

The Trustees recognise the huge contribution made by salaried colleagues and extend their thanks to these colleagues for their continued effort in striving to be a self-sustaining charity.

CASUAL COACHES

The Trustees are grateful to these team members who continue to provide the services of the Foundation to the highest level.

EQUALITY STATEMENT

The Club and Foundation is committed to and endorses the principle of equality and strives to ensure that everyone who wishes to be involved in its activities whether as a supporter, participant, staff, and a member of the local community.

- have a genuine and equal opportunity to participate to the full extent of their own ambitions and abilities,

without regard to their age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion and faith, sex, or sexual orientation.

- can be assured of an environment in which their rights, dignity and individual worth are respected, and in particular that they are able to relish their engagement at the Club or Foundation without the threat of intimidation, victimisation, harassment, bullying or abuse.

The Club and Foundation aim to embed equality, diversity, and inclusion across all levels of the business throughout this policy and aims to ensure that the message of EDI is followed and consistently practiced.

EQUAL OPPORTUNITIES

Fulham FC and the Foundation are committed to providing equal opportunities and have a zero-tolerance approach to discrimination of any form. This directive is led by Fulham FC's Chief Executive Officer, Alistair Mackintosh, and the Foundation's Chief Executive Officer, Mike McSweeney who have both been vocal in their commitment to our values, which are embedded and lived throughout. Employees are expected to refer to the values throughout their work:

- Pioneering
- Open and Inclusive
- Action Orientated
- Confident Custodians
- Service Excellence

At the heart of Fulham FC's value framework is a commitment under being 'open and inclusive' to equal opportunities and anti-discrimination, which runs

through the recruitment and induction process. Fulham FC and the Foundation have developed the 2022-2025 Equality, Diversity and Inclusion Strategy, which will set out objectives that are specific, measurable, achievable, relevant and timely. As part of this undertaking Fulham FC and the Foundation has committed to completing annual Equality and Diversity Monitoring Survey which provide updated information on the composition of our workforce. The data from these surveys is summarised, analysed and where appropriate suitable recommendations are made and presented to the Board. The Internal Equality Working Group has established clear objectives on the basis of this data and will continue to monitor this closely from an operational perspective. Strategically, the Equality Strategic Steering Group will

oversee each department's (including the Foundations) Equality Action Plan. Fulham FC and the Foundation are monitored on their commitment to Equality and Diversity by the Premier League and have recently been awarded 'Pre-Liminary' Status having gone through a thorough audit process of all our policies, procedures and practice.

DISABLED PERSONS

It is the Foundation's policy to provide full and fair consideration of applications, continuing employment and training of all staff while employed in the business. We endeavour to make our facilities available for disabled users as far as is possible within the constraints of a concern for the health and safety of all our colleagues and customers.

EMPLOYEE INVOLVEMENT

It is the Foundation's policy to keep all colleagues informed as to the development of the charity and then encourage them to contribute their ideas, criticisms and comments through the management process which recognises and rewards genuine involvement in the success of the Foundation.

ENVIRONMENT

The Foundation has continued to adopt policies and procedures which take account of the need to preserve and protect the environment. The Trustees are committed to compliance with best practice in all aspects of the business.

PAY POLICY FOR SENIOR STAFF

The pay for key management personnel is reviewed annually and normally increased (if possible) in accordance with average earnings, in the view of the nature and success of the charity, the Trustees benchmark against pay levels in other sport foundations of a similar size.



FINANCIAL REVIEW

INCOME GENERATION

During the year to 30 June 2022, the total value of grants raised was **£646,279** (2021: £525,580). This increase was mainly due to the timing of release of income from existing programmes, especially as more activity was able to run this year. It also reflects the timing difference of projects that have completed and those that have been newly begun. The Foundation continues to try and source funding to support its charitable objectives.

Income from fundraising continued at the same level as last year with limited events taking place. This is shown in other unrestricted donations **£308,041** (2021: £314,662). We have now invested in staff to create a new Business Development and Communications team to focus on growth of both fundraising events as well as other regular giving initiatives. We continue to be grateful of the regular donations received from our supporters.

The Foundation does also receive donations from other various individuals and institutions. Within the year **£18,000** has been received from Fulham Football Club to cover the cost of kit. This is a decrease on last year as a result of Fulham FC's relegation to the Championship League.

This year the Foundation has received donations from former players of Fulham FC of **£71,169**.

The remainder of the Foundation's work is largely funded by fees charged for the delivery of specific services. The policy of the Foundation is to calculate fee rates such that they recover the full cost of delivery of services.

FINANCIAL RESULTS

The financial results when comparing to last year reflect a more "normal" delivery year with income at **£1,899,901** (2021: £1,649,842). The total surplus for the year is **£123,270** with a final surplus figure of **£110,552** after adjusting for the difference in use of any restricted reserves. This is a great result despite the uncertainties and challenges that this last year has brought with it. We have continued to feel the effects of COVID even though it is a topic that externally is now hardly ever spoken about. The bookings for Soccer Schools have been hard to predict not knowing whether families are holidaying for the first time in a few years or staying local due to the travel cancellations. Schools have been nervous about third parties returning on site especially at the beginning of the 2021-22 academic year. Fundraising activities were delayed and then cancelled as it was difficult to organise events. We have also been impacted by the "great resignation" and had several roles that remained

unfilled asking remaining staff to support us and take on short term extra responsibilities. It is this last eventuality that has provided some cost savings to cover some of the losses from individual programmes alongside a parachute payment that was received from the Premier League Charitable Fund following Fulham FC's relegation to the Championship league the previous year.

Despite the negative picture that has been pointed some programmes have managed to grow this year. Our Girls Development Centre in the last part of the year expanded into a third venue which supports our strategy in improving our female engagement and focus. We are hoping that the England teams win at the Euros will push this growth even further. Our DisAbility programme grew as well so much so that we did not need to draw down on any restricted reserves to support it this year.

The financial results and explanatory notes for the year are detailed on pages **42 to 55**.

RESERVES POLICY

The Trustees have agreed that the Foundation should establish and maintain a free reserve (General Reserve) sufficient to cover the Foundation's planned expenditure for a period of 3 months (currently around **£536,380**). This level of reserves would enable the Foundation, if ever it became necessary, to conduct an orderly reduction or wind-down of its operations, if the major sources of revenue were reduced to a level below which it was no longer practicable for the Foundation to continue its operations.

The level of free reserves (represented by the General Reserve) at 30th June 2022 was **£779,792** (2021: £664,329). The Foundation's unrestricted reserves are represented, in the majority, by cash at bank and in hand.

The Foundation has a Designated Fund equal to the net book value of fixed assets held in the Balance Sheet. This is because such a fund could not easily be realised in cash, and therefore should not form part of the General Reserve described above.

BUDGET REVIEW POLICY

In line with yearly budget planning, the use of reserves and any impact in relation to the above Reserves Policy will be reviewed and approved by the Board. Once the yearly budget has been approved, any subsequent use of the reserves will need a business case presented by the Foundation's Chief Executive Officer for Board approval.

SHORTFALL POLICY

Any shortfall of reserves will be reviewed by the Board (monthly) in relation to the Foundations existing Risk Register, current budget situation and any forecasted budget expectations. Given the security of the 'full' 3 months Reserves Policy the Board will further review and agree an action plan for any shortfall in its Reserves Policy if the amount is above £150,000.

EXCESS AND SPEND POLICY

The Board will consider reserves expenditure if the Reserves Policy target months has been achieved, subject to a business case which has been approved by all

members of the Board. The Board will also consider expenditure, if the Reserves Policy has not been achieved, subject to a business case and full Board approval.

Our current level of free reserves is at 4 months cover and is therefore above the minimum expectation. This and the fact that our budget for 2022/23 is also predicting a small surplus gives the Trustees more comfort to start looking at future investment. One idea is to invest in a new hub site for office and community use following the departure of the business from offices at Barwell Business Park at the end of 2021..

INVESTMENT POLICY

The level of cash held by the Foundation does not require a complex investment policy. To the extent that any surplus cash balances that do arise from time to time are invested into a higher interest earning accounts.

RISK MANAGEMENT

The Trustees identify and review the strategic, business and operational risks to which the Foundation is exposed and ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

In order to achieve this, the Trustees, Chief Executive Officer and the Management Team have undertaken an assessment of the risks to which the organisation is exposed, producing a risk assessment which identifies the impact of any risk and advises of steps to mitigate that risk. An annual review of the principal risks and uncertainties takes place. Alongside this is an action plan which identifies areas of improvement to mitigate risks further. This action plan is discussed at each Board meeting.

The Key Risks identified are:

1. Child Welfare: As the Foundation exists to provide sports experience for children it is at the heart of

our activities to ensure full compliance with law and best practice relating to children, their safety and their welfare.

2. Loss of a major revenue stream: Certain sources of funding are very significant. However, most of these relate to the delivery of specific activities, which means that a loss of the revenue automatically leads to a cessation of the related activity, and the saving of the costs associated with it, albeit with some possible delay. More critical is the need to protect those revenues which make a contribution towards fixed costs.

PAYMENT OF CREDITORS

It is the Foundation's policy to agree payment terms as part of any formal contract with a supplier and to make every endeavour to abide by the agreed terms. Where a purchase is not covered by a formal contract, and no agreement is reached in advance of raising an order, the policy is that any valid invoice will be paid in full. The Foundation is sympathetic to, and pays particular attention to, the cash flow needs of its smaller suppliers. The Foundation took an average of 12 days (2021: 16) to pay its creditors.

SAFEGUARDING

Fulham FC started the 22/23 season having been promoted, into the Premier League. Pre-season consisted of a full review of the Safeguarding policies and procedures in order to meet statutory and league standards.

The aims of all Safeguarding Policies are to:

- Safeguard all children and vulnerable adults who interact with the Fulham FC and the Foundation;
- Demonstrate best practice in the area of safeguarding children and adults;
- Positively reflect and promote Fulham FC and Foundation Values (Pioneers, Confident Custodians, Action Orientated, Open & Inclusive and Service Excellence);
- Ensure that children and vulnerable adults feel safe in our activities;

- Commit to working in partnership across Fulham FC and the Foundation with external organisations including statutory bodies and local schools;
- Develop a positive and proactive welfare programme to enable all children and vulnerable adults to participate in an enjoyable and safe environment;
- Ensure that coaches, parents and other adults who come in contact with children and vulnerable adults are good role models of behaviour; and
- Promote high ethical standards.

Barnardos audited the Club and Foundation in May 2021 and we were found to have complied with all 7 safeguarding standards and were noted as having areas of excellence across the standards, including in child protection. As a result of one recommendation

from this audit 'to consider increasing safeguarding resource' we agreed in late 2021 to recruit to a full time safeguarding manager role, who is currently in role and has significantly increased the visibility of 'safeguarding' across all of our programmes.

The Foundation were also graded as 'Exemplary' in the 2021/22 season under the Premier League Charity Commission's 'Capability' process. A remote audit conducted by experts in each respective area.

In an ever-changing 'safeguarding' world we need to be agile and prepared for a change in risks and opportunities that our children and young people may come across. The 2019-22 Safeguarding Strategy expires this year and after a final review in May 2022, we were found to have met all our objectives set out over this period. The Foundation are currently working with the Club on developing the new safeguarding strategy which

will be launched in January 2023 to cover the period 2023-26.

We have retained exceptionally high standards and quality of work, and this has been embedded with clear policies, procedures, and risk assessments (reinforced by good quality training) in order to ensure that the safety of our participants and staff has remained paramount. The Foundation are living Fulham FC's values and we seek to grow and develop every day to become pioneers and the best at what we do in all areas of delivery and especially safeguarding.

Across all programme delivery, Safeguarding is a priority for Fulham FC and the Foundation. Our ambition for safeguarding practice far exceeds regulatory and statutory minimum standards. We are amongst some of the best Football Clubs in the world and we are clear that we want to be a leader in the field and strive for a proactive safeguarding culture. Congruent

with our values we wish to be Open and Inclusive, Pioneering, Action Orientated, Confident Custodians, and provide Service Excellence in order to promote the safety and welfare of our children and young people.

TRAINING & RECRUITMENT OF TRUSTEES

The Trustees, who were in office from 1 July 2021 until the date of this report, unless otherwise stated, are set out on page 3. The Trustees are recruited according to their expertise and experience in the business, voluntary and charitable sector.

The Foundation is required to have at least 3 Trustees serving at any one time under its Articles of Association. No maximum limit is placed upon the number of Trustees. However, the Trustees believe that the optimum number of Trustees for the Foundation in its current circumstances is between 6 and 10.

The Trustees may appoint any person willing to act as a Trustee by passing an ordinary resolution at the next general meeting as long as not less than seven nor more than twenty-eight clear days' notice is given before the date appointed for that meeting.

At the first meeting of the Trustees in each year one third of the Trustees must retire by rotation as determined by the length of service. However at the meeting the retiring Trustee(s) shall, if willing to act, be reappointed unless it is resolved not to fill a vacancy.

The Trustees have established their own analysis of the needs of the Foundation for specialist knowledge and experience on the Board of Trustees. Suitable candidates are recruited to fill vacancies which arise and which cause the body of knowledge and experience to be deficient in any particular area. The Trustees recognise that the main purpose of the Foundation is concerned with provision of sports facilities for young people and that the skills needed are principally to support that purpose.

All Trustees are encouraged to be mindful of recruitment needs and to search out and recommend candidates. Any candidates proposed have to complete a process of interview by the Board (or by an ad-hoc committee of the Board formed for that purpose) and of preliminary familiarisation with the work of the Foundation. Part of this process is that the Chief Executive Officer of the Foundation advises the Trustees concerning the candidates' mix of knowledge and experience, which must benefit the Charity. Each candidate is then given an induction file of detailed briefing notes and background material which explains the history and operations of the Foundation, the duties of the Trustees, and the legal framework in which the Foundation operates. If this process is successful the candidates are formally proposed as Trustees. It is the custom of the Board that new Trustees are only appointed by a unanimous vote on an ordinary resolution.

Once new Trustees are appointed to the Board, they undergo an induction where their personal training needs (to enable them to carry out their duties as a Trustee) are assessed and appropriate formal training is provided using specialised training establishments. All new Trustees are assigned specific responsibilities where their experience and knowledge can be put to best use to benefit the Foundation and its operations.

Members of the Foundation's Board are required to disclose and register all relevant interests and withdraw from any decisions where a conflict of interest arises. All related party transactions are disclosed in note 16 to the accounts.

STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE TRUSTEE'S ANNUAL REPORT AND THE FINANCIAL STATEMENTS

The Trustees (who are also directors of Fulham Football Club Foundation for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2015 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Trustees on 15th November 2022 and signed on their behalf by:



Thomas Barry
Chair of Trustees



Lee Manning
Treasurer

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FULHAM FOOTBALL CLUB FOUNDATION

We have audited the financial statements of Fulham Football Club Foundation (the 'charitable company') for the year ended 30 June 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 June 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under

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

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

OTHER INFORMATION

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover

the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FULHAM FOOTBALL CLUB FOUNDATION CONTINUED...

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- The information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The directors' report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material

misstatements in the directors' report.

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

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or

- The trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

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

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a

material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;

- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with

regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>

This description forms part of our auditor's report.

USE OF OUR REPORT

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

Azets Audit Services

John Howard

(Senior Statutory Auditor)

25 January 2023

For and on behalf of Azets Audit Services

Chartered Accountants

Statutory Auditor

2nd Floor, Regis House, 45 King William Street, London EC4R 9AN

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
YEAR ENDED 30 JUNE 2022

	NOTES	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS 2022 £	TOTAL FUNDS 2021 £
Incoming Resources					
Incoming resources from generated funds					
Donations and Legacies	3	193,120	204,090	397,210	442,969
Income from investments	4	769	-	769	1,304
Income from charitable activities					
Workforce development	5	-	-	-	14,932
Education	5	18	7,150	7,168	7,845
Football and sport	5	736,530	139,437	875,967	560,803
Inclusion	5	-	618,787	618,787	461,657
Other income	6	-	-	-	160,332
TOTAL INCOMING RESOURCES		930,437	969,464	1,899,901	1,649,842
Resources Expended					
Expenditure on raised funds	7	6,629	3,483	10,112	5,746
Expenditure on charitable activities					
Workforce development	8	-	-	-	19,671
Education	8	1,221	1,224	2,445	5,333
Football and sport	8	667,809	281,179	948,988	862,322
Inclusion	8	105,411	708,397	813,808	692,926
Loss on disposal of Fixed Assets	10	1,278	-	1,278	-
TOTAL RESOURCES EXPENDED		782,348	994,283	1,776,631	1,585,998
Net income (expenditure)		148,089	(24,819)	123,270	63,844
Transfer between funds	13	(37,537)	37,537	-	-
Net movement in funds		110,552	12,718	123,270	63,844
Balances brought forward at 01 July 2020		694,889	99,284	794,173	730,329
Balances carried forward at 30 June 2022		805,441	112,002	917,443	794,173

All amounts relate to continuing operations.

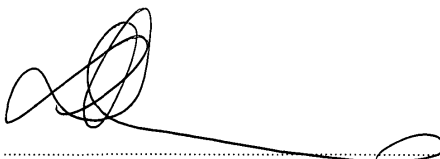
The Foundation has no recognised gains or losses other than the net income/ (expenditure) for the year.

BALANCE SHEET AS AT 30 JUNE 2022

REGISTERED COMPANY NUMBER 04573248

	NOTES	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	10		25,649		30,560
Current assets					
Debtors	11	1,074,493		710,533	
Cash at bank in hand		1,369,709		1,223,911	
		2,444,202		1,934,444	
Creditors					
Amounts falling due within one year	12	(1,552,408)		(1,170,831)	
Net current assets			891,794		763,613
NET ASSETS			917,443		794,173
Funds					
Unrestricted funds	13		805,441		694,889
Restricted funds	13		112,002		99,284
TOTAL FUNDS			917,443		794,173

Approved and authorised for issue by the Board of Trustees on 15th November 2022.

Thomas Barry
Chair of TrusteesLee Manning
Treasurer

The notes on pages 44 - 45 form part of these financial statements.

STATEMENT OF CASHFLOWS AT 30 JUNE 2022

	2022	2021
	£	£
Net cash (used)/generated in operating activities	155,980	164,445
Cash flows from investing activities		
Interest income	769	1,304
Purchase of tangible fixed assets	(10,951)	(20,770)
Proceeds from sale of tangible fixed assets	-	-
Net cash used in investing activities	(10,182)	(19,466)
Cash flows from financing activities		
Repayment of borrowing	-	-
Net cash used in financing activities	-	-
Increase in cash and cash equivalents in a year	145,798	144,979
Cash and cash equivalents at the beginning of the year	1,223,911	1,078,932
Total cash and cash equivalents at the end of the year	1,369,709	1,223,911

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

	2022	2021
	£	£
Net movement in funds	123,270	63,844
Add back depreciation charges	14,584	19,529
Deduct proceeds from sale of tangible fixed assets	-	-
Add back write off of tangible fixed assets on disposal	1,278	-
Deduct interest shown in investing stock	(769)	(1,304)
Deduct/ (increase) in stock	-	-
Decrease / (increase) in debtors	(363,960)	(281,950)
(Decrease) / increase in creditors	381,577	364,326
Net cash used in operating activities	155,980	164,445

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

1 ACCOUNTING POLICIES

a) General information and basis of Preparation

Fulham Football Club Foundation is a company limited by guarantee in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office and the operating office is given on the statutory information on page 2 of these financial statements. The nature of the charity's operations and principal activities are set out on page 8.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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) issued on 16 July 2014 (as updated through the Update Bulletin published on 2 February 2017), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

b) Going concern

Following a challenging couple of years during COVID and in the year that followed, all activities have now resumed at the Foundation, albeit in some cases in a slightly different format. Of course, there is now the notion of a cost-of-living crisis and the impact that this may have on both customers and staff. To ensure visibility of this and to minimise the impact on surplus, contingencies have been built into the Budget for 2022/23, which is still showing a healthy surplus. The Trustees therefore consider that there are no material uncertainties that could cast significant doubt upon the entity's ability to continue as a going concern. The Trustees can also take comfort from the Letter of Support given to the Foundation by Fulham FC which confirms that funds held by them on the Foundation's behalf will be released to support the Foundation on an annual basis.

The Trustees continue to take all available steps to maintain sufficient resources in order that the Foundation can continue and, based on projections and available information, have a reasonable expectation that the Charity will have sufficient funds to continue to meet its liabilities as they fall due for 12 months from authorising these financial statements. Therefore, the financial statements have been prepared on a going concern basis.

c) Fund accounting

- Restricted funds are those where the donor has provided for the donation to be spent in furtherance of a specified purpose.

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Foundation. Designated Funds represent assets which are not readily convertible to cash.

- The transfer from unrestricted to restricted funds represents the Foundation's contribution towards project overhead costs.

d) Incoming resources

All incoming resources are included in the statement of financial activities when the Foundation is entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources comprise the following:

- Income from sports related activities including holiday courses and schools coaching is accounted for when earned.
- Voluntary income includes donations and funding for specific projects which is accounted for when the Foundation becomes unconditionally entitled to the income.

The Foundation is usually entitled to income from grants in stages over the course of each related project, which approximates to when related expenditure was expected to be incurred. Accordingly, all grant income is credited to the Statement of Financial Activities (SOFA) when it falls due to be received to the extent that it is matched by relevant expenditure. Any income received in advance of expenditure is treated as deferred income.

Grants received as Restricted Funds, defined as those which carry an obligation to repay any sums not actually spent, are brought into the SOFA in the period of receipt and carried forward within Restricted Funds until either spent or refunded. This type of grant is much rarer as very few institutions pay grants before the relevant expenditure is incurred.

Any gifts in kind are included in the statement of financial activities in the year that they are received at an estimated value of the goods or services received.

e) Resources expended and Irrecoverable VAT

Expenditure is accounted for on an accruals basis. All costs are allocated between expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly or apportioned on an appropriate basis. Expenditure is recognised when the following criteria are met:

- There is a present legal or constructive obligation resulting from a past event
- It is more likely than not that a transfer of benefits (usually a cash payment) will be required in settlement
- The amount of the obligation can be measured or estimated reliably.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

f) Allocation of Support Costs

Support costs are those costs which do not relate directly to a single activity. These include property costs, costs of administration, external audit costs and IT support. Support costs have been apportioned between categories of charitable activities on a direct basis, any remaining support costs are apportioned between the charitable activities undertaken based on the % of income of that activity. The analysis of support costs are shown in note 8.

g) Fundraising Costs

The costs of generating funds are those costs attributable to generating income for the charity, other than those costs incurred in undertaking charitable activities or the costs incurred in undertaking trading activities in furtherance of the charity's objects. The costs of generating funds represent fundraising costs as shown in note 7.

h) Charitable Activities

Costs of charitable activities comprise all costs incurred in the pursuit of the charitable objects of the charity. These costs, where not wholly attributable, are apportioned between the categories of charitable expenditure in addition to the direct costs. The total costs of each category of charitable expenditure include an apportionment of support costs as shown in note 8.

i) Tangible fixed assets

Tangible fixed assets costing more than £500 are capitalized. Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation. Cost includes cost directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost over its expected useful life as follows:

Land & buildings Over 5 years (the length of the lease)

Fixture & fittings Over 4 years

Computers Over 4 years

Software Over 2 years (the length of the contract)

j) Inventories

Inventories have been valued at the lower of cost and estimated selling price less costs to sell.

k) Debtors

Debtors are amounts owed to the charity. Short term debtors are measured at transaction price, less any impairment.

l) Cash and cash equivalents

Cash at bank and cash in hand includes cash and short term deposits with a maturity of three months or less. Cash at bank and in hand is held to meet the day to day running costs of the charity as they fall due.

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

m) Creditors

Creditors are amounts owed by the charity. They are measured at the amount that the charity expects to have to pay to settle the debt.

Amounts which are owed in more than a year are shown as long term creditors.

n) Operating Lease Rentals

Rentals relating to operating leases are charged to expenditure as incurred.

o) Pensions

The Foundation operates or pays into defined contribution pension schemes for certain employees. The pension charge represents the amount payable by the Foundation to the fund in respect of the year.

p) Taxation

Fulham Football Club Foundation is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

q) Judgement and key sources of estimation policy

In the application of the charity's accounting policies described above, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. These estimates, judgements and assumptions are

made based on a combination of past experience, professional expert advice and other evidence that is relevant to the particular circumstance.

The following judgements, key assumptions and estimations have been made in the process of applying the above accounting policies:

I. Useful economic lives of tangible assets:

The annual depreciation charge of tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 10 for the carrying amount of the fixed assets and note 1(i) for the useful economic lives for each class of assets.

FULHAM FOOTBALL CLUB FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2022

II. Bad Debt provisions:

The recoverability of debtors is assessed regularly, and at the balance sheet date provisions for doubtful debts are provided based on prior year experiences. At 30 June 2022 there is no bad debt provision.

III. Cost allocation

The cost allocation methodology requires a judgement as to what are the most appropriate bases to use to apportion support costs: these are reviewed annually for reasonableness, the bases used is outlined in note 1(f).

2 NET INCOME / (EXPENDITURE)

The net income / (expenditure) are stated after charging:

	TOTAL 2022	TOTAL 2021
	£	£
Depreciation of tangible fixed assets	14,584	19,529
Operating lease payments - land and buildings	21,490	42,979
Auditors remuneration - audit and tax fees	9,000	7,800
TOTAL	45,074	70,308

3 DONATIONS AND LEGACIES

	UNRESTRICTED INCOME	RESTRICTED INCOME	TOTAL 2022	TOTAL 2021
	£	£	£	£
Fulham Football Club Limited	-	18,000	18,000	30,000
FFC former players	71,169	-	71,169	98,307
Other donations	121,951	186,090	308,041	314,662
TOTAL	193,120	204,090	397,210	442,969

In 2021, £203,128 of donations and legacies income was attributable to the unrestricted fund and the remaining £239,841 was attributable to the restricted fund. As can be seen there is a drop in donations from last year; part of this is driven by a lower gift of kit donation received from the Club because of its relegation. The Foundation has also drawn down less support from former players.

4 INCOME FROM INVESTMENTS

	TOTAL 2022	TOTAL 2021
	£	£
Deposit interest - unrestricted	769	1,304
TOTAL	769	1,304

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

5 INCOME FROM CHARITABLE ACTIVITIES

	WORKFORCE DEVELOPMENT	EDUCATION	FOOTBALL & SPORT	INCLUSION	TOTAL 2022	TOTAL 2021
	£	£	£	£	£	£
Weekend football	-	-	135,070	-	135,070	75,608
Holiday courses	-	-	186,649	-	186,649	99,887
Schools coaching	-	-	171,192	14,810	186,002	102,878
Special projects	-	-	239,792	-	239,792	136,178
Commercial packages	-	-	-	-	-	150
Grant funding	-	7,150	139,255	499,874	646,279	525,580
Other income	-	18	4,009	104,103	108,130	104,956
TOTAL	-	7,168	875,967	618,787	1,501,922	1,045,237

Grant funding in the year 2021/22 includes incoming resources from government grants £37,432 (2021: £59,958). In the year this comprises of performance related grants made by local authorities to fund social youth and community programmes that are offered through the Foundation, as per previous years. We have also received £1,000 to put towards our Mental Health programme, *More Than a Game*.

5A GOVERNMENT GRANTS

	PROJECT	TOTAL 2022	TOTAL 2021
		£	£
Lambeth YLC	Kicks	14,000	10,860
London Borough of Lambeth	Kicks	17,632	1,500
Kingston Safer Neighbourhood	Kicks	4,800	-
SW London and St Georges Mental Health Trust	More Than a Game	1,000	-
Department for Digital, Culture, Media & Sports	Tackling Loneliness	-	47,598
TOTAL		37,432	59,958

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

6 OTHER INCOME

With the cessation of the furlough scheme we have not drawn down anymore income of this nature during the year, just leaving the comparison data for 2020/21

7 EXPENDITURE ON RAISED FUNDS

	TOTAL 2022	TOTAL 2021
	£	£
Direct costs - donations	10,112	5,746
Provisions for doubtful debts	-	-
TOTAL	10,112	5,746

8 EXPENDITURE ON CHARITABLE ACTIVITIES

	DIRECT COSTS	WAGES AND SALARIES	SUPPORT COSTS	TOTAL 2022	TOTAL 2021
	£	£	£	£	£
Workforce Development	-	-	-	-	19,671
Education	146	1,706	593	2,445	5,333
Football and Sport	107,735	764,040	77,213	948,988	862,322
Inclusion	117,664	642,761	53,383	813,808	692,926
TOTAL	225,545	1,408,507	131,189	1,765,241	1,580,252

Support costs are made up of expenditure on rent and property costs of £69,076 (2021: £69,277), depreciation of £14,584 (2021: £19,529), governance costs £9,035 (2021: £8,326) and other office costs of £38,494 (2021: £41,765).

8A GOVERNANCE COSTS

	TOTAL 2022	TOTAL 2021
	£	£
Audit and tax fees	9,000	7,800
Other legal and professional costs	35	526
TOTAL	9,035	8,326

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2022**

9 STAFF COSTS

	TOTAL 2022	TOTAL 2021
	£	£
Salaries	1,255,317	1,167,499
Social security costs	95,798	88,158
Other pension costs	26,516	27,105
Other staff costs	30,876	26,525
TOTAL	1,408,507	1,309,287

STAFF NUMBERS EMPLOYED IN THE YEAR	2022 AVERAGE	2022 FTE	2021 AVERAGE	2021 FTE
Central/Administration	5	3.7	5	3.8
Operational staff	32	26.6	30	26.9
Sessional coaches	52	10.3	47	5.4
TOTAL	89	40.6	82	36.1

The Foundation pays into a defined contribution pension scheme for certain employees. The cost for the year was £26,516 (2021: £27,105). At 30 June 2022 there was an outstanding amount to be paid of £4,905 (2021: £4,647) which was paid after the year end.

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

The number of employees who earned £60,000 per annum or more (including taxable benefits but excluding employer pension contributions) during the year were as follows:

	TOTAL 2022	TOTAL 2021
	£	£
£60,001 - £70,000	-	-
£70,001 - £80,000	-	-
£80,001 - £90,000	-	-
£90,001 - £100,000	1	1
£100,001 - £110,000	-	-

The Pension cost of this employee totalled £4,335 (2021: £4,250).

The Foundation considers its key management personnel to be the members of its Senior Management Team (as noted on Page 3 and 33 of the Trustees report) and Trustees. The total employment benefits including employer pension contributions of the key management personnel were £243,620 (2021: £259,954). The reduction was due to the resignation of the Director of Operations in March 2022 and the replacement not being able to join until August 2022.

The Trustees received no emoluments during the year (2021: £nil). Expenses charged by the Trustees amounted to £nil (2021: £nil). The Foundation maintains an Executive Liability Insurance policy. The premium for this was £1,309 (2021: £809).

10 TANGIBLE FIXED ASSETS

	LAND & BUILDINGS	FIXTURES & FITTINGS	COMPUTERS & SOFTWARE	TOTAL
COST	£	£	£	£
As of 1 July 2021	8,500	43,096	93,768	145,364
Additions	-	852	10,099	10,951
Disposals	(8,500)	(2,913)	(15,651)	(27,064)
AS OF 30 JUNE 2022	-	41,035	88,216	129,251
DEPRECIATION				
As of 1 July 2021	7,225	39,620	67,959	114,804
Charge for the year	992	1,702	11,890	14,584
Disposals	(8,217)	(2,680)	(14,889)	(25,786)
AS OF 30 JUNE 2022	-	38,642	64,960	103,602
NET BOOK VALUE				
AS AT 30 JUNE 2022	-	2,393	23,256	25,649
AS AT 30 JUNE 2021	1,275	3,476	25,809	30,560

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

11 DEBTORS

	NOTES	2022	2021
		£	£
Trade debtors		31,297	35,624
Other debtors	16	1,022,002	647,837
Prepayments		7,167	27,072
Accrued income		14,027	-
TOTAL		1,074,493	710,533

12 CREDITORS

	2022	2021
	£	£
Trade creditors	37,664	48,698
Social security costs & other taxes	25,535	23,241
Other creditors	25,230	26,417
Accruals	117,219	70,468
Deferred income	1,346,760	1,002,007
TOTAL	1,552,408	1,170,831

12A MOVEMENT IN DEFERRED INCOME

	AT 1 JULY 2021	INCOMING RESOURCES	AMOUNTS RELEASED	AT 30 JUNE 2022
DEFERRED INCOME	1,002,007	1,408,239	(1,063,486)	1,346,760

Deferred income shown above mainly represents grants for specific projects and the closing balance of donations made to the Foundation from Fulham FC's former players. The movement between 2021 and 2022 reflects the difference between monies received in cash and income released to cover expenditure in the year. Balances carried forward will be released over the remainder of the project life to match expenditure accordingly.

12B PROVISION FOR LIABILITIES

An amount is included within the Accruals balance as per Note 12 for all untaken contracted staff holiday that is due at 30 June 2022. The Foundation's holiday year runs from 1 January to 31 December.

	LEAVE PAYE
At 1st July 2021	27,072
Additions	19,874
Reversals	(27,072)
At 30th June 2022	19,874

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

13 FUNDS

	AT 1 JULY 2021	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2022
	£	£	£	£	£
RESTRICTED FUNDS					
Kit	-	18,000	(18,000)	-	-
PL core funding	-	154,701	(154,510)	(191)	-
PL Kicks	-	269,787	(282,380)	12,593	-
PL Kicks Targeted	-	43,575	(41,258)	(2,317)	-
PL Primary Stars	-	139,437	(142,699)	3,262	-
PL Inspires	-	76,939	(79,756)	2,817	-
PL More Than a Game	-	93,005	(95,831)	2,826	-
PL Player Liaison	-	11,793	(11,793)	-	-
Kickstart Programme	-	13,721	(13,721)	-	-
DisAbility funding	80,423	104,235	(85,829)	893	99,722
Health & Wellbeing funding	11,241	31,245	(66,724)	24,238	-
Education funding	-	7,150	(566)	(6,584)	-
General Bursary Fund	-	2,096	-	-	2,096
Girls Bursary fund	7,620	3,780	(1,216)	-	10,184
TOTAL RESTRICTED FUNDS	99,284	969,464	(994,283)	37,537	112,002
UNRESTRICTED FUNDS					
General reserve	664,329	930,437	(793,551)	(21,423)	779,792
Designated fund	30,560	-	11,203	(16,114)	25,649
TOTAL UNRESTRICTED FUNDS	694,889	930,437	(782,348)	(37,537)	805,441
TOTAL FUNDS	794,173	1,899,901	(1,776,631)	-	917,443

The specific purposes for which the funds are to be applied are as follows:

The kit restricted fund represents a donation made by Fulham FC as a contribution towards sports kit purchased for the furtherance of sports activities. This donation is given as gift in kind, 2022: £18,000 (2021: £30,000).

The Foundation partners with the Premier League Charitable Fund in order to run a number of programmes; PL Kicks, PL Kicks Targeted, PL Primary Stars, PL Inspires, PL More than a Game and PL Player Liaison. The aim is to reach a diverse variety of participants, some hard to reach, to encourage and develop the potential of young people within sport, education and their communities. More than a Game also supports participants to improve their mental wellbeing alongside the more traditional physical wellbeing.

New funding this year was received to support employment for two new members of staff on the Kickstart scheme. This scheme aimed to upskill 16 to 24 year olds who were at risk of long term unemployment. One of these participants has now taken a full time permanent role at the Foundation.

DisAbility, Health & Wellbeing and Education programmes provide opportunities to improve the education, health and wellbeing of people of all ages, abilities and backgrounds. With the support of a number of funders and participant fees we run a number of initiatives across the boroughs we work within. This year we won funding to host the FA's Para-Talent hub for aspiring players and to play in the Inclusive Schools League.

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

We continue to hold restricted reserves to support future costs of DisAbility programmes and girls bursary. We were able to offer bursary places on our Skills Club, Soccer Schools, DisAbility and Girls Development Centre programmes during the year. The reserve for Health & Wellbeing was fully released during the year.

Restricted funds are held due to a timing difference of donations received and recognised and programmes that donations were given for have begun.

The General Reserve is the amount which is being built up and retained from net unrestricted surplus funds to be able to meet the Foundation's planned expenditure for a period of three months, such period being, in the opinion of the Trustees, the time needed to conduct an orderly wind-down of the Foundation's activities if major sources of revenue reduced to a level at which it was no longer practicable for the Foundation to continue its operations. The transfer represents the Foundation's contribution to projects funded from unrestricted income.

The designated fund represents the net book value of Fixed Assets held for charitable uses. Such assets cannot be easily realised for cash and therefore cannot form part of the General Reserve.

13A FUNDS - PRIOR YEAR

	AT 1 JULY 2020	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2021
	£	£	£	£	£
RESTRICTED FUNDS					
Kit	-	30,000	(30,000)	-	-
PL core funding	-	203,167	(203,167)	-	-
Coronavirus job retention scheme	-	160,332	(160,332)	-	-
PL Kicks	-	181,600	(184,386)	2,786	-
PL Kicks Targeted	-	33,145	(35,011)	1,866	-
PL Primary Stars	-	131,091	(135,880)	4,789	-
PL Inspires	-	67,954	(69,928)	1,974	-
PL Mental Health	-	16,728	(17,709)	981	-
PL Player Liaison	-	5,898	(5,898)	-	-
DCMS Tackling Loneliness	-	48,498	(49,115)	617	-
Fulham Goals	-	14,932	(11,340)	(3,592)	-
BT Disability	-	2,039	(2,285)	246	-
DisAbility funding	33,056	84,678	(37,672)	361	80,423
Health & Wellbeing funding	24,388	27,015	(39,217)	(945)	11,241
Education funding	-	7,600	(5,745)	(1,855)	-
Girls Bursary fund	6,844	776	-	-	7,620
TOTAL RESTRICTED FUNDS	64,288	1,015,453	(987,685)	7,228	99,284
UNRESTRICTED FUNDS					
General reserve	636,722	634,389	(578,784)	(27,998)	664,329
Designated fund	29,319	-	(19,529)	20,770	30,560
TOTAL UNRESTRICTED FUNDS	666,041	634,389	(598,313)	(7,228)	694,889
TOTAL FUNDS	730,329	1,649,842	(1,585,998)	-	794,173

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

The net assets are held for the various funds as follows:

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2022
	£	£	£	£
Tangible fixed assets	-	-	25,649	25,649
Cash at bank	476,459	893,250	-	1,369,709
Other current assets	12,550	1,061,943	-	1,074,493
Current liabilities	(377,007)	(1,175,401)	-	(1,552,408)
TOTAL	112,002	779,792	25,649	917,443

14A ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2021
	£	£	£	£
Tangible fixed assets	-	-	30,560	30,560
Cash at bank	528,966	694,945	-	1,223,911
Other current assets	3,603	706,930	-	710,533
Current liabilities	(433,285)	(737,546)	-	(1,170,831)
TOTAL	99,284	664,329	30,560	794,173

15 OTHER COMMITMENTS

At 30 June 2022, annual commitments under operating leases were as set out below:

	2022 LAND & BUILDINGS	2021 LAND & BUILDINGS
OPERATING LEASES WHICH EXPIRE	£	£
Within one year	-	21,490
Within two to five years	-	-
TOTAL	-	21,490

The lease at Barwell Business Park completed in December 2021 and we are currently renting office space at Wandgas Sports and Social Club. This is not a operating lease.

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2022

16 RELATED PARTY TRANSACTIONS

By virtue of a letter of ongoing support given by Fulham FC, under which they confirm that they are holding funds donated by its former professional players on behalf of the Foundation, Fulham FC is treated as a related party. These donations will be released to support the Foundation to enable it to meet its ongoing liabilities as they fall due and support new agreed initiatives.

At the balance sheet date there was also an agreement between the Foundation and Fulham FC to provide administrative, payroll, security and maintenance services. Fulham FC has provided restricted gift in kind of £18,000 (2021: £30,000). Balances with related parties as at 30 June 2022 are as follows:

	2022		2021	
	DUE TO £	DUE FROM £	DUE TO £	DUE FROM £
Fulham Football Club Ltd	-	1,022,001	-	647,836
TOTAL	-	1,022,001	-	647,836

One of the Trustees and directors of the Foundation is also a director of Fulham Football Club, Mr D Preston. The relationship bears no financial benefit. Previously there were two trustees mentioned in this note however Mr A Mackintosh has resigned during this year.



FULHAM FC
Foundation