

Year Ended 30th June 2021

Registered Charity Number 1111639

FULHAM FC
Foundation
WEDNESDAY

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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: Unit 40 1st Floor, Barwell Business Park,
Leatherhead Road, Chessington, Surrey,
KT9 2NY

TRUSTEES

Thomas Barry	Chair of Trustees
Darren Preston	Company Secretary
Lee Manning	Treasurer
Craig Morris	
Alistair Mackintosh	
Stella Fry	
Cheryl Horstead	
Julie Evans	
Katie Legg	

MANAGEMENT TEAM

Michael McSweeney	Chief Executive Officer
Janet Taylor	Director of Finance
Karen Taylor	Director of Operations
Eleanor Rowland	Head of Safeguarding

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 present their report and the audited financial statements for the year ended 30 June 2021. 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

The past year has put a huge strain on our Charity, our colleagues and everyone in all of the communities we serve. Covid has had so many impacts, many of which we now are aware of, many are yet to be understood for the population at large.

During our planning for this year, we decided that much of our work, input, community engagement, would be remote, different, challenging. We also decided that we could continue to make a difference to the people we engage with in our communities.

I am so proud of our leadership team and our colleagues. The 'repurposing' of our activities allowed so many people to shine. To show their ingenuity, their creativity, and their commitment. Despite the challenges faced by all, we were able to make a positive difference to our participants, support our funders with clear outcomes and engage with new partners.

Although many of our traditional ways of measuring success have

needed to be tweaked this year, again it is a delight to be able to show, within the attached annual report, the many ways that we did the same, or similar things, very differently with great success. The feedback and customer research from our participants and partners, across education, community activities and sports-based programmes remains strong and validates the continued need for the Foundation within the communities that we serve, to deliver our Mission of, 'Building Better Lives Through Sport'.

Our programmes are defined under eight core themes: DisAbility, Football and Sport Participation, Health and Wellbeing, Player Pathways, Primary Schools, Secondary Education (including Training & Careers) Women & Girls and Youth & Community, where we achieved a number of key outputs, delivering against our strategy. We continue to ensure our focus is on our participants and our Annual Report reflects our people centric approach.

Included within these key themes are our Female Development Focus including our Girls Kicks programme, the Girls Development Centre, and the FFC Women's team development. The encouraging results of our Foundation Female Survey are contained within the annual report. Our DisAbility (focus on Ability...) programmes continue to receive huge support and deliver significant benefits to the participants and ourselves.

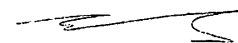
Safeguarding continues to be at the heart of everything we do. Our team are totally committed to ensuring that every participant and every colleague are safe, secure, and able to fully participate in all of our activities.

It is a privilege to be associated with Fulham FC and I would like to personally thank the Club owner, Vice Chairman, CEO, COO, Club Manager, and all the staff and players for their continued support.

In the circumstances our

financial performance in 2020/21 has been creditable and better than we had anticipated. This again is a credit to our participants, operating partners, the leadership team within Fulham FC, our colleagues and of course the first-class leadership team within the Fulham FC Foundation.

In closing, I would like to thank everyone who has participated in helping us to achieve our goals and supporting our communities through our purpose of 'Building Better Lives Through Sport'. This includes my fellow Trustees, our Foundation colleagues and our Foundation leadership team and CEO who have led the Foundation through another challenging year of our history.



TOM BARRY
Fulham Football Club Foundation
Chair of Trustees

YEAR IN REVIEW

The 20/21 financial and delivery year has been a further year of challenge, as the impact of the pandemic continued to be felt. However, as Government restrictions eased and our face-to-face delivery returned, we saw positive signs of participant engagement.

Having finished the financial year with a small surplus, we have set ourselves up well as we move forward with programme development and

longer-term thinking. However, it will take time, confidence and further challenges to really see where we are and what has changed since the pandemic began. We need to ensure our building blocks are back in place, we get the basics right and we focus on engaging our participants and partners. We foresee several key areas presenting a challenge, which we must be prepared for and therefore we must continue to be agile and adapt as we move forward.



2020/21 HIGHLIGHTS

The programme summaries below reflect the importance of our work and the great team of people who work for us. Our programmes are defined under eight core themes: Disability, Football and Sport Participation, Health and Wellbeing, Player Pathways, Primary Schools, Secondary Education (including Training & Careers), Women & Girls and Youth & Community.

In the year ending June 2021, the Foundation achieved a number of key outputs, delivering against our Mission of, 'Building Better Lives Through Sport.' We ensure our focus is on our participants and our Annual Report reflects our people centric approach.



**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 a 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.



“ My daughter absolutely loves Saturday mornings! Her coach has definitely made my daughter fall in love with football.”
Parent

FEMALE FOCUS | GIRLS KICKS

Girls Kicks had 306 young people engage in both online and face to face sessions. Our online session's saw a number of inspirational speakers attend workshops, including Sian Massey-Ellis, Rebecca Welch and Deena Rahman. Our Women in Sport Webinar series saw seven female staff members collaborate from across the Foundation and Club

giving our young people the opportunity to ask questions on their careers and the barriers they had to overcome being a female in a football environment.

We introduced two new Community Hub sessions in Lambeth, one of which was working in partnership with The Baytree Centre.

Five girls Kicks participants completed their FA Playmaker Qualification, with four of these girls going on to complete their Introduction to Coaching Qualification.

Three of our Girls Kicks participants were invited to be part of the Fulham FC Kit Launch for 21/22.

FOUNDATION WIDE FEMALE SURVEY PRODUCED THE FOLLOWING RESULTS:

- 80% of female participants feel more inspired to take part in further sports activities as a result of attending Foundation activities (up from 72%).
- 66% of female participants rated between 8-10 on how inclusive Foundation activities are (up from 57%).



My son loves attending Saturday skills, his football has really improved and he has a lot of fun. Parent

DISABILITY GROWTH

Although COVID-19 affected DisAbility sessions returning to normal, due to the nature of our sessions and participants, the majority of sessions did return, allowing us to engage with over 315 participants. Some of our more vulnerable participants have been slower to return to 'face to face' sessions but we have supported them through this, and will continue to do so, giving them the time to return when they are ready.

Our DisAbility Matchday March 2021 took place in May 2021 and despite it being 'from home' and only a quarter of the number of participants that took part last year, we raised £7,750.

The Active Autism programme welcomed its first girls (three) and the Kingston session was fully booked twice last year hitting a record 35 participants. Female participation across the DisAbility programmes was 16.67% of all DisAbility Participants.

END OF YEAR SURVEY DATA:

- 72% of participants have made new friends as a result of attending the sessions.
 - o 37% of these see or speak to them outside of the sessions.
- 72% of participants reported improved mental wellbeing. (77% parents for their children).
- 81% of participants have reported improved confidence. (91% parents for their children).
- 86% of participants have reported improvements in their fitness, movement, balance, strength. (91% parents for their children).
- 61% of parents have made new connections with other parents/carers.
 - o 42% of these see or speak to them outside of the sessions.

Over the Summer of 2021 we delivered Pan DisAbility Soccer Schools across three different venues, as well as offering a weekly Adult Pan DisAbility Soccer School at Surbiton. These engaged with 74 individual participants.

One of our greatest successes was securing the licence to the Para Talent Hub in partnership with the Football Association. During the 20/21 Season we engaged with 16 participants. 13 of these were selected to continue in the programme following trials. Three participants were signposted to other DisAbility activities they were best suited to.



WHAT DOES THIS ACTIVITY MEAN TO ME?

“I love it, I enjoy seeing my friends every week and like the tournaments!”
Participant



SCHOOL ENGAGEMENT

During the 20/21 academic year the Football, Sport & Participation Team have delivered our Primary Education programme within 28 Primary Schools, whilst engaging over 45 teachers through 1:1 teacher mentoring.

We continued our girl's only football league which was delivered online and in partnership with Girls United, Black Princes Trust and the Brixton & Oval Learning Trust, linking to our strategic objective of engaging more females. As well as our girls only

league we also delivered seven girls only after school clubs.

With a focus on working with less young people but ensuring we deliver greater impact; we had an increase in average contact time from 13.41 hours to 13.45 hours per school participant.

FOOTBALL AND SPORT PARTICIPATION

PLAYER PATHWAY PROGRAMME

The Player Pathway Programme went through a successful re-brand this year providing parents and players with greater clarity. The programme developed a clear development path for players between internal programmes and the Academy with nine players being referred to the Academy this year. Finally for the first time this summer the Player Pathway programme ran a 3v3 tournament in collaboration with the Academy engaging with 63 new participants.

SKILLS CLUB AND SOCCER SCHOOLS

Saturday morning Skills Club programmes ran across five venues in Wimbledon, Fulham, Kingston, Tooting & Mitcham and Epsom. The programme achieved 78% of its target numbers, with only 3 blocks being completed (due to COVID-19).

80% of Skills Club bookers felt their child's footballing ability improved through the block periods. A brilliant example of the skills development that our coaches are continually achieving over these sessions.

The girls only Skills Club at Hurlingham Park engaged 60 unique participants, with a further 35 girls attending our mixed skills club sessions.

Soccer Schools ran across four venues in Earlsfield, Fulham, Surbiton and Elmbridge. Mixed Soccer Schools continued to grow as we also extended our bespoke activities to girls only and disAbility specific sessions, seeing excellent

improvements in our provisions for these specific groups.

The introduction of two new girl's only soccer school venues at Shrewsbury House and Bishops Park, saw the biggest increase in female participants, rising from 130 unique participants in 19/20 to 432 in 20/21 (232% increase).

89% of our Soccer Schools bookers felt that their child's physical health was improved during the holiday periods. With COVID-19 having such a large impact on the physical health of young people, the opportunities we have provided, have given participants a positive chance for increased physical activity time.

GIRLS DEVELOPMENT CENTRE (GDC)

The Girls Development Centre once again provided opportunities for females to connect with the Fulham FC Women's team with a number of senior players attending training and hosting a Q&A session.

Girls Development Centre also hosted two successful open sessions ahead of the 21/22 season which saw 110 players attending across two venues. Our existing programme will see the reintroduction of the Under 10 age group, and we will be introducing our newly created Girls Development Centre at Harris Academy Merton.

FULHAM FOOTBALL CLUB WOMEN (FFCW)

On the 1st July, Fulham FC Women transferred with Head Coach Steve Jaye, to Fulham Football Club, as part of the Academy. This move will positively impact FFCW and allow for greater access to resources that can further develop the squad.

The Foundation is committed to increasing opportunities for girls and women to participate in football and although no longer under the same umbrella, FFCW players will continue to support Foundation activities and FFCW will remain

a part of the progression pathway for players aged 16+, exiting Girls Development Centre and Girls Kicks.

FOOTBALL AND EDUCATION

Our Football and Education programme, with Raynes Park High School, recruited more students than the year before. We have been able to successfully provide our students with 112 live/virtual football sessions, 16 fixtures and provided all students with successful exit routes.

The Foundation have been able to provide the students with some lifelong experiences such as university opportunities both virtual and onsite and the opportunity to face the academy in a fixture on the main arena pitch at Fulham FC's Training Ground.

PREMIER LEAGUE INSPIRES

The Premier League Inspires programme moved into its second year of delivery, building on 19/20 to deliver to three schools:

- The Elmgreen School
- Priory Lodge School
- Nightingale Community Academy

Despite the disruption caused by COVID-19 we still worked with 56 young people, where we delivered a qualification, four social action projects, 17 workshops, four virtual interviews with FFC scholars, and a summer activity fair. We are looking forward to continuing the growth of the Inspires programme during the 21/22 academic year.

PREMIER LEAGUE KICKS

The Premier League Kicks programme continues to engage young people across Lambeth, Merton, Kingston, Hammersmith & Fulham and other neighbouring Boroughs. The programme works with young people aged between 11-19, engaging over 1,500 during the 20/21 season, which is a great success considering the issues and challenges with COVID-19.

Within the 1,500 engaged we also managed to exceed or get close to the following targets:

- 14+ engagement - 133%.
- Female engagement - 76%.
- Refugee engagement - 88%.
- Qualifications - 105%.
- Number of young people engaging in workshops - 188%.
- Social action events - 300%.



We have been able to support so many young people due to key relationships we have with delivery and funding partners. Partners include MET Police, Local Authorities, Housing Associations and Local Youth Services.

For the last 14 years, Premier League Kicks has been working in local communities to inspire thousands of young people.

PL Kicks started in 2006 and has a long history of using the power of football and the value of sports participation to help youngsters in some of the most high-need areas.

By engaging them in constructive activities, including a wide variety of sports, communities up and down the country have been transformed with impressive football and sports participation rates

and the authorities reporting significant reductions in anti-social behaviour in the areas in which it is delivered.

The programme started with four pilot projects, at Tottenham Hotspur, Manchester City, Fulham and Brentford.

HEALTH AND WELLBEING

The Health and Wellbeing Team have engaged with 962 participants within the last 12 months across a number of different activities which took place in the community or online during the COVID-19 pandemic. We delivered 371 sessions, including 167 hours of online delivery, across Walking Football, More Than A Game, Daughters and Dads, Active and Empowered, Fulham Fit, and Fulham Team Mates.

Within the last year we've welcomed two new programmes to the Health and Wellbeing remit. During the last season we received a total of £49k from the EFL Trust to deliver Fulham Team Mates as part of their Tackling Loneliness Together initiative. We engaged with 924 participants through mail outs, a pen pal scheme, online sessions, garden-gate visits and befriending phone calls. Our Fulham Memories programme now falls under this brand and will encompass elements of the Fulham Team Mates structure.

In March 2021 we launched More Than A Game, our new mental health targeted programme funded by the Professional Football Association (PFA). To run the programme we recruited two Mental Wellbeing Practitioners to lead with their expertise by upskilling delivery staff and creating initiatives to support our current participants. So far, we have engaged with 103 participants, 90 of whom are young people attending mental health workshops as part of our Premier League Kicks summer activities.



WHAT DOES THIS ACTIVITY MEAN TO ME?

“ Football should be all about enjoyment. These weekly sessions and those involved make it so! ”
Participant

FUNDRAISING

Although fundraising has been a challenge this year, we have successfully launched our 'Supporter of the Foundation' individual giving programme, contributing £780 per month and despite the lack of fans in the Stadium, support for Fulham Flutter continued. The London wide, 'Race Europe' virtual cycle challenge proved popular and with two teams

involved, we raised £8,640. During the year, we received a number of donations from individuals engaging in online activities and by those booking our physical activities, as we returned to play, after lockdowns. The Foundation would also like to express its gratitude to all staff and players who have supported us through payroll giving this year.

PLAYER ENGAGEMENT

In January we launched our PFA funded 'Player Liaison Project' promoting increased links between the FFC Players and the Foundation, with a focus on the Academy. We had 45 Academy players engage with the project and although circumstances prevented physical attendances at

Foundation sessions, some online interaction did take place. Throughout the year, we also had support from six Men's First Team Players and 11 FFCW players, both online and in person. In total, we recorded 106 player- Foundation interactions across the year.



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 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.

50% 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. This percentage is again higher than previous years mainly as a result of the mix of income during the COVID-19 pandemic. Whilst unrestricted activities and therefore income ceased we were still able to draw down restricted funds to support staff that worked on these programmes.

STAFF AND VOLUNTEERS

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.

VOLUNTEERS

Due to restrictions imposed on delivery of activities this year we have not used any volunteers. We look forward to engaging again with our programme volunteers as we emerge out of the COVID pandemic.

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 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 are currently developing the 2021-2024 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 Surveys 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 Advisory Group has established clear

objectives on the basis of this data and will continue to monitor this closely.

Fulham FC and the Foundation are monitored on their commitment to Equality and Diversity by their respective League and are on track to meet the Premier League EDI Pre-liminary level award.

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.

STAFF AND VOLUNTEERS CONTINUED...

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.



“ The staff are always willing to help with my life on and off the pitch, I meet new people and help them. The sessions and opportunities that come with kicks are fun and useful ”
Participant

FINANCIAL REVIEW

INCOME GENERATION

During the year to 30 June 2021, the total value of grants raised was £525,580 (2020: £695,733). This decrease was mainly due to the timing of release of income from existing programmes. 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.

As a result of restrictions placed on face-to-face fundraising events the Foundation's fundraising income has decreased by 30% this year. This is shown in other unrestricted donations £314,662 (2020: £345,064). However, despite the challenging year as mentioned above we have been able to launch a 'Supporter of the Foundation' scheme and a new payroll giving scheme. Thanks go to all that support the Foundation regularly and have donated as a one off during the year.

The Foundation does also receive donations from other various individuals and institutions. Within the year £30,000 has been received from Fulham Football Club to cover the cost of kit. This is an increase on last year as a result of Fulham FC's promotion to the Premier League.

This year the Foundation has received donations from former players of Fulham FC of **£98,307**.

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 government coronavirus control measures that were put in place from March 2020 and throughout the Foundation's financial year meant that for

a large part of the year the Foundation was unable to provide face to face activity. Activities described in the Trustees report took part either on-line or when it was legally allowed to. After the initial lockdown the Foundation was able to deliver from September 2020 through to when London entered Tier 4 in November and then again after March when national lockdown restrictions began to ease.

Considering the environment we have been operating in it is no surprise that income this year of **£1,649,842** has fallen from the previous year (£2,156,472). The Foundation continued to use the Coronavirus Job Retention Scheme and flexi furloughed its staff as much as possible and again we were very fortunate to receive monies from the Premier League Charitable Fund to support office and central staffing costs. However, the **£63,844** includes the release of **£55,682** of repurposed funding

to create further restricted reserves to support ongoing DisAbility, Health & Wellbeing and Bursary programmes.

Although the final surplus was small at **£8,162** (accounting for the change in restricted reserves) we had budgeted to deliver a deficit this year so in difficult times it was very pleasing to be able to sustain reserves at the previous year's level.

The financial results and explanatory notes for the year are detailed on pages **26 to 39**.

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 £550,288). 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 2021 was **£664,329** (2020: £636,722). 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

FINANCIAL REVIEW CONTINUED...

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 Foundation's 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.

Although the level of free reserves is above the Trustees proposed month coverage and has grown in the current year, with the uncertainty of the impact of Winter on the pandemic restrictions the Trustees are currently being more prudent with any investment plans. The Budget for 2021/22 sees another modest surplus however we have already seen that some activities have not recovered as well as could be expected. The Foundation's summer soccer schools were heavily impacted by the nervousness people had on not wanting to get "pinged" so that isolation expectations did not impact them being able to go away on holiday.

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. This risk has been intensified by the global pandemic of COVID-19. However, as explained within the financial results section the loss of unrestricted income has been reduced by the use of the governments Coronavirus Job Retention Scheme and support from the Premier League Charitable Fund.

The impact of the virus has also affected the operational delivery of the Foundation's activities. These need to be delivered in a COVID-19 safe manner following NGB and government guidelines.

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 16 days (2020: 10) to pay its creditors. This is more of a normal number to report and reflects that activity was running April to June 2021.

SAFEGUARDING

Fulham FC started the 20/21 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 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 pro-active 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.
- Fulham FC and Foundation were notified by the PL that we would be subject to a full safeguarding audit at some point throughout the 20-21 season.

Despite working through a global pandemic the Foundation continued to deliver high quality services but much of our provision was solely online for the remainder of the season. Safeguarding has been a central feature to all of the Foundation's online work with such high volumes of children and young people, especially when they are largely from such diverse backgrounds in relation to socio-economic status, culture, ethnicity, gender and disability.

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. We need to be vigilant and take responsibility for updating our knowledge and skills on what risks our participants may face in their day to day lives. We were able to demonstrate our capacity to be agile and

flexible to changing risks and opportunities as the landscape changed in March 2020. We have retained exceptionally high standards and quality of work, and this has been embedded with clear updated Covid19 guidance, policies, procedures, and risk assessments in order to ensure that the safety of our participants and staff has remained paramount.

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.

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 2020 until the date of this report, unless otherwise stated, are set out on page 1. 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 16th November 2021 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

OPINION

We have audited the financial statements of Fulham Football Club Foundation (the 'charitable company') for the year ended 30 June 2021 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 31

June 2021, and of its incoming resources and application of resources, 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

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

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:

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)

06 December 2021

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 2021

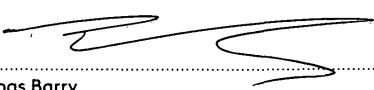
	NOTES	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS 2021 £	TOTAL FUNDS 2020 £
Incoming Resources					
Incoming resources from generated funds					
Donations and Legacies	3	203,128	239,841	442,969	456,245
Income from investments	4	1,304	-	1,304	3,440
Income from charitable activities					
Workforce development	5	-	14,932	14,932	156,547
Education	5	245	7,600	7,845	16,832
Football and sport	5	429,712	131,091	560,803	933,164
Inclusion	5	-	461,657	461,657	421,856
Other income	6	-	160,332	160,332	168,388
TOTAL INCOMING RESOURCES		634,389	1,015,453	1,649,842	2,156,472
Resources Expended					
Expenditure on raised funds	7	5,602	144	5,746	11,612
Expenditure on charitable activities					
Workforce development	8	3,173	16,498	19,671	224,441
Education	8	1,667	3,666	5,333	15,508
Football and sport	8	489,759	372,563	862,322	1,181,221
Inclusion	8	98,112	594,814	692,926	584,841
TOTAL RESOURCES EXPENDED		598,313	987,685	1,585,998	2,017,623
Net income (expenditure)		36,076	27,768	63,844	138,849
Transfer between funds	13	(7,228)	7,228	-	-
Net movement in funds		28,848	34,996	63,844	138,849
Balances brought forward at 01 July 2020		666,041	64,288	730,329	591,480
Balances carried forward at 30 June 2021		694,889	99,284	794,173	730,329

All amounts relate to continuing operations.
The Foundation has no recognised gains or losses other than the net income/ (expenditure) for the year.

REGISTERED COMPANY NUMBER 04573248
BALANCE SHEET AS AT 30 JUNE 2021

	NOTES	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	10		30,560		29,319
Current assets					
Debtors	11	710,533		428,583	
Cash at bank in hand		1,223,911		1,078,932	
		1,934,444		1,507,515	
Creditors					
Amounts falling due within one year	12	(1,170,831)		(806,505)	
Net current assets			763,613		701,010
NET ASSETS			794,173		730,329
Funds					
Unrestricted funds	13		694,889		666,041
Restricted funds	13		99,284		64,288
Total funds			794,173		730,329

Approved and authorised for issue by the Board of Trustees on 16th November 2021.



Thomas Barry
 Chair of Trustees



Lee Manning
 Treasurer

The notes on pages 29 – 39 form part of these financial statements.

STATEMENT OF CASHFLOWS AT 30 JUNE 2021

	2021	2020
	£	£
Net cash (used)/generated in operating activities	164,445	(200,884)
Cash flows from investing activities		
Interest income	1,304	3,440
Purchase of tangible fixed assets	(20,770)	(4,164)
Cash at bank in hand	-	-
Net cash (used)/generated in operating activities	(19,466)	(724)
Cash flows from financing activities		
Repayment of borrowing	-	-
Net cash flows in financing activities	-	-
Increase in cash and cash equivalents in a year	144,979	(201,608)
Cash and cash equivalents at the beginning of the year	1,078,932	1,280,540
Total cash and cash equivalents at the end of the year	1,223,911	1,078,932

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

	2021	2020
	£	£
Net movement in funds	63,844	138,849
Add back depreciation charges	19,529	18,391
Deduct proceeds from sale of tangible fixed assets	-	-
Add back write off of tangible fixed assets on disposal	-	1,047
Deduct interest shown in investing stock	(1,304)	(3,440)
Deduct / (increase) in stock	-	-
Decrease / (increase) in debtors	(281,950)	5,382
(Decrease) / increase in creditors	364,326	(361,113)
Net cash (used)/generated in operating activities	164,445	(200,884)

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

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 1 of these financial statements. The nature of the charity's operations and principal activities are set out on page 5.

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

The Trustees have considered the consequences of COVID-19 and other events and conditions, and it has been determined that they do not create a material uncertainty that casts significant doubt upon the entity's ability to continue as a going concern. Since April 2021 face to face activities have been able to resume following government and governing body advice, therefore it has been able to run the majority of its programmes and events. The last being able to resume in September for its most vulnerable adult health programmes. There is some uncertainty for Autumn 2021 as numbers of COVID-19 cases continue to be at a high level however the Foundation is ready to be able to deliver online again if necessary and has budgeted with certain contingencies to support the Foundation if necessary. The Trustees 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 2021

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 11 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.

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 2021 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 2021	TOTAL 2020
	£	£
Depreciation of tangible fixed assets	19,529	18,391
Operating lease payments - land and buildings	42,979	42,979
Auditors remuneration - audit and tax fees	7,800	8,200
TOTAL	70,308	69,570

3 DONATIONS AND LEGACIES

	UNRESTRICTED INCOME	RESTRICTED INCOME	TOTAL 2021	TOTAL 2020
	£	£	£	£
Fulham Football Club Limited	-	30,000	30,000	18,000
FFC former players	93,307	-	93,307	93,181
Other donations	104,821	209,841	314,662	345,064
TOTAL	203,128	239,841	442,969	456,245

In 2020, £308,459 of donations and legacies income was attributable to the unrestricted fund and the remaining £147,786 was attributable to the restricted fund. As can be seen there is a sizeable drop in unrestricted donations this is driven by the inability to run as many fundraising events as previously and in 2020 many Fulham FC fans generously donated their season ticket refunds to us which was not repeated in 2021.

4 INCOME FROM INVESTMENTS

	TOTAL 2021	TOTAL 2020
	£	£
Deposit interest - unrestricted	1,304	3,440
TOTAL	1,304	3,440

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

5 INCOME FROM CHARITABLE ACTIVITIES

	WORKFORCE DEVELOPMENT	EDUCATION	FOOTBALL & SPORT	INCLUSION	TOTAL 2021	TOTAL 2020
	£	£	£	£	£	£
Weekend football	-	-	75,608	-	75,608	95,345
Holiday courses	-	-	99,887	-	99,887	213,185
Schools coaching	-	-	102,878	-	102,878	216,619
Special projects	-	-	136,178	-	136,178	241,809
Commercial packages	-	-	150	-	150	23,945
Grant funding	14,932	5,100	131,049	374,499	525,580	695,733
Other income	-	2,745	15,053	87,158	104,956	41,763
TOTAL	14,932	7,845	560,803	461,657	1,045,237	1,528,399

Grant funding in the year 2020/21 includes incoming resources from government grants £59,958 (2020: £84,007). 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. This year there is some new funding from the DCMS to support a Tackling Loneliness programme which ran during the Autumn and Spring lockdowns.

5A GOVERNMENT GRANTS

	PROJECT	TOTAL 2021	TOTAL 2020
		£	£
Lambeth YLC	Kicks	10,860	14,000
London Borough of Lambeth	Kicks	1,500	3,260
Kingston Safer Neighbourhood	Kicks	-	7,800
Greater London Authority	Active Minds	-	58,947
Department for Digital, Culture, Media & Sports	Tackling Loneliness	47,598	-
TOTAL		59,958	84,007

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

6 OTHER INCOME

During the year the Foundation has taken part in the government's Coronavirus Job Retention Scheme. As noted in the Trustees report a number of staff continued to remain on furlough from July to November 2020 and then again January to March 2021. Through this scheme we have drawn down income of £160,332.

7 EXPENDITURE ON RAISED FUNDS

	TOTAL 2021	TOTAL 2020
	£	£
Direct costs - donations	5,746	10,743
Provisions for doubtful debts	-	869
TOTAL	5,746	11,612

8 EXPENDITURE ON CHARITABLE ACTIVITIES

	DIRECT COSTS	WAGES AND SALARIES	SUPPORT COSTS	TOTAL 2021	TOTAL 2020
	£	£	£	£	£
Workforce Development	4,291	13,804	1,576	19,671	224,441
Education	278	4,228	827	5,333	15,508
Football and Sport	69,486	722,044	70,792	862,322	1,181,221
Inclusion	58,013	569,211	65,702	692,926	584,841
TOTAL	132,068	1,309,287	138,897	1,580,252	2,006,011

Support costs are made up of expenditure on rent and property costs of £69,277 (2020: £76,772), depreciation of £19,529 (2020: £18,391), governance costs £8,326 (2020: £8,235) and other office costs of £41,765 (2020: £47,365).

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

8A GOVERNANCE COSTS

	TOTAL 2021	TOTAL 2020
	£	£
Audit and tax fees	7,800	8,200
Other legal and professional costs	526	35
TOTAL	8,326	8,235

These are included in note 8

9 STAFF COSTS

	TOTAL 2021	TOTAL 2020
	£	£
Salaries	1,167,499	1,400,373
Social security costs	88,158	109,207
Other pension costs	27,105	32,188
Other staff costs	26,525	48,353
TOTAL	1,309,287	1,590,121

STAFF NUMBERS EMPLOYED IN THE YEAR	2021 AVERAGE	2021 FTE	2020 AVERAGE	2020 FTE
Central/Administration	5	3.8	4	3.4
Operational staff	30	26.9	36	31.4
Sessional coaches	47	5.4	60	10.8
TOTAL	82	36.1	100	45.6

The Foundation pays into a defined contribution pension scheme for certain employees. The cost for the year was £27,105 (2020: £32,188). At 30 June 2021 there was an outstanding amount to be paid of £4,647 (2020: £5,916) which was paid after the year end. The decrease in costs are in relation to the lower salary costs with staff being on furlough for a period of time.

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

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 2021	TOTAL 2020
	£	£
£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 £4,250 (2020: £4,420).

The Foundation considers its key management personnel to be the members of its Senior Management Team (as noted on Page 3 and 17 of the Trustees report) and Trustees. The total employment benefits including employer pension contributions of the key management personnel were £259,954 (2020: £308,071). The reduction was due to the full year impact of the removal of the Head of Business Development and Communication.

The Trustees received no emoluments during the year (2020: £nil). Expenses charged by the Trustees amounted to £nil (2020: £nil). The Foundation maintains an Executive Liability Insurance policy. The premium for this was £809 (2020: £1,199).

10 TANGIBLE FIXED ASSETS

	LAND & BUILDINGS	FIXTURES & FITTINGS	COMPUTERS & SOFTWARE	TOTAL
	£	£	£	£
COST				
As of 1 July 2020	8,500	42,120	73,974	124,594
Additions	-	976	19,794	20,770
Disposals	-	-	-	-
AS OF 30 JUNE 2021	8,500	43,096	93,768	145,364
DEPRECIATION				
As of 1 July 2020	5,525	34,592	55,158	95,275
Charge for the year	1,700	5,028	12,801	19,529
Disposals	-	-	-	-
AS OF 30 JUNE 2021	7,225	39,620	67,959	114,804
NET BOOK VALUE				
AS AT 30 JUNE 2021	1,275	3,476	25,809	30,560
AS AT 30 JUNE 2020	2,975	7,528	18,816	29,319

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

11 DEBTORS

		2021	2020
	NOTES	£	£
Trade debtors		35,624	4,683
Other debtors	16	647,837	333,976
Prepayments		27,072	29,284
Accrued income		-	60,640
TOTAL		710,533	428,583

12 CREDITORS

	2021	2020
	£	£
Trade creditors	48,698	23,199
Social security costs & other taxes	23,241	25,052
Other creditors	26,417	5,810
Accruals	70,468	95,938
Deferred income	1,002,007	656,506
TOTAL	1,170,831	806,505

12A MOVEMENT IN DEFERRED INCOME

	AT 1 JULY 2020	INCOMING RESOURCES	AMOUNTS RELEASED	AT 30 JUNE 2021
DEFERRED INCOME	656,506	1,237,755	(892,254)	1,002,007

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 2020 and 2021 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 2021. The Foundation's holiday year has changed this year and now runs from 1 January to 31 December.

	LEAVE PAYE
At 1st July 2020	29,935
Additions	27,072
Reversals	(29,935)
At 30th June 2021	27,072

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

13 FUNDS

	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

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, 2021: £30,000 (2020: £18,000).

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 and PL Inspires. New funding this year was won for new programmes PL Mental Health which is better known as 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.

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. Last year we created a restricted reserve to support future costs on Health & Wellbeing, DisAbility and girls bursary. Some of these reserves have been released to cover costs in these areas however we were also able to increase the reserve for DisAbility as the Premier League Charitable Fund allowed us to repurpose an underspend from another programme. Due to the level of activity which was delivered during the pandemic the girls bursary was not used.

Restricted funds are held due 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.

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

13A FUNDS - PRIOR YEAR

	AT 1 JULY 2019	INCOMING RESOURCES	RESOURCES EXPENDED	TRANSFERS	AT 30 JUNE 2020
	£	£	£	£	£
RESTRICTED FUNDS					
Kit	-	18,000	(18,000)	-	-
PL Core Funding	-	122,942	(122,942)	-	-
Coronavirus Job Retention Scheme	-	168,388	(168,388)	-	-
PL Works	-	7,177	(6,076)	(1,101)	-
PL Kicks	-	205,374	(193,508)	(11,866)	-
PL Primary Stars (incl Innovation Fund)	-	139,570	(138,336)	(1,234)	-
PL Girls	-	5,616	(5,733)	117	-
PL Enterprise	-	4,918	(4,501)	(417)	-
PL Inspires	-	38,431	(36,465)	(1,966)	-
Fulham Goals	-	149,370	(137,160)	(12,210)	-
BT Disability	-	50,229	(47,230)	(3,069)	-
Disability funding	-	40,302	(34,783)	27,537	33,056
Adult Health funding	-	62,098	(56,060)	(3,913)	2,125
Education funding	-	427	162	(589)	-
Girls Bursary Fund	-	6,844	-	-	6,844
George Cohen Campaign	23,843	3,117	(4,697)	-	22,263
TOTAL RESTRICTED FUNDS	23,843	1,022,873	(973,717)	(8,711)	64,288
UNRESTRICTED FUNDS					
General reserve	523,044	1,133,599	(1,026,102)	6,181	636,722
Designated fund	44,593	-	(17,804)	2,530	29,319
TOTAL UNRESTRICTED FUNDS	567,637	1,133,599	(1,043,906)	8,711	666,041
TOTAL FUNDS	591,480	2,156,472	(2,017,623)	-	730,329

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

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

	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

14A ANALYSIS OF NET ASSETS BETWEEN FUNDS – PRIOR YEAR

	RESTRICTED	GENERAL	DESIGNATED	TOTAL 2020
	£	£	£	£
Tangible fixed assets	-	-	29,319	29,319
Cash at bank	415,084	663,848	-	1,078,932
Other current assets	12,631	415,952	-	428,583
Current liabilities	(363,427)	(443,078)	-	(806,505)
TOTAL	64,288	636,722	29,319	730,329

15 OTHER COMMITMENTS

At 30 June 2021, annual commitments under operating leases were as set out below:

	2021 LAND & BUILDINGS	2020 LAND & BUILDINGS
	£	£
OPERATING LEASES WHICH EXPIRE		
Within one year	21,490	42,979
Within two to five years	-	21,490
TOTAL	21,490	64,469

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2021

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 £30,000 (2020: £18,000). Balances with related parties as at 30 June 2021 are as follows:

	2021		2020	
	DUE TO £	DUE FROM £	DUE TO £	DUE FROM £
Fulham Football Club Ltd	-	647,836	-	333,976
TOTAL	-	647,836	-	333,976

Two of the Trustees and directors of the Foundation are also directors of Fulham Football Club, Mr A Mockintosh and Mr D Preston. The relationship bears no financial benefit.