



FULHAM FC
Foundation

Annual Report

Year Ended 30th June 2020

REPORT OF THE TRUSTEES

The Trustees present their report and the audited financial statements for the year ended 30 June 2020. 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

As Chair of Trustees for the Foundation I start this annual update in a very different way to normal. It really has been a 'year of two halves'! Until February 2020 we were on track to achieve significant progress in our key areas of community activities, continuing to improve our positive outcomes and demonstrate, yet again, our progress in 'Building Better Lives Through Sport'. In addition, as part of our sustainability objectives, we were also on track to achieve a significant financial performance, with a record annual surplus for the Foundation.

From March 2020, with the COVID 19 Pandemic, most of our lives have been 'turned upside down'. That is not more obvious than within many of our communities, many of our participants and many of our people.

Our colleagues have demonstrated a moral compass they should all be proud of. They have taken the

dramatic change and, in many ways, turned this into new opportunities. It is satisfying to see our colleagues demonstrate their agility, refocussing to meet some of the immediate needs of our communities and embrace our 'Protect, Prepare, Play plan' of how we could get back to helping and supporting the most vulnerable people within our communities.

Some of the key highlights, in these very difficult times include achieving progress in 25 headline programmes across South and South West London within our eight core themes. Increasing participation in our 'Female focus' activities. Growth in our DisAbility programmes. Continuing, where possible, with our schools and education activities. Adding a new objective of creating opportunities for underrepresented groups in our areas.

As with any successful business, we continue to develop and

evolve our strategy ensuring consistent alignment with our mission of 'Building Better Life Through Sport'. This year and indeed moving into the next fiscal year, these challenges will continue to exist for some time.

Our success is based on three groups of people. Our participants and communities. Our people who make this happen. Our partners. In these times we have proved that we are blessed with such wonderful support from all three groups.

Much bad press exists around the football family. However, it is appropriate to thank all our financial supporters, our partners and in particular the Premier League for their continued significant investment in supporting club Foundations in their ambitions to support their communities.

Fulham Football Club have never wavered in their support and indeed have stepped up even

further this year. I would like to personally thank the Club owner, Vice Chairman, CEO, COO, Club Manager, and the players.

Our overall financial performance for 2019/20 has been strong, we have increased our trading surplus and financial reserves, underpinning this great Foundation into the future. In 2020/21 we plan to further enhance our Board of Trustees with additional skills to support our continued development, with a particular focus on mental health awareness, local community, and charity marketing.

In closing I would like to thank my fellow Trustees, my Foundation colleagues and our Foundation CEO who has led the Foundation through this most difficult of years in an exemplary manner.



TOM BARRY



FULHAM FC
Foundation

BUILDING BETTER LIVES THROUGH SPORT

STRATEGY 2019 - 2022

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.

YEAR IN REVIEW

The 19/20 financial and delivery year has been one of challenge, adaptability, innovation and repurposing as we dealt with the uncertainties presented by COVID-19. Until March we were on track for another record year in regard to surplus, looking forward to future charitable investments, longer term planning and embedding our new three-year strategy.

However, as the impact of COVID-19 struck, we needed to become instantly agile and adaptable to the immediate needs of our communities, our people and our organisation. Programmes and staff were repurposed, strategy work was put on hold and instead, working with partners and

the football club, we reacted to support where we could. We continually looked to find opportunities in adversity and managed what we could control in such uncertainty. Our strategy was replaced with a Protect, Prepare, Play plan, allowing us to navigate and scenario plan in the short term.

It is clear the work of community organisations will be needed more than ever as we emerge from lockdown. The highlights below reflect the importance of our work, the great team of people who deliver our programmes, our achievements during such an unprecedented year and our determination to continue to deliver our Mission of 'building better lives through sport.'



Volunteers assist at our Foundation Match Day, Fulham FC vs Charlton Athletic Saturday 5th October 2019

2019/20 HIGHLIGHTS

Fulham Football Club Foundation delivers 25 headline programmes across South and South West London under eight core themes: Disability, Football and Sport Participation, Health and Wellbeing, Player Pathways, Primary Schools, Secondary Education, Training & Careers, Women & Girls and Youth & Community.

In the year ending June 2020, the Foundation achieved a number of key outputs which had positive outcomes for the participants engaged. The below programme highlights reflect the positive work achieved throughout the year.



The Fulham FC Women and Dulwich Hamlet players walk out onto the pitch with the match day mascots | 24 Nov 2019

FEMALE FOCUS

The Foundation engaged 493 females aged between 11-19 and doubled the number of Satellite sessions available from four to eight per week. In addition, we saw an increase in Community Hub sessions by 50% and an 88% increase in female only sessions (7-11 years).

Three females transitioned from our weekly Skills Club Saturday sessions into our Girls Kicks programme. Launching girls only Skills Club and Soccer School provision for the first time, resulted in 49 unique participants engaging in our Saturday sessions and 126 during the holiday periods.

We launched a girl's bursary scheme, partnering with local schools, five girls took part in our first-year long scheme to encourage girls to participate in football activity, who previously would not have had the opportunity.

" MY DAUGHTER HAS DEFINITELY DEVELOPED AS A PLAYER. WE FOUND IT INCREASINGLY DIFFICULT TO LOCATE A REPUTABLE GIRLS ONLY FOOTBALL GROUP. THIS SCHEME ENABLED MY DAUGHTER TO FLOURISH AS A FOOTBALLER WITHOUT ANY STRAIN AND CONCERNS ABOUT HER ABILITY "

PARENT

DISABILITY GROWTH

This year we implemented a change in the branding of our disability programmes to DisAbility, enabling the focus to be on the participants ability, not disability.

A major success was our first ever DisAbility Matchday March, which took place in February, raising over £6,500 to support disability programme delivery.

The below programme updates are until March 2020. As COVID-19 impacted delivery, sessions were moved online.

JUNIOR PAN DISABILITY

- Five weekly sessions prior to lockdown engaging a total of 31 Participants.
- 107 sessions delivered with average contact time per participant of 18.46 hours.

ADULT BLIND AND PARTIALLY SIGHTED FOOTBALL

- Sessions engaged nine participants with an average contact time of 11.40 hours.
- Three players joined the Adult Pan DisAbility sessions and played in friendly fixtures.

DOWNS SYNDROME (FOOTBALL & TENNIS)

- Weekly sessions engaged 30 participants across DS Tennis, Mini Badgers and Badgers Football sessions: average contact hours per participant 21.15 hours.

- 19 Participants took part in the recording of the World Downs Syndrome Day Poem with FFC Media Team to produce a video shared on our social media platforms which had a total reach of 24,280.

ACTIVE AUTISM KINGSTON

- Total number of participants across two groups (one Under12s) was 34.
- 40 sessions were delivered prior to lockdown with the average contact time per participant 10.45 hours for the 5-12yrs group and 7.24 hours for the 12-16yrs group.
- The Under 12s participated in monthly fixtures in the Surrey Football for all League under Head Coach Paul Leconte and Assistant Coach Hannah Lawrence, two of our FFCF Coaches who have Autism themselves.

EFL EVERY PLAYER COUNTS

- Funded through The EFL and Wembley National Stadium Trust, three new session groups were created (Adult Pan DisAbility, Junior Blind, Active Autism in Lambeth), engaging 30+ participants and delivering an additional 47 sessions.

DISABILITY SCHOOLS AND SOCCER SCHOOLS

- Five schools and colleges engaged since September with a range of PE sessions, after school clubs and post 16 groups. Inclusive Champions sessions were also delivered in six different schools.
- Bespoke Soccer Schools delivered in October with 18 participants attending and 14 attending in February.

COVID-19 DISABILITY ONLINE SESSIONS

- Sessions engaged 52 participants in over 82 hours of delivery.
- Eight online fixtures engaged 71 participants and staff from other clubs including Man City, Charlton and Crystal Palace.
- In July, nearly 120 DisAbility At Home Equipment packs were sent, including balls, cones, activity sheets, sensory items, FFC Goodies and more to all participants.

A half time demonstration of Vision Impaired football during our Foundation Match Day. Fulham FC vs Charlton Athletic Saturday 5th October 2019



WHAT DOES THIS ACTIVITY MEAN TO ME?

// I like playing football, and playing with my friends at Fulham, and I score lots of goals. //



Young Fulham FC Foundation participants have the chance to score at Craven Cottage during a half-time break.



SCHOOL ENGAGEMENT

During the 19/20 academic year the Football, Sport & Participation Team have delivered school based activity to 2,667 young people, whilst also engaging over 50 teachers through 1:1 teacher mentoring.

A new girl's only football league was delivered in partnership with Girls United, Black Princes Trust and the Brixton & Oval Learning Trust, linking to our strategic objective of engaging more females. With a focus on working with less young people

but ensuring we deliver greater impact; we had an increase in average contact time from 12.54 hours to 13.41 hours per school participant.

FOOTBALL AND SPORT PARTICIPATION

PERFORMANCE CENTRE

The programme aims to provide a fun learning environment whilst challenging each participant to reach their potential. The growth of the Three Rivers Centre has enhanced participant opportunities and growing relationships with grass roots clubs has increased opportunities for players looking to progress. In total, 277 players have taken part in this year's programme, which includes six bursary places.

SKILLS CLUB AND SOCCER SCHOOLS

Our Saturday morning Skills Club programme ran across five venues namely, Bishops Park (Fulham), Wimbledon, Kingston, Tooting & Mitcham and Epsom. The programme achieved 62% of its target numbers (95% pre COVID-19).

15 players progressed from Skills Club into our Performance Centre programme. The new girls only session at Hurlingham Park consistently saw numbers of over 20 each week.

Soccer Schools ran across four venues, Bishops Park, Motspur Park, Burntwood School and Cardinal Newman School. Achieving 75% of its target numbers (99.91% pre COVID-19), mixed Soccer Schools continued to grow as we also developed programmes bespoke to girls and participants with disabilities.

GIRLS DEVELOPMENT CENTRE (GDC)

The Girls Development Centre programme had another successful season seeing 64 players engaged across our U10, U12, U14 and U16 age groups.

During lockdown our Fulham FC Women's 1st team players engaged with our GDC players in our 'Let's Connect' mentoring programme. Players connected through our match analysis platform discussing football, aspirations and current challenges, all to offer support and guidance.

FULHAM FOOTBALL CLUB WOMEN

Fulham FC Women demonstrated excellent progression this season with the support of the football club. This was the first season the team trained twice per week alongside a strength and conditioning session, all hosted at Motspur Park. A highlight of the season saw 450 supporters attend a match at Motspur Park (against Dulwich), supported by participation activity for females before the game.

Eleven new players joined, with twenty-four officially signed, enabling the team to finish the season in 5th. The club also saw an excellent run in The Women's FA Cup, reaching the 3rd Qualifying Round.

FOOTBALL AND EDUCATION

Football and Education had a difficult year. Recruitment numbers were low due to challenges around entry criteria and the year also saw the end of our partnership with Coulsdon College after four years. Positively, all of the 19/20 cohort have received and passed their A Level/BTEC studies and we will be finalising the exit routes each student is pursuing by October 2020.



Participants from our Refugees programmes had the opportunity to play at Craven Cottage earlier this season. March 2020

PREMIER LEAGUE INSPIRES

The Inspires programme launched at Elmgreen School and Harris Academy Merton for this first time this year. Working with cohorts of year 7 and year 10 students, a focus was on social action and a topic important to them and their community. Homelessness,

Knife Crime, Male Suicide, and Racism were all topics being discussed for social action projects before COVID-19 intervened. We are looking forward to progressing Inspires during the 20/21 season.

PREMIER LEAGUE KICKS

Aimed at engaging and inspiring young people between the ages of 8-18, our Kicks sessions continues to be a flagship programme for the Premier League. Reaching over 3,000 young people, who are most at risk, the programme has further

developed with increased girls only sessions (supported with additional funding from the London Marathon Community Trust), increased numbers at refugee sessions and weekly online activity when sessions stopped in March.

HEALTH INTERVENTIONS

WALKING FOOTBALL

169 unique participants were engaged, compared to 157 during 18/19 season. The gender breakdown of participants is 144 males to 25 females. The number of female participants is lower than desired; however, we've seen an increase of 3% compared to the previous season. Two new sessions were planned before COVID-19 struck, including a female only session.

FULHAM FIT

46 unique participants have enjoyed the Fulham Fit programme. We've seen a decrease of 15 from the 18/19 season and we plan a review of the programme moving forward.

FULHAM MEMORIES

218 unique participants have engaged with Fulham Memories compared to 167 during the previous season. The gender breakdown of participants is 106 males to 112 females seeing an increase of 14% more females attending than the previous season. There has also been an increase of 3% more participants with a disability attending sessions. We were granted funding from the Greater London Authority to expand Fulham Memories with 12 new session groups, of which six were started before the suspension due to COVID-19. The newly funded sessions saw us welcome 55 of the 218 unique participants.

HEALTH DELIVERY DURING COVID-19

We enhanced our partnership with the South Fulham Primary Care Network (NHS) and took 17 befriending call referrals. We collaborated with the football club and called season ticket holders, and in total called 1,400 unique individuals in 12 weeks, regularly calling 182 of those individuals. The Walking Football volunteers created a newsletter to stay connected and sent 10 issues of 'In Touch' to 38 unique individuals. We've now received £32,000 from the EFL Trust (through the Department for Culture, Media and Sport) to extend our befriending calling work until the end of December 2020.



Long-time walking football volunteer David

FUNDRAISING

Supported by the Club, fundraising initiatives continued to grow, with a record-breaking Charity matchday, generating over £30k. Utilising the refurbished Cottage, we also ran several events, including those with players and the Manager. The annual Away Day Cycle and FFC Golf Day were postponed due to COVID-19, but places were carried over

to 2021. We worked hard to diversify our fundraising income during COVID-19, running campaigns around ticket refund donations (£20K), gaining the profit from face coverings (£8K) and virtual challenges (£6k). Despite the challenging circumstances, over £80k was of unrestricted income was generate through fundraising initiatives.

PLAYER ENGAGEMENT

Player community engagement across the Men's 1st Team, Academy and Women's Team continues to grow. Tim Ream (Female Ambassador) and Denis Odoi (Schools Ambassador) were official

Foundation ambassadors, the Academy launched an ambassadorial mentoring scheme and in total 207 player appearances were recorded with the Professional Football Association for the 19/20 season.



Denis Odoi attends Q&A with local School