



**FULHAM FC**  
Foundation

Annual Report

Year Ended 30th June 2021

# 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 withing 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





**FULHAM FC**  
Foundation

BUILDING BETTER LIVES THROUGH SPORT

# VISION AND STRATEGY 2019 - 2022

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

**A HEALTHY, INCLUSIVE & THRIVING COMMUNITY**



## CREATE OPPORTUNITIES FOR UNDER REPRESENTED GROUPS

### STRATEGIES

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

### TACTICS

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



## INCREASE CONTACT TIME

### STRATEGIES

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

### TACTICS

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



## IMPROVE PATHWAYS & SUPPORTED TRANSITION

### STRATEGIES

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

### TACTICS

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



## SUPPORT THE DEVELOPMENT OF OUR LOCAL COMMUNITY

### STRATEGIES

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

### TACTICS

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



## COLLABORATE WITH FFC

### STRATEGIES

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

### TACTICS

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

## 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.





“ 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%).



## 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.
  - 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.
  - 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 I like the tournaments! ”  
Participant





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

Parent





## 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 continuing to achieve 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.

