

Cover image: The Market Road Pitches and changing rooms in Islington, North London, were developed with £832,000 of funding from the Football Foundation. Located in one of the country's top 8% most deprived wards, the facility was opened in September 2015 by former Arsenal FC midfielder Liam Brady. It is significantly increasing sports participation in the area and provides a key hub from which The Arsenal Foundation delivers extensive community outreach work.

Football Foundation



Annual Review 2015

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improving facilities • creating opportunities • building communities

ABOUT THE FOOTBALL FOUNDATION

The Football Foundation is the UK's largest sports charity. Set up in 2000 by the Premier League, The FA and the Government, we are focused on improving public sports facilities and increasing long-term participation in sport across the country.

In the last 15 years we have awarded 14,000 grants worth £546m thanks to investment provided by the Premier League, The FA and the Government, through Sport England. We have maximised their donations further by attracting an additional £779m in partnership funding, delivering a total investment into the grassroots of more than £1.3bn.

THE FOOTBALL FOUNDATION'S BOARD OF TRUSTEES

Our Board has seven Trustees appointed by our Funding Partners.



Gary Hoffman
(Independent Chairman)



Roger Burden
(The FA)



**The Rt Hon
Richard Caborn**
(DCMS)



Rona Chester
(Sport England)



Martin Glenn
(The FA)



**Peter McCormick
OBE** (Premier League)



Richard Scudamore
(Premier League)



Lord Pendry
Football Foundation
President

THE FOOTBALL FOUNDATION'S FACILITIES ASSESSMENT PANEL

The Football Foundation's Facilities Assessment Panel is an independent Panel of volunteers. The Panel reviews applications for funding once they have been assessed by the Foundation's Grant Management Team. Its role is to ensure that applications have been assessed

in accordance with the Foundation's governance framework and that applications will fulfil the Foundation's strategic objectives. The panel has delegated financial authority to award grants of up to £500,000 and is made up of the following members:

Tarun Kapur CBE
(Independent Chairman)

Mick Dennis
(Independent Deputy Chairman)

John Denore
(Independent Member)

Bob Knowles
(Independent Member)

Niall O'Reilly
(Independent Member)

Nick Perchard
(Premier League)

Mark Pover
(The FA)

Patrick Brosnan
(Sport England)

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CHAIRMAN'S INTRODUCTION

This year marks 15 years since the Premier League, The FA and the Government joined forces to establish the Football Foundation to address this country's chronic shortage of quality grassroots football facilities.

This Annual Review covers the impact the Foundation has achieved to date with the funds provided by our three major Funding Partners, as well as from other flagship sports facility programmes: the Mayor of London: Sports Facilities Fund and the Barclays Spaces for Sports programme – the latter of which has now won ten national and international awards.

In this introduction, I want to cover some of the factors that make the Football Foundation such a unique organisation, both in the world of football and sport generally.

Independent, impartial investment – free from interference

This year's FIFA scandal laid bare how poorly administered grassroots investment can be abused, and how

things can go so badly wrong through inadequate governance.

In the Foundation, the Government and Football Partners have created a strong independent, transparent and accountable delivery capability that guarantees impartial delivery of their precious investment.

Unrivalled return on investment

In his CEO's Foreword, Paul Thorogood explains the technicalities that underpin the Foundation's approach to investment. The Football Foundation Delivery System, which has been incrementally developed over the past 15 years, provides the Premier League, The FA and the Government with a first class capability that ensures maximum value for money and return for their investment into grassroots football infrastructure.

Through the Foundation's unique funding model, each pound invested by a Funding Partner is matched by the other partners. The Foundation then uses this to leverage additional funding. To date, each Funding Partner has

provided roughly £200 million into the Foundation. Through the Foundation's model, this investment has been able to support grassroots sports projects worth more than **£1.3 billion** over the past 15 years. This equates to a very impressive 1:7 return on investment for each Funding Partner.

But this is just the 'input' value. The most important value is what the Partners actually get from this investment. The Football Foundation Delivery System ensures that investment is effectively targeted to where it is most needed and where it will have the greatest impact. It is then able to evidence, throughout the lifetime of each funded facility, that required outcomes have been delivered – and very often more.

There is very little 'leakage' to the model. The Foundation has been very effective at managing its cost drivers and has reduced its overheads year-on-year. Moreover, as a charity, the Foundation ensures that Football Partner donations are not reduced by tax. This means that their funding can be spread further, enabling even more people to enjoy

our national sport, purely for the love of doing so.

Massive improvements to grassroots facilities

The impact that our Funding Partners have made through the Foundation has been massive. Since it was launched the Football Foundation has delivered: 561 state-of-the-art artificial grass pitches with floodlights; 917 changing pavilions; 2,755 natural grass pitches with modern drainage systems; 90 Multi-Use Games Areas; and much more besides.

During the last financial year alone, the Foundation awarded 712 grants worth £18 million, and used this investment to leverage a further £29 million of partnership funding. This £47 million investment delivered 44 third generation artificial playing surfaces, 49 changing pavilions, 46 properly-drained natural grass pitches, and many other smaller, critically needed grassroots infrastructure projects.

Of course, while the initial capital cost of facilities development is often significant, this is dwarfed by essential through-life

maintenance costs. All facilities funded by the Foundation are self-sustainable. Strong business plans ensure that essential running costs do not need to be underwritten by local authorities or other third party organisations.

Boosting the health of both the general population and the UK economy

By providing a new generation of sports facilities and increasing physical activity, the Foundation supports public health challenges such as combating obesity and mental illness. Foundation projects also support the health of the UK economy, as this significant investment provides crucial jobs for the local construction industry and other sectors, helping to stimulate economic growth. The impact of this has been independently quantified in a study by the Centre for Economic and Business Research.

A final thank you

Finally, I would like to take this opportunity to thank each of our Funding Partners – the Premier League, The FA, the Government and Sport

England. Without their investment, none of this would be possible. I particularly want to thank the incredibly committed Foundation staff for their hard work and expertise; my colleagues on the Foundation Board of Trustees and the independent members of the Foundation's Grant Assessment Panels for their unstinting support; our County FA colleagues; and our fantastic group of Ambassadors, who willingly give up their time to help us promote and celebrate the work we do.

Finally, the biggest thanks of all go to the hundreds of thousands of volunteers across the country who enthusiastically give up their weekends to support their clubs and develop our young players. Without you the grassroots game simply could not function. I hope you enjoy reading this Annual Review.



Gary Hoffman
Chairman

712
grants worth
a total of
£47
million
in 2015

44
new 3G artificial
playing surfaces
in 2015

46
new properly-
drained natural
grass pitches
in 2015

The
Foundation's
model provides a
1:7
return on
investment for each
Funding Partners

49
new
changing
pavilions
in 2015

“
The Foundation
and its Partners have
delivered thousands of
facilities, achieved significant
increases in participation,
and delivered unparalleled
return on investment.
”

CHIEF EXECUTIVE'S FOREWORD



“ We have developed the most advanced sports infrastructure investment delivery systems anywhere in the world.

”

For many years, the boys and girls of Horwich St Mary's Football Club, in Bolton, were forced to change in rusted, leaking shipping containers. Their matches – when not cancelled due to flooding – were played on quagmires of pitches that were neither conducive to the enjoyment of their sport, nor improving their skills.

Earlier this year, I had the great pleasure of attending the official opening of their fantastic new changing pavilion and pristine grass pitches by Football Foundation Ambassador, Gary Neville. The excitement on the faces of the youngsters and the deep sense of achievement among the hardworking volunteers who had dedicated years to achieving this outcome were palpable. It was a very special occasion. These new facilities will enable the club to grow the number of players using the site each week from 400 to 500.

However, this is not the end of the story – not even the beginning. As highlighted by the Chairman in his introduction, it is critical that every pound invested by our Funding Partners is spent wisely, where it is most needed and where it will have the greatest impact. The Foundation's end-to-end, through-life approach ensures value for money solutions to achieve that aim. Not only

to make sure the funds are directed to the right places, but also to evidence that required outcomes are being delivered year-on-year.

Over the past 15 years, the Foundation has developed the most advanced sports infrastructure delivery system anywhere in the world.

Sizeable long-term increases in participation

The Football Foundation is achieving long-term increases in both football and multi-sport participation at sites it has invested in.

In summary, our system ensures that expected outcomes are delivered for the investment made, especially in participation growth. Last season for example (2014-15), the Foundation achieved an average increase of **7%** in football participation across all Foundation-funded facilities, compared to the previous year. We also achieved an average increase in general sports participation (e.g. cricket, rugby, netball, etc.) of **8%** at those same sites.

Advanced and unique delivery systems

A recent independent case study identified the Football Foundation as “a unique example in the UK sports

8%
increase in multi-sport participation achieved last season

sector of a streamlined organisation utilising lean processes to develop and deliver facilities, and monitor and measure impact of investment.”

With its focus on ‘optimised’ end-to-end processes, development of outstanding information management tools, such as Grantshot®, Upshot® and PitchFinder® and the ability to make ‘agile’, evidence-based decisions, the Football Foundation Delivery System is a first class facilities investment capability that delivers on behalf of its three principle funding partners – and other funders who prefer to employ the system rather than establish their own delivery capability.

A clear strategy, with measurable targets

Clear strategic objectives and measurable targets are the starting point of everything that the Foundation does. Requirements are set by the Foundation, Funding Partners and the Board of Trustees, the achievement of which is monitored and measured via national Strategic Performance Indicators and targets.

Each sports facility has a detailed Football Development Plan, which details how participation will grow; a full usage plan, which outlines who will use the facility; and a robust business plan to

Foundation-funded facilities are subject to robust, independently-verified monitoring and evaluation (M&E) for at least 21 years

ensure that each funded facility is able to sustain itself. Local outcome delivery targets are set for each site for football and multi-sport participation, coaching and other qualification outcomes.

Through-life approach to each facility's activity

Foundation-funded facilities are subject to robust, independently-verified monitoring and evaluation (M&E) for at least 21 years, to ensure that agreed outcomes are being achieved, year-on-year. Facilities that are not achieving expected levels are identified quickly via Upshot®, the Foundation's M&E reporting system. Tailored solutions are developed to remedy issues and bring failing projects back on track; however, the good work is done up front to identify and manage risks and provide projects with the best chance of success. There are very few ‘failures’; last year for example only 1% of projects required secondary intervention.

Even if facilities are achieving required targets, the Foundation's M&E system will identify where even greater outcomes could be achieved and provide assistance to squeeze even greater performance increases. By focusing on and ‘sweating’ each individual asset, we ensure that we get the very most from the overall investment made. The

7%
increase in football participation achieved last season

cumulative effect of this nation-wide, strategic and coordinated approach to investment is significant participation increases in football and other sports.

Increasing efficiency, cutting costs

Although the Foundation is a charity, it is very much run along business lines. Every employee is focussed on adding value to the delivery of our strategic targets through individual and team plans and a dogged focus on continuous improvement. This, and the development of outstanding grant management support tools, has enabled the Foundation to reduce overhead costs incrementally year-on-year. Today, the Foundation is circa £1.5 million cheaper to run in real terms than it was five years ago and we have reduced our staffing levels from more than 80 to 51.

Our technological innovations help with this efficiency. Grantshot® for example enables every applicant to check the progress of their application via an online banking-style system, 24-hours a day, 365 days of the year. This has reduced enquiry telephone calls into the Foundation by more than 80%.

Transforming the future landscape of grassroots sport

Before an effective solution can be

The Foundation is **£1.5 million** cheaper to run than it was five years ago



found to resolve a problem, it must first be accepted that the problem exists. After years of lobbying by the Football Foundation, it is heartening to see that there is now a universal acceptance that the woeful state of grassroots facilities in this country is a fundamental barrier to growth and talent development. It will take time to remedy the ills caused by decades of neglect and significantly more investment will be needed.

It is, however, critical to ensure that this funding is effectively and efficiently delivered to where it is most needed and where it will achieve the greatest impact, and that none of it is wasted. The Premier League, The FA and the Government deserve credit for their vision in creating the Football Foundation to achieve this.

I will end by echoing the Chairman in thanking the Premier League, The FA, the Government, Sport England and all our supporters and partners. We would not be able to achieve what we achieve without you. I do hope you enjoy reading this Annual Review of our work.

Paul Thorogood

Paul Thorogood
Chief Executive

The Football Foundation is a unique partnership that sees the Premier League, The FA and the Government (the Funding Partners) working together to improve grassroots facilities to encourage more people to play football and other sports at the grassroots level, purely for the love of doing so.

Although the Foundation is a charity, it is very much run along business lines. It has three strategic delivery outcomes, which are set by our Funding Partners:

- Increase participation levels in football and other sports.
- Create strong links between funded facilities and professional football clubs.

- Focus on deprived communities (at least 40% of 2013-16 investment to be invested into the 20% most deprived areas of the country).

The overriding aim of the Football Foundation is to provide value for money for the investment made by each Funding Partner.

It has developed a first class delivery system to direct funding to where it is most needed and where it will have the greatest impact, as efficiently and as effectively as possible. Critically, the Foundation is able to provide robust evidence that it has delivered the required outcomes, which has been the hallmark of its success over the past 15 years.

The Foundation's unique funding model has a substantial multiplying effect on the investment made into grassroots facilities.

Over the past 15 years, the Foundation's Funding Partners have provided direct funding of £546m, which has been used to secure an additional £779m in partnership funding.

Therefore, this unique funding model has provided the Foundation's Funding Partners with an unrivalled return on their investment, multiplying their funding many times over, while ensuring maximum return from every penny spent.



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The Premier League's partnership with the Football Foundation has been very successful over the last 15 years, and the last 12 months have been no different.

Our financial support has enabled the Foundation to continue to fund state-of-the-art facilities which are hubs of their local areas – used by professional clubs for community coaching sessions, schools for PE lessons, and amateur teams for league matches.

The Premier League and our clubs are committed to supporting community football and we look forward to working closely with the Foundation for many years to come.

Richard Scudamore,
Executive Chairman,
Premier League

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Improving the standard of grassroots football facilities up and down the country is one of The FA's key objectives and through our work with the Football Foundation we are transforming grassroots football sites across the country.

Since joining as a Trustee this year, I have been impressed with how the Foundation is able to squeeze the very most out of the funding it is provided and evidence the impact of its investment. Fundamentally, if we have a strong grassroots game, the performance of England's elite teams, and everything in between, will be stronger as a result, and the Foundation is helping us achieve that.

Martin Glenn,
Chief Executive Officer,
The FA

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The Government's partnership with the Premier League and The FA through the Football Foundation continues to make a real difference in encouraging participation in sport across the country. Every penny we invest through the Foundation goes directly into state-of-the-art facilities that help our grassroots to flourish and brings people in the wider community together through sport.

Tracey Crouch MP,
Minister for Sport

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Through our partnership with the Football Foundation, we've created hundreds of new and improved grassroots sport facilities right across the country. Whether it's better pitches, warmer showers or accessible changing rooms, at each of these sites people's experience of sport has been significantly improved. We've seen people enjoying a range of sports, not just football, helping to make it a regular part of their lives.

Jennie Price,
Chief Executive,
Sport England

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THE FOOTBALL FOUNDATION DELIVERY SYSTEM

The Football Foundation's internal Performance Management System tracks all applications that have been submitted to the Foundation for funding through the assessment, approval, construction and completion phases. It provides accurate information on how the Foundation is functioning and performing. Again, this helps the Foundation Executive to manage its workload capacity as the System very quickly identifies projects that are delayed, so that timely remedial action can be taken to get them back on track early so that time is not wasted having to fix problems that become 'chronic'.

It is important that every Foundation-funded facility is sustainable, so that it does not require local authority or any other subsidy throughout its usable life. While the initial capital investment into local facilities – especially the very latest artificial playing surfaces – is often significant, this is dwarfed by the through-life running costs. The Foundation has developed an effective sustainability 'tool kit' that enables its Grant Managers to assess applications against essential sustainability factors, including ensuring that there is an effective business plan to drive sufficient revenue to maintain the facility independently, while supporting key users and delivering expected outcomes.

All applications for Foundation funding are assessed and risks identified, meaning most Foundation-funded facilities deliver expected outcomes and more. The Foundation does not simply assess an application against its 'potential' ability to deliver value for money outcomes, approve the grant and then rely on applicants to deliver the outcomes. The System has effective ongoing monitoring and evaluation that analyses the performance of each funded facility to ensure outcomes are being delivered, year-on-year throughout the life of the facility. The System is able to identify quickly where facilities might be under performing, so that intervention action can be taken.

The Football Foundation has developed state-of-the-art technology tools, which enable it to become more efficient and effective year-on-year. Some, like Upshot® – a project management and monitoring tool that provides a high level of information on what is happening at funded and other sites – are sold commercially under license. Grantshot® enables every applicant to take control of the progress of their application via an online internet banking-style system. It also provides very accurate, real-time visibility of the pipeline of applications under development. PitchFinder® is designed to provide an overview of where all the football facilities are situated across the country.

5. Technology-focused

Football Foundation
By adopting 'lean' principles and 'lean thinking', the Football Foundation has developed a first class facilities investment capability on behalf of its Funding Partners – and other funders who employ the system rather than establish their own delivery vehicles. The **Football Foundation Delivery System** is unique in the UK sports sector: It has a 'lean', streamlined, end-to-end and through-life delivery focus, coupled with an accurate, effective, independently verified monitoring and evaluation capability, which provides evidence of impact.

6. Performance Management System

4. Experienced, high-quality and well-motivated staff

Supported by very 'lean' processes and a culture of continuous improvement across all levels, the Foundation benefits from a high-quality, well-motivated workforce. The staff structure has reduced from 80 to 51 over five years, resulting in a real term saving of £1.5 million over that period. A great deal of effort is focussed on succession planning, staff development and staff satisfaction to ensure effectiveness at all levels. A coordinated framework of team and individual plans ensure that the efforts of all staff are linked directly to the Foundation's strategic objectives, with very little waste.

3. Impartial and Independent

The Football Foundation is an independent, impartial delivery organisation that works closely with its Funding Partners and other key stakeholders, but remains independent from them. The Foundation's independent and robust governance and procedures, together with its focus on evidence-based decision-making, ensures that investment and delivery are not subject to short-term decision-making and/or internal or external interference. This includes the Facilities Assessment Panel – an independent Panel of volunteers who assess applications in accordance with the Foundation's governance framework.

1. Sustainability focus

2. Through-life approach

PROGRAMMES DELIVERED BY THE FOOTBALL FOUNDATION



PREMIER LEAGUE & THE FA FACILITIES FUND

The Premier League & The FA Facilities Fund is a £102m commitment to improve the country's local sports facilities and increase participation by improving infrastructure, such as building or refurbishing facilities like third generation (3G) artificial grass pitches (AGP) and changing rooms. With money for the Fund provided by the Premier League, The FA and the Government through Sport England, the Football Foundation is targeting this investment into areas of most need and where it will have the greatest impact.

MAYOR OF LONDON: SPORTS FACILITIES FUND

Central to the Mayor's commitment to deliver a sporting legacy from the 2012 Olympic and Paralympic Games, the Mayor of London: Sports Facilities Fund aims to raise participation levels in sport in London. The Foundation was chosen by the Mayor to deliver the funding which has gone towards developing new affordable, high-quality facilities or refurbishing old ones and is responsible for 104 new multi-sport sites across the capital.

BARCLAYS SPACES FOR SPORTS

Barclays employs the Football Foundation to deliver its landmark Barclays Spaces for Sports programme, which has developed 204 fully sustainable community facilities in the most deprived areas across the UK. The scheme remains this country's biggest ever sports CSR programme, and it is increasing participation in the 30 different sports that the sites cater for. Barclays Spaces for Sports has now won ten major national and international industry awards since it was launched in 2004, underlining its extraordinary impact.

RESPECT

The FA and Foundation's Respect barriers and Respect packs (made up of captains' armbands, marshals' bibs and Respect Signage) are available to grassroots football leagues and clubs to encourage good behaviour by players and parents alike. Funding for this scheme is provided by The FA via redeemable vouchers supplied by the Foundation, which has awarded 320 grants in the last 12 months.

GROW THE GAME

The highly popular Grow the Game scheme provides grants of up to £1,500 for the creation of new football teams and coaching qualifications, with money provided by the Premier League and The FA. Delivered by the Foundation, the scheme is targeted to improve access to football and coaching standards.

AREAS OF FOCUS FOR OUR FACILITIES INVESTEMENT



INCREASING PARTICIPATION ACROSS THE COUNTRY

The Foundation ensures that the investment provided by its Funding Partners – the Premier League, The FA and the Government through Sport England – is directed into the areas where it is needed most and where it will have the greatest impact. This approach to sports infrastructure investment yields long-term increases in sports participation, with a 7% average increase in football participation and an 8% increase in multi-sport participation recorded at sites developed by the Foundation last year. This is in part thanks to the Foundation's team of Grant Managers who work with the County FAs and clubs to develop a five-year Football Development Plan for each facility.

LINKING THE GRASSROOTS AND PROFESSIONAL GAMES

The grassroots football facilities developed by the Foundation strengthen the links between professional clubs and their local communities. The Foundation's Grant Managers work with County FAs to develop usage plans. This not only assists professional clubs to deliver their community outreach work but also helps to foster player development, with the best players from the grassroots funnelled through talent pathways. This approach from the Foundation means that the grassroots and elite games do not operate in isolation, allowing more people – including the best, young, home-grown players – to benefit from professional clubs operating at grassroots facilities.

TARGETING INVESTMENT INTO THE COUNTRY'S MOST DEPRIVED AREAS

By investing 40% of all of its grants into the 20% most deprived areas of the country, the Foundation is increasing participation and, as a by-product, helping to regenerate communities. Evidence shows that deprived communities lack sports facilities and have the highest latent demand to play sport. They also have the highest levels of health inequalities. Even where sports facilities do exist they are generally poor and do not help to retain people who use them or encourage those thinking about using them to do so. For this reason deprived communities have the greater potential when it comes to growing participation levels.

ENSURING SITES ARE FINANCIALLY SUSTAINABLE LONG INTO THE FUTURE

The cost of running a facility for the duration of its life is considerably more than the original investment made towards its construction. This is why the Foundation makes sure that each and every facility it develops undergoes Support Days for 21 years – these are essentially annual health check-ups that highlight areas for improvement – and has a robust business plan, which ensures that sufficient revenue can be generated to sustain the facility throughout its life. By ensuring that every single facility the Foundation funds is self-sustainable, we reduce the risk that a facility will require local authority subsidy later in its life, or close altogether owing to unaffordable running costs.

INCREASING PARTICIPATION ACROSS THE COUNTRY



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The Douglas Eyre Sports Centre is a vital component in the work of Tottenham Hotspur Foundation, as it provides a hub for our Foundation Degree, Soccer School and Premier League Kicks scheme.

Grant Cornwell, Chief Executive Officer, Tottenham Hotspur Foundation

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29,855,111

hours of sporting activity at sites delivered by the Foundation

7%

increase in football participation

111,561

new players in 2015

8%

increase in multi-sport participation

811,767

people played regularly at Foundation developed facilities and an additional 810,711 players took part in one-off events

How the Foundation's unique systems and approach to infrastructure investment achieves long-term increases in sports participation

The Foundation targets investment into areas where it is most needed and where it will have the greatest impact. By applying a through-life perspective to monitoring, the Foundation achieved a 7% average increase in football participation across facilities it has invested in during 2014/15 and an 8% increase in multi-sport participation.

The local impact

Our Grant Managers work with each applicant, and County FA, to develop a five-year Football Development Plan (FDP) for each facility. This includes a timetable of weekly hour-to-hour use and targets for the creation of new teams and leagues.

Using **Upshot®** we monitor and evaluate each site for a minimum of 21 years, ensuring that each participation and other outcome targets are achieved throughout the life of the facility. Where a site is shown to be underperforming we intervene to provide remedial action plans to get them back on track, so that the whole of the Foundation's 15-year investment is maximised.

The Douglas Eyre Sports Centre in East London, for example, received a £100,000 grant from the Premier League & The FA

The national effect

A similar comprehensive usage plan is provided at every single facility we develop across the country. The cumulative effect of focusing on increasing the capacity and quality at every facility means that the whole investment, nationwide, delivers substantial participation increases in football and other sports.

Last year the Football Foundation worked up 259 FDPs and site usage plans, in

Facilities Fund to refurbish their third generation (3G) artificial grass pitch (AGP) and changing rooms. As part of the application, a comprehensive FDP was developed in partnership with the Centre, nine local grassroots clubs, 27 schools and the Tottenham Hotspur Foundation.

As a result, 784 local footballers now use the site weekly, including the Tottenham Hotspur Foundation, which delivers part of its Foundation Degree programme, a Soccer School and Premier League Kicks. Other sports have also benefited, with athletics meetings and cricket matches taking place at the site throughout the summer months. The pitch also acts as an education centre for the London FA and Professional Footballers Association (PFA), as well as a venue for several local schools and club teams to hire.

partnership with 46 County FAs right across the country.

The Foundation monitors every project every year, for 21 years against targets set when the grant was awarded. In this way, the Foundation ensures that facilities achieve the targets – and often more – and then sustains this performance throughout the life of the facility.

LINKING THE GRASSROOTS AND PROFESSIONAL GAMES



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We may see another golden generation of talented youngsters developed here as a result of these new facilities, because they will get more people playing the game and help to develop local talent.

Sir Alex Ferguson CBE

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Why we strengthen links between professional clubs and their local communities

We create and strengthen links between the facilities we develop and local professional football clubs. This not only helps professional football clubs to support their local communities via the sophisticated outreach schemes they deliver, but also helps to encourage quality talent pathway development from the grassroots.

The local impact

The Football Foundation's Grant Managers work closely with professional club community schemes and County FAs to develop coordinated usage plans, to support both local grassroots clubs and local professional clubs. This ensures that the facilities operate at the heart of local communities, providing state of the art playing facilities and delivering health, education, social inclusion and other schemes for the benefit of all age groups and backgrounds.

A by-product of linking the grassroots with the elite game is that talented young sporting prospects can be spotted early and developed by the professional clubs, helping to create talent development pathways through which talented young players can progress to the professional game if they are good enough.

The national effect

As well as developing facilities to support local grassroots clubs, by linking these sites to professional club community schemes thousands more people's lives are transformed and improved in towns and cities nationwide each year thanks to the incredibly effective schemes delivered by the pro-club community coaches that operate out of these sites.

Last year, Sir Alex Ferguson opened Manchester Enterprise Academy's five new 3G AGPs, developed with a £107,075 grant from the Premier League & The FA Facilities Fund. The Football Foundation worked with the Manchester United Foundation (MUF) and Manchester FA to devise a timetable of diversionary activities on the new pitches, including twice-weekly Premier League Kicks and Street Reds sessions. MUF also provide after school sessions to help youngsters achieve The FA Junior Football Leaders Award and Level 1 Coaching certificate.

The site is used by 2,709 footballers every week and has become home to grassroots clubs Wythenshawe Town FC, Sporting St John JFC and Benchill Celtic FC.

The compound effect of creating hundreds of these networks each year, where the elite game operates in partnership with grassroots facilities means that our investment is also helping to create talent pathways for our most gifted home-grown sportspeople to progress through.

2,709

Play football at Manchester Enterprise Academy's facility every week

Home to twice-weekly Premier League Kicks sessions

47

sites linked to professional clubs across the county

£49m

Manchester City FC and England star Raheem Sterling was scouted at a Premier League Kicks session on a Football Foundation facility

ENSURING SITES ARE FINANCIALLY SUSTAINABLE LONG INTO THE FUTURE



373

Support Day meetings held in 2015

94%

of projects are sustainable

243

business plans worked-up with the Foundation's help last year

Our approach to ensuring sites can stand on their own two feet

The Foundation does not simply award grants for facilities and hope the applicant has the means to maintain it once built. We have an in-depth set of checks and balances to ensure that sustainability is built into the development of every facility we fund.

The local impact

The through-life cost of running a facility far outweighs the original capital investment the Foundation makes, which is why each Football Foundation-funded facility has a robust business plan that will ensure it will drive sufficient revenue to maintain itself throughout its life.

The Foundation also ensures the provision of a sinking fund for artificial grass pitches, so that the cost of resurfacing is catered for when required.

This is managed through annual Support Days, which involve the Foundation's team of Grant Managers evaluating every facility at least once a year, for 21 years, to monitor a site's performance. The Support Day is a 'health check' for the facility; it shows how well the facility is functioning and also flags areas for improvement. They evaluate sites' financial

sustainability based on the Foundation's bespoke 'Sustainability Matrix' of key indicators that we designed in partnership with Brighton University.

The third-generation (3G) artificial grass pitch (AGP) at the Stoke-on-Trent-based Dimensions Leisure Centre was unveiled by Gordon Banks, England's 1966 World Cup-winning goalkeeper, in July 2014. Developed with a £366,633 grant from the Premier League & The FA Facilities Fund, the project also included the refurbishment of two smaller AGPs.

Thanks to the Foundation's input into the site's business plan and usage timetable, the pitches take, on average, 80 bookings every week and with 12 people typically per booking, it means that approximately 960 local footballers are using the site every week.

The site now plays host to five, seven, nine and 11-a-side football and Staffordshire University uses the site for league matches, as do local leagues – Staffordshire County Minor Sunday Youth League, Milton Youth League and North Staffs Junior Youth League.

Just under a year after Dimensions opened, it received its first Support Day, led by the Foundation, with input from the Staffordshire FA. It received a score of 'Good,' which indicates that the project is meeting expectations. Although usage at the site was rated 'good', our Support Day identified potential extra usage at weekends and suggested that this could be filled by youth and adult leagues.

The national effect

By ensuring that every single site that we fund is self-sustainable, sports facilities that are developed through the Football Foundation model have a far lower risk or either requiring local authority subsidy,

or of eventually facing closure due to unfundable running costs.

The production of business plans, coupled with through-life monitoring and Support

Days means that sites the Foundation invests in are less vulnerable to sports budgets facing pressure from the impact of the wider financial landscape.

TARGETING INVESTMENT INTO THE COUNTRY'S MOST DEPRIVED AREAS



40%

of funding is directed into the top 20% most deprived areas

Boro Rovers FC will grow from 24 to 37 teams over the next five years thanks to the new pitch

The most deprived counties also tend to have the greatest latent demand for football

Investing 40% of all grants into the top 20% most deprived areas is regenerating communities and increasing participation

Evidence shows that the most deprived communities also suffer from the most acute lack of sports facilities. They also tend to have the highest latent demand for sport. By directing 40% of our investment into the country's 20% most deprived wards, the Foundation maximises the impact of the funding we are given by targeting it where it is most needed and will have the greatest effect.

The local impact

The Foundation targets funding into areas of high deprivation because they typically have the fewest public sports facilities and greatest health inequalities but by the same token provides huge opportunities for growth. The South Bank ward of Redcar, which ranks in the top 8% most deprived areas in the country, is no exception.

The provision for local sports facilities in the area was substandard, meaning that local people were not able to participate in sport even if they wanted to. Where facilities do exist in the area they are of such poor quality that they

do not serve to retain people who did use them, nor are they good enough to encourage those who do not already play sport to take it up.

However, a £450,000 grant from the Premier League & The FA Facilities Fund towards a new state-of-the-art 3G pitch, which was opened by Middlesbrough defender George Friend, has seen participation rocket, especially amongst the adult and girls sections – two demographics previously underrepresented.

The facility provides a hub for the Middlesbrough FC Foundation's

community outreach work. This means that more people of all ages are feeling the benefits of sport, with locals reaping the rewards of multi-sport activity which promotes health, education and social inclusion.

Talent pathways have also been created, which allow promising local youngsters to progress through Middlesbrough's Academy, while Boro Rovers FC – one of the main users of the new pitch – will be able to increase the number of teams they cater for from 24 to 37 over the next five years.

The national effect

Effectively-targeted infrastructure investment drives participation and when that investment is directed into more deprived areas, it has very impressive results, particularly by increasing the number of people playing sport from underrepresented groups.

There are also wider benefits to society by improving the inventory of the nation's sports facilities, like reducing pressure on NHS budgets in the long-term, as people enjoy a more active and therefore healthier lifestyle. Independent research also shows that sports facilities developed

through the Football Foundation model stimulate local economies through the creation of local jobs.

In 2004 Barclays partnered with the Football Foundation to deliver a multi-million pound investment into local multi-sports facilities across the country. The total investment into the Barclays Spaces for Sports programme was an initial £67m, of which £8m came from the Foundation to help fund 26 of the largest facilities, known as 'flagships'.

In the 11 years since the launch of Barclays Spaces for Sports, the partnership has established 204 multi-sports sites, with the majority of this investment being directed to some of the most deprived communities in the country. The success of the scheme is such that it is now widely regarded as the 'blueprint' for how a commercial organisation should link with a charity to deliver corporate social responsibility programmes. The engine behind the programme is of course the Football Foundation Delivery System.

Every single week more than 88,000 people use the facilities, which range from tennis and basketball courts to BMX tracks, with 30 different types of sport on offer. These sites go well beyond being places to play sport; they

have become community hubs. Last year alone these facilities hosted 82 courses, enabling 786 people to gain a new qualification.

The achievements of the programme are a result of genuine partnership between the charity sector and business. Experts from the Foundation offer the sites practical help, such as advice on how to draw up new business and marketing plans and establish new partnerships.

As a result, the sites can improve their facilities further, recruit more volunteer staff and increase their support to their communities. Additionally, volunteers use the skills and experience they develop through the scheme to help improve the way the sites are managed.

Integral to the success of the programme are the Football Foundation's team of Grant Managers who provide guidance on sustainability. Each site has its own sustainability plan, which incorporates a business plan to ensure sufficient revenue to run the site, without having to rely on local authority or any other subsidy, so that the facilities can achieve the targets set out in the

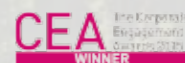
associated sports development plan. The communication between Site Manager and Foundation Grant Manager is regular and two-way, not just when something goes wrong.

Barclays provided additional funding to invest in improvements that would enhance sustainability. Last year alone, the Football Foundation awarded 21 sustainability grants worth £295,681 towards projects worth £494,019.

For example, Rosemary Gardens in Islington, North London, received a sustainability grant of £24,000 to enhance a site that was awarded £300,000 from the Barclays Spaces for Sports programme in 2007.

The site includes a third generation (3G) artificial grass pitch, two tennis courts, changing facilities and basketball and table tennis areas. This latest grant has contributed towards improvements to the 3G pitch, as well as sprucing up the site's tennis courts and adding basketball court line-markings.

In September 2015 the Football Foundation and Barclays Spaces for Sports partnership won the 'Best Community Involvement during a CSR Programme' and 'Best Sports and Leisure programme' at the Corporate Engagement Awards, meaning that the scheme has won ten national and international awards in 11 years!



21

Sustainability grants worth £295,681 towards projects costing £494,019

Catering for **30** different sports

>80%

of sites have achieved 'long-term' sustainability

88,000

people use the facilities every single week

204

multi-sport sites across the country

51%

of workforce at Barclays sites are volunteers

“

From our longstanding investment in sport – both at the elite and grassroots level – we know it is an enormously effective way to revitalise communities and engage young people. We are proud of the difference we have been able to make to peoples' lives over the past decade, and of the opportunities that the facilities will offer communities in the future. Thanks to the know-how and commitment of the Football Foundation, our colleagues and local partners, the programme has raised the bar for grassroots sports investment.

Paulette Cohen, Head of Global Community Investment Programmes, Barclays

”

82

courses held which resulted in 786 people gaining a qualification in 2015

MAYOR OF LONDON: SPORTS FACILITIES FUND

DELIVERED BY
**Football
Foundation**

FUNDED BY
MAYOR OF LONDON



“
Whilst the glorious memories of that fantastic summer of 2012 live long in the memory, my Sports Facilities Fund is ensuring that the capital will enjoy a lasting legacy for decades to come. The Football Foundation has ensured that investment has been targeted in areas where it is needed most and focused on providing or enhancing facilities to get Londoners physically active.
The Mayor of London,
Boris Johnson MP

”

As part of the Mayor of London's commitment to delivering a tangible legacy from the 2012 Olympic and Paralympic Games, the Football Foundation was chosen to deliver the Mayor's Sports Facilities Fund.

With funding from the Greater London Authority (GLA), the Foundation has developed 104 multi-sport facilities across the city through the Mayor of London's Sports Facilities Fund. This has helped to increase participation, regenerate local communities, keep the population healthy and ensure a sporting legacy in every single London borough.

In the last five years the Foundation has directed £7m from the Fund into 104 multi-sport sites, increasing the number of participants that can use these facilities by nearly 67,546 per week. The Foundation's monitoring and evaluation has identified that 15% of users of these facilities were previously inactive.

The Football Foundation worked with the Mayor of London's Commissioner for Sport, Kate Hoey MP, and the GLA to design a programme that would harness the Football Foundation's Delivery System to achieve the Mayor's objectives.

This included the establishment of Strategic and Operational Performance Indicators, against which impact could be measured; Eligibility Criteria; and an independent Assessment Panel. The Football Foundation then quickly set about implementing the programme, reporting progress to City Hall on a monthly basis.

The 11 public tennis courts in Highbury Fields, one of the largest and busiest open spaces in the London Borough of Islington, are a perfect example of the Fund's impact. The courts had fallen into disrepair and inefficient floodlighting resulted in a poor playing experience,

restricting participation despite high-demand from the local community.

An £80,000 grant from the Fund helped Islington Council to resurface the 11 courts, replace damaged fencing and install new floodlights at the site. Former British number one, Greg Rusedski, was the guest of honour at the launch of the new facility, which will provide all-year round playing opportunities for local residents of all ages and abilities. There will also be a particular emphasis on creating opportunities for those with a disability to play.

Greg Rusedski, said: **“It is so important to have facilities like this in the local community. It will help develop the next generation of tennis champions but much more than that, it will give people the chance to play for fun.”**

104
sites developed
across London

Catering
for
29
different
sports

15%
of participants at
funded sites were
previously
inactive

67,546
participants taking
part in sporting
activity each week at
funded sites

37%
of participants are
from black, Asian and
minority ethnic
backgrounds

1,647
people volunteered
at Mayor of
London sites on a
weekly basis

“
Increasing participation in sport is absolutely crucial if we are to keep our capital's population fit and healthy. The 104 facilities that we have developed through the Mayor's Sports Facilities Fund are making a massive difference to sport provision right across the capital. These facilities, which have been upgraded in every London borough, are catering for 29 different sports and creating tens of thousands more affordable sporting opportunities for Londoners, from all socio-economic backgrounds.
**Kate Hoey, Mayor's
Commissioner for Sport**

”





656
grants awarded
worth £1.85m

17,957
new players
recruited

6,332
coaching
qualifications
gained

6,504
new female
footballers
created

1,239
new teams
established

1,309
disabled
footballers now
playing

“
Without Grow the Game we would still be kicking a ball around at the local park. I would encourage any disability football team to apply for funding and help provide opportunities for people to enjoy the beautiful game.
Dewan Choudhury,
Football Development Officer, Rochdale Deaf Rhinos FC
”

While the Foundation is predominantly focused on providing capital investment to develop community sports facilities, it is also responsible for delivering a highly effective revenue-based scheme aimed at helping clubs to increase their amount of teams and players. Funded by the Premier League and The FA, the Grow the Game scheme helps clubs to meet the essential costs of starting new teams.

It is not just the multi-million pound schemes that help to support grassroots clubs and increase participation levels. Very small grants can also have a significant impact when it comes to supporting local football clubs. Grants of up to £1,500 are available to support the development of each new team. Funding goes directly towards covering the cost of football kits, FA coaching courses, first aid kits, league entry and referees' fees.

A particular emphasis has been placed this year on increasing the number of teams and players from the following priority areas:

- The Under-15 age bracket and above.
- Girls' and women's sides of all ages.
- Disability teams.

As a result 1,239 new teams have been created with 17,957 new footballers.

For example, Rochdale Deaf Rhinos FC was formed in 2014 thanks to a Grow the Game grant. Dewan Choudhury, the club's Football Development Officer, said: **“We had a group of young deaf players who were keen to play competitive football on a regular basis, and thanks to Grow the Game funding we have been able to turn this vision into a reality.”**

“The £1,500 grant has gone towards pitch hire for training and matches, a new kit, affiliation to the Lancashire FA, promotional posters to attract new players and has paid for one of our volunteers to do their FA Level 1 coaching qualifications.”

The club trains and plays at Hopwood Hall College, which received a £917,310 grant from the Foundation in 2004 to develop a new third generation (3G) artificial grass pitch (AGP), changing rooms and natural grass pitches.

In their debut season, Rochdale Deaf Rhinos FC won the Lancashire FA Ability Counts Cup. However, the club's ambitions do not stop there. Dewan said: **“We plan to develop an Under-21 team and also start junior disability football sessions next season.”**

A BIG THANK YOU TO OUR AMBASSADORS



Nigel Adkins,
Manager, Sheffield United FC.



Peter Beardsley MBE,
former England striker and
current Newcastle United FC
Development Manager.



James Beattie,
football manager and former England
and Southampton FC striker.



Georgie Bingham,
talkSPORT's Weekend Sport Breakfast
presenter and sports correspondent for
ITV's Good Morning Britain.



Dion Dublin,
former England, Manchester United FC
and Coventry City FC striker.



Graeme Le Saux,
former England, Blackburn Rovers FC
and Chelsea FC defender.



Lawrie McMenemy MBE,
FA Cup winning Southampton
FC Manager.



Hayley McQueen,
Anchor, Sky Sports News HQ.



Gary Neville,
former England and Manchester United
FC defender; now Valencia CF and
England Men's Seniors coach.



Chris Powell,
football manager and former England,
Charlton Athletic FC and West Ham
United FC defender.



John Scales,
former England, Wimbledon FC and
Liverpool FC defender.



Ben Shephard,
ITV's Good Morning Britain and Sky
Sports' Goals on Sunday presenter.



Gareth Southgate,
former England and Aston Villa FC
defender, Manager of England Under-21s.



Graham Taylor OBE,
former England, Aston Villa FC and
Watford FC Manager.



Dan Walker,
Football Focus and BBC Radio
5 Live presenter.



Duncan Watmore,
Striker, England Under-21s
and Sunderland AFC.



Faye White MBE,
former England Women's Seniors Captain
and Arsenal FC defender.

FINANCIAL SUMMARY FOR THE YEAR ENDED 31 MAY 2015

TRUSTEES' STATEMENT

The summarised financial information is not the full Annual Report and Financial Statements but a summary of information derived from the group's and parent charitable company's statement of financial activities for the year ended 31 May 2015 and the group's balance sheet as at 31 May 2015. The summarised financial information does not contain additional information derived from the Annual Report.

The full Annual Report and Financial Statements, from which the summarised financial information is derived, were approved by the Trustees on 21 September 2015 and copies have been filed with the Charity Commission and with the Registrar of Companies.

The Independent Auditors have issued an unmodified report on the full financial statements. The statement in the independent auditors' report, under section 496 of the Companies Act 2006, was unqualified. The full independent auditors' report contained no statement under sections 498(2) (a) and (b) or 498(3) of the Companies Act 2006.

On behalf of the Board of Trustees



Gary Hoffman
Chairman

23 November 2015

INDEPENDENT AUDITORS' STATEMENT TO THE MEMBERS OF THE FOOTBALL FOUNDATION

We have examined the supplementary summary financial information included within the Football Foundation Annual Review 2015 for the year ended 31 May 2015, which comprises the summary group and parent charitable company balance sheet as at 31 May 2015 and the summary consolidated statement of financial activities for the year then ended.

RESPECTIVE RESPONSIBILITIES OF THE TRUSTEES AND THE AUDITORS

The Trustees are responsible for preparing the Football Foundation Annual Review 2015, in accordance with applicable United Kingdom law and the Statement of Recommended Practice: Accounting and Reporting by Charities (revised 2005), which includes information extracted from the full annual financial statements of the Football Foundation for the year ended 31 May 2015.

Our responsibility is to report to you our opinion on the consistency of the summary financial information, included within the Football Foundation Annual Review 2015, with the full annual financial statements for the year ended 31 May 2015.

This statement, including the opinion, has been prepared for and only for the charitable company's members as a body and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this statement is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

BASIS OF OPINION

Our examination involved agreeing the balances disclosed in the summary financial information to full annual financial statements. Our audit report on the charitable company's full annual financial statements describes the basis of our opinion on those financial statements.

OPINION

In our opinion the supplementary financial information is consistent with the full annual financial statements of the Football Foundation for the year ended 31 May 2015.

We have not considered the effects of any events between the date on which we signed our report on the full annual financial statements (5 October 2015) and the date of this statement.

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London

23 November 2015

SUMMARY BALANCE SHEET AS AT 31 MAY 2015

	Group		Charity	
	2015 £'000	2014 £'000	2015 £'000	2014 £'000
Total Assets	58,187	55,682	58,568	56,283
Total Liabilities	(44,701)	(41,436)	(44,530)	(41,310)
Net Assets	13,486	14,246	14,038	14,973
Total Funds	13,486	14,246	14,038	14,973

SUMMARY STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MAY 2015

	Restricted funds	Unrestricted funds	Total funds	Total funds
	2015 £'000	2015 £'000	2015 £'000	2014 £'000
Total Incoming Resources	886	31,803	32,689	31,398
Total Resources Expended	(886)	(32,602)	(33,488)	(29,931)
Realised and Unrealised Losses	-	39	39	68
Net Movement in Funds	-	(760)	(760)	1,535
Fund Balances Brought Forward	-	14,246	14,246	12,711
Fund Balances Carried Forward	-	13,486	13,486	14,246