



Annual Review

The Football Foundation 2007

Football Foundation
football's biggest supporter



**love
the game**

The Football Foundation is the UK's largest sports charity.

Funded equally by the Premier League, The Football Association and the Government, it directs at least £40m every year into grass roots sports.

The Foundation ensures this investment goes towards rebuilding the infrastructure of local sport across the country by funding new facilities such as changing pavilions, grass pitches and floodlit artificial grass pitches.

The Foundation also funds community schemes that use the power of sport to address issues in society's key areas – specifically **health and wellbeing, education and lifelong learning, social inclusion and equalities**.

Through the work of the Football Foundation, Football and Government funding is used to increase participation in sport, keep our nation healthy, our workforce skilled, our communities safe and our society fair and equal.



love grass roots football

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Chairman's report

I hope you will enjoy reading this year's Review.

I will give you a brief insight into the huge impact that Foundation funding is making to people and communities right across the country.

With around 5,000 projects now launched thanks to Foundation grants, it can really only give you a glimpse. The reality is that, every week, money from the Premier League, The Football Association and Government is allowing inspirational individuals to do truly amazing things on the ground.

The success stories seem never-ending. We are constantly seeing projects teaching kids about a balanced diet and exercise, or enabling excluded or under-achieving pupils to excel in education.

Others, like the Kickz project, offer the most deprived youngsters a route out of poverty and away from a destructive path, whilst also reducing crime and anti-social behaviour in neighbourhoods.

Many more projects bring the joy of football and other sports to those who ordinarily face barriers to participation due to circumstances beyond their control. *Deaf Friendly Football* and *Soccer Sight* are two such projects that enable those with hearing difficulties or blindness to enjoy playing our national game.

The Foundation combines money generated from the success of the professional game with a Government contribution to create a formidable partnership. In turn, this money delivers a huge range of benefits to society. Incidentally it is also worth noting that the way the Foundation's business model is formulated, means that returns on our investments since 2000 have more than offset all the administration costs we have incurred, which in turn means that all of our core funding can go straight into more projects. This alone makes the Foundation something we should all be hugely proud of.

The Football Foundation is therefore a unique organisation and I am fiercely proud of all it has achieved. I want to thank every member of staff at the Foundation, the Trustees and panel members for their hard work this year. Together we look forward to an even more successful year ahead.

Sir David Richards



Chief Executive's foreword

The past year has been one of significant change for the Foundation as it has focused on delivering the recommendations of the 2006 Process Review.

The Process Review aimed to improve communication with current and potential applicants; significantly enhance our capability to measure and monitor our performance as a grant giving body; and increase the end-to-end application process speed and efficiency, leading to more rapid decision times for applicants, faster delivery of projects and improved cost management.

All the building blocks for the Foundation to make a step change in overall performance are now in place. We now have the capability to measure, monitor and manage performance more closely than ever and I am confident that we will see a significant improvement in all areas over the next year. Just some of our achievements in this area are highlighted later in this Review.

The Foundation is transforming the landscape of sports facilities across the nation, which in turn is leading to a qualitative improvement in the experience of those who play, coach and administer our national game at the grass roots level. The past year has witnessed yet another increase in the participation levels at the facilities we have funded, with a 13.6% increase in those using our facilities to participate in sport and a 21% increase in those playing grass roots football.

However, the Foundation is about more than just creating facilities to play sport. We also use the powerful and persuasive hook of football to make a significant contribution to equal opportunities, building safer and more cohesive neighbourhoods and creating opportunities for young people at risk of offending or at risk from unhealthy lifestyles and who may be having difficulty in accessing services, employment, education and training. From national programmes to individual projects, the Foundation is making a genuine, positive contribution to society. The truly remarkable stories I see on a daily basis and the sheer scope of how many projects are being delivered nationwide never fails to impress me.

The success of the Foundation would not be possible, however, without the contribution of our funding partners – the Premier League, The Football Association and the Government – or the dedication and hard work of the Foundation staff. Crucially, our success is also thanks to the extraordinary individuals who deliver schemes on the ground. They are empowered through Foundation funding to touch people's lives in our towns and cities – whether this is by building a sports facility, or leading a community project.

The Football Foundation is a truly world class organisation, of that I have no doubt. However, it has not even begun to reach its full potential and I am determined that it will continue to go from strength to strength in the future.

Paul Thorogood

“ It is only right that as the Premier League has profited from success on the pitch, it is shared with those who can benefit most. We have **invested £100 million** in the Foundation since it started in 2000. In that time the Foundation has played a key role in revitalising grass roots sports facilities and delivered groundbreaking education and social inclusion projects.

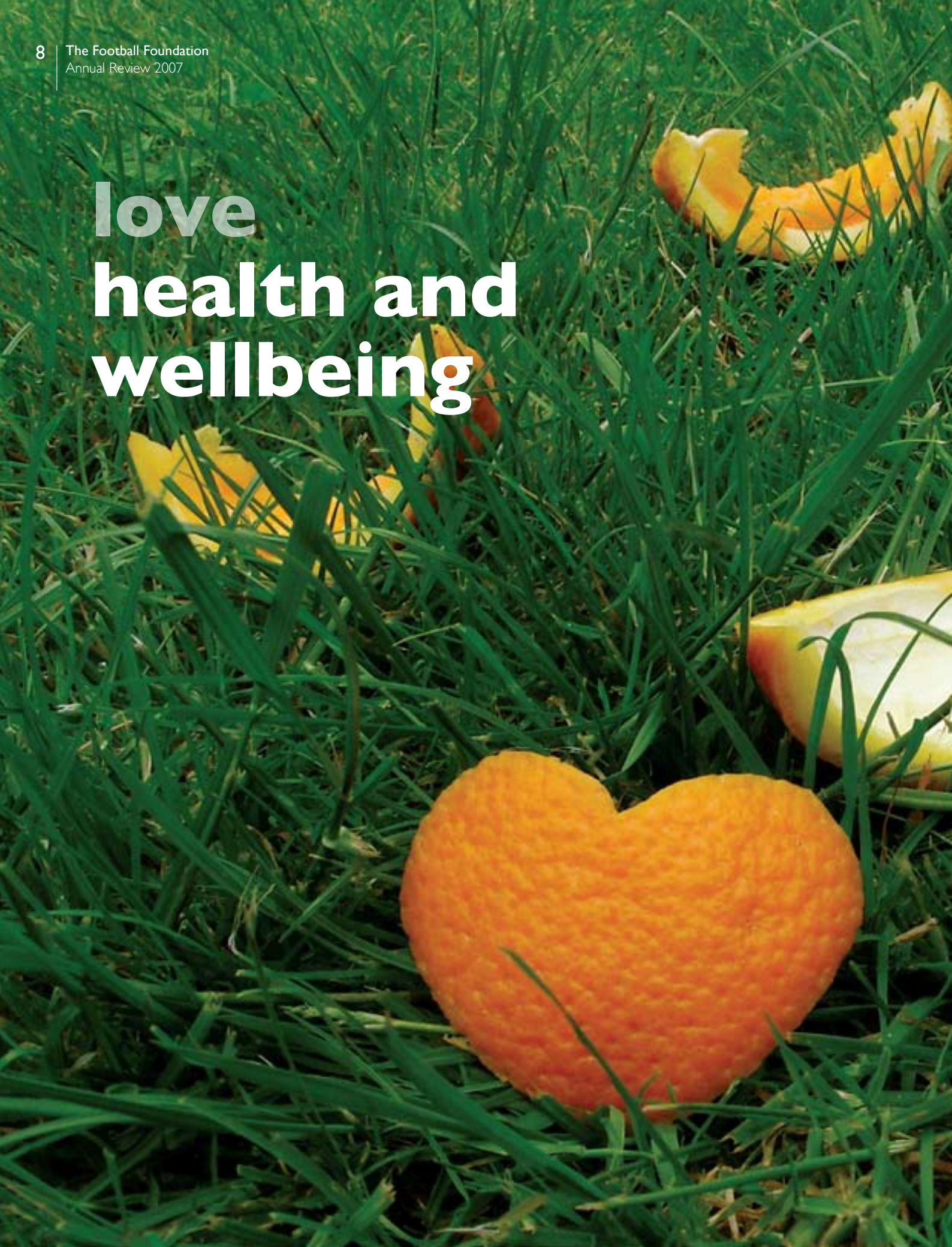
Many of the **Foundation's schemes** directly **involve Premier League clubs**. Kickz is a prime example. Clubs are now working with police in some of the most disadvantaged estates in the country to tackle crime and anti-social behaviour and offer youngsters a route into education. ”

Our achievements

- funded a total of 4,500 **projects** worth **£550m**
- funded 3,000 new **facilities** worth **£380m**
- funded 1,437 **community schemes** worth **£184m**
- funded 370 **changing facilities**
- funded 155 **artificial turf pitches**
- kitted out 200,000 boys and girls with **free football strips** and equipment
- delivered a multi award-winning* **corporate social responsibility programme** for Barclays over three years with a total value of **£50m**, building over 200 new local sports sites
- replaced almost 5,000 sets of outdated goalposts with new **safer goalposts** worth **£2.3m**
- secured over **£280m** in additional **inward investment**.

* BUPA Healthy Community Award at the Business in the Community (BITC) Awards of Excellence, Best Grass Roots Sports Sponsorship at the Hollis Sponsorship Awards 2007 and the Sport England Community Programme Award at the Sport Industry Awards 2007.

love health and wellbeing



The Foundation's healthy outlook

Here in the 21st Century, a new set of concerns challenge the health of our nation. There is the widely reported obesity crisis and the increasing risk of mental illness, both of which pose a huge strain on our health services.

We need to find innovative ways to deal with these modern threats and sport is becoming more and more widely recognised as being one of the most effective solutions to getting people fit or building their self esteem.

The Foundation is leading the way in this area by funding creative schemes across the country that promote healthy lifestyles, teaching kids and young people the value of exercise and a balanced diet, as well as providing information on the impact of smoking, alcohol and drugs.

The Foundation's core work meanwhile is funding the regeneration of this country's sporting infrastructure. Every week state-of-the-art sports facilities funded by the Foundation are opening across the country, increasing the nation's capacity for people to get regular exercise by engaging in sporting activity.



Fulham and Surrey ‘ECHO’ each other’s healthy message for kids

An innovative partnership between Fulham Football Club and Surrey County Cricket Club is helping to keep kids healthy in South London.

ECHO (Equality Coaching Healthy Options) was awarded £150,000 by the Foundation. Through *ECHO*, primary school children in the two boroughs of Lambeth and Hammersmith & Fulham receive football sessions from the Fulham FC Community Sports Trust and cricket coaching from Surrey County Cricket Club.

Local Primary Care Trusts have trained coaches to deliver messages around healthy eating, dental hygiene and the risks of smoking. *ECHO* will reach some 3,600 youngsters over five years.

“It’s great to see the positive impact on the children who participate in these courses.

“It gives them a fantastic opportunity to get involved in sport at a young age and offers vital guidance on how to live a healthier lifestyle. Thanks must go to the Football Foundation for helping make this possible.”

George Foster, Community Manager,
Surrey County Cricket Club

Football supports a healthy mind and body

Suffering from a mental health problem is still seen as a stigma, even though one in four people will be affected by mental illness at some point in their life. The Foundation is helping to destigmatise this issue by funding sports-based projects aimed at promoting inclusion for people with mental health problems.

Coping Through Football harnesses sports' best attributes to help build the self esteem of mental health service users. The sessions are designed to improve service users' physical fitness, who often have high rates of heart disease, strokes, cancer and diabetes. It introduces a routine into daily life and provides them with an environment they are comfortable socialising in, preventing isolation and exclusion.

The scheme seeks to provide an alternative to the traditional reliance on medication as a treatment for depression. The endorphins produced whilst playing football also provide a natural sense of wellbeing to the group, who previously may have had drug or alcohol issues.

The scheme is funded with £212,034 from the Foundation and delivered by The London Playing Fields Foundation. Delivery partners include the North East London Mental Health Trust, Waltham Forest Primary Care Trust and Leyton Orient's Community Coaches. It is this partnership approach to delivery that the Foundation is eager to promote.

Coping Through Football's sophisticated bespoke monitoring and evaluation software has been endorsed by the Institute of Psychiatry. It will capture data not just on the improvements in service users' health and wellbeing but also the savings to the NHS created through fewer admissions to hospital for mental health treatment.

"My anxiety is like being imprisoned, yet I am both the inmate and jailor. Instead of being in a 6ft by 4ft cell, my walls are all encompassing, like an invisible force field continuously pulling me down emotionally, and it is my thoughts that keep me here.

"It is a debilitating condition and not a happy place to be. My natural inclination is to avoid places, people and situations that can arouse my fear. My answer for years has been to hide away, to stay indoors creating a comfort zone that I could live with. This only exasperates the problem as the isolation fuels my anxiety, creating panic, paranoia and inevitably depression.

"Thanks to *Coping Through Football* I have been able to pierce some of this destructive emotion. I've always enjoyed sport and not only has this helped me regain some of my fitness but I've made new friends from different walks of life, yet with similar situations to mine. Making these contacts helps you realise you're not alone. I've built up a lot of my lost confidence and broken many of the shackles that were holding me in my self-imposed prison.

"I might still be an inmate, but during my *Coping Through Football* time, I feel like I'm on day release!"

Jason, service user,
Coping Through Football





Building a healthier society

A £600,000 Foundation grant has helped Balby Carr Community Sports College develop a new third generation (3G) artificial grass pitch, state-of-the-art changing facilities and professional standard grass pitches.

The resulting increased capacity means 81% more male users and 45% more female users are now able to play sport at the site, allowing more local people and school children to stay active and fit.

The facilities are now a hub for health activities locally. The school is a pilot for the talented and gifted programme, hosts an annual year six festival for feeder primary schools and is part of the healthy schools initiative.

“The new facilities have enabled me to achieve so much already in just a good few months. It definitely helped me break into the sixth form first team. Four or five years ago before the football centre I could not have even dreamed that was possible.

“It has also benefited me professionally, as I now have a job there. I do various things such as coaching, refereeing and even something as simple as running the centre.

“Since the facilities were opened it has given me so much and it will most definitely give me more in the future.”

Sam, sixth form student,
Balby Carr Community Sports College

Goalpost Safety Scheme healthier than ever

The Foundation's Goalpost Safety Scheme has now delivered over £1m worth of new, safer goalposts to clubs and schools across the country.

Now entering its fourth year, almost 5,000 sets of goalposts have been installed, helping to make this country's football pitches safer for everyone, especially youngsters, for whom non-compliant goals can prove dangerous, or tragically in some cases, fatal.

Thanks to the success of this initiative, this year the Foundation has doubled the ceiling for grants from £1,500 to £3,000. We now also welcome grants to install new goalposts rather than just replace old ones.

“ The Foundation is like no other organisation in the world. The Premier League, The Football Association and the Government deserve immense credit for their vision in creating this body which directs investment into revitalising communities.

It is unique in that there is no waste – every single penny they receive goes towards funding good causes like helping launch Middlesbrough Community Trust's *Fit Through Football* programme which teaches kids how to stay healthy. ”

Gareth Southgate

Middlesbrough Manager and
President of the Football Foundation's
Ambassadors Scheme

**Football
Foundation**



love
education and
lifelong learning

Motivating our young people to excel and achieve

This country's workforce has a serious skills shortage. A sixth of adults of working age do not have the literacy skills expected of an 11 year old. Half do not have the numeracy skills expected of an 11 year old and over one third have left school without any formal qualifications.

This skills gap costs the UK economy some £10 billion each year in lost productivity and unnecessary benefits.

The Foundation is funding projects right across the country which are helping to fill that skills gap. These schemes ensure that pupils who are under-performing or excluded are not left behind but provided with educational support in an environment where they can excel.

Young people leave the projects armed with key skills and qualifications with which to enter the job market and contribute to society, or go into further education.

They are also more likely to avoid falling into the trap of underachievement and even becoming involved in criminal activity – in fact they often achieve better grades than their peers in mainstream education.



Southend *Playing for Success* scheme helps pupils make the grade

Playing for Success is an education initiative harnessing sport to help provide support for struggling pupils. It began in 1997 with three centres based at Premier League clubs but its huge success in improving youngsters' educational attainment has seen it expand to 151 centres across England.

Playing for Success is a collaboration between the Foundation, the Department for Children Schools and Families, Local Authorities and professional sports clubs.

Southend United Football Club received £200,000 from the Foundation as well as leveraging funding from the Department for Children Schools and Families, the Local Authority and in-kind support from the club, to deliver a *Playing for Success* scheme in Essex.

Their results this year have been impressive:

- 68% of all year six pupils who attended the Centre achieved a Level 4 in their English SAT test, despite being identified by their schools as underachieving. In Maths the figure was an even more impressive 72%.
- 86% of pupils with low socio-economic indicator scores achieved a Level 4 in their English SAT test. In Maths the figure was 88%. This compares to a rate of 68% and 72% respectively for all pupils.
- The attendance rate from 2006 rose by 2.3% to 88.3%.

Southend's *Playing for Success* centre was recently awarded The FA National Innovation Award (*Learning Through Football*) for 2007.

"The Study Centre has gone from strength to strength, this is due, in part, to the funding we receive from the Foundation.

"We have largely spent it on ensuring the classroom and resources we use are as engaging and inspiring as they can be and that the experience for the children is very different to the one they receive at school. Without the support of the Foundation this would not have been possible."

Simon Bell, *Playing for Success* Centre Manager,
Southend United FC

"Coming to Southend United Study Centre has been wicked! We have done some great things and I have learnt loads of new things in English and Maths. It will help me with my SAT tests."

Wilson, year six pupil,
Westborough Primary School

Building the foundations for learning in Darlington

A grant of £100,000 from the Foundation and the Department for Children Schools and Families has helped build a state-of-the-art learning facility in the North East.

The Understand Centre, located at Darlington Football Club's stadium – which itself received £1.2m from the Football Stadia Improvement Fund in 2000 – provides a free and effective environment for underachieving girls and boys aged 9–14.

The students come to the Centre after the normal school day has finished and take part in twenty hours of football based literacy, numeracy and ICT activities – one weekly two-hour session over ten weeks. This is followed by a Celebration of Success Evening to which parents and school staff are invited.

“We almost lost the education initiative in Darlington because of the cost of the centre that was required. It would have been absolutely impossible without the Foundation money.

“The grant was a lynchpin, enabling us to turn an empty undeveloped void underneath the main stand into a wonderful centre. It spans 200m² which is split off into a football cinema, a TV studio, network and breakout areas. It also houses the boys', girls' and accessible toilets; some office space and a kitchen.

“We are absolutely delighted with the centre and it is going down a storm with schools. The response from the kids has been – well, quite simply, they love learning there. The centre has really been embraced by the local community.”

Paddy Denning, Darlington FC
Understand Centre Manager





Booking footballers in to read

Premier League Reading Stars (PLRS) is a Foundation-managed national initiative which uses the influence of top footballers to boost literacy in this country. PLRS focuses on family literacy – encouraging parents to read with their children.

Public libraries across the country run reading clubs and activity sessions for local children and parents. Each of the 20 Premier League Clubs nominates a 'Reading Champion' to discuss their reading habits and recommend his favourite book. Tottenham Hotspur and England defender Ledley King picked *Krindlekrax* by Phillip Ridley, whilst Arsenal and Germany goalkeeper Jens Lehmann chose *The Kite Runner* by Khaled Hosseini.

Each library receives free copies of the Stars' chosen books. PLRS particularly targets those 'hard to reach' groups in society that may not have shown an interest in reading but who have a passion for football.

Since 2003, 70 different Premier League players have acted as Reading Champions on the scheme. Many get involved with their local PLRS groups, visiting libraries or presenting certificates at the end of project ceremonies.

Premier League Reading Stars' key achievements:

- 97% of children who took part in the 2007 project are reading more as a direct result of the scheme.
- 76% of parents read more with their child since joining the PLRS project.
- 93% of parents said that their child's reading ability had improved as a direct result of the scheme.
- Over 4,000 parents and children have participated in PLRS library groups since the beginning of the project, reading over 10,000 books.

“ Working with our colleagues at the Foundation has resulted in **significant funding** being invested into grass roots facilities across the country.

The relationship between The Football Association and the Foundation continues to thrive and has brought a greater degree of **co-ordination between our investments** in facilities and our community and education work.

The Football Association looks forward to a continued fruitful relationship with the Foundation with the **joint aim** of making a real difference within the game for many years to come. ”



love
social inclusion



Giving our most deprived a sporting chance

Many of this country's most deprived communities suffer from social exclusion, which can be a factor in causing crime and anti-social behaviour.

The Foundation is helping to address this problem by funding sport-based schemes that provide prevention activities in the short-term and routes into training, employment and education in the long-term.

Foundation-funded facilities are also breathing new life into communities by regenerating run-down sports sites, creating more opportunities to engage local people in sport and provide a base where they can get training or pick up qualifications, both inside and out of the sports industry.



Moss Side doesn't *Hideaway* its differences, it celebrates them through football

Moss Side in Manchester suffers from drug and gang-related violence, which has claimed the lives of many young men. Added to this, a third of all children in Moss Side's primary schools are now Somali, which has caused racial tensions, particularly with local young people from the Black and Somali communities.

Funded with a Foundation grant of £191,541, voluntary sector organisation *Hideaway* is using football to reach out to young people who do not access statutory youth provision and prevent young men from involvement in gang and gun culture, as well as building bridges between the different gangs.

Abdi, aged 19, from Moss Side, has been involved with the *Hideaway Youth Project* since it received Foundation funding. He is an active member of the *Hideaway Football Team* and is a mentor/coach for youth football teams. He helped to set up a local football tournament, the Moss Side Ramadan Cup – a tournament for young people organised and run by young people.

Abdi was unemployed. With the support of the *Hideaway Youth Project* he is now setting up his own business. He has attended a number of courses to help with this and has received practical support from *Hideaway* with key skills.

"Since *Hideaway* has received funding from the Foundation, I have been able to become more involved in the project. It has helped to bring people together, particularly Somali and Black young people.

"I've had support to open up my own business, help is there at *Hideaway* if you want or need it."

Abdi, aged 19,
Hideaway Youth Project participant

Burgess Park helps create a safer environment

Southwark Council received £925,000 from the Foundation to build the award-winning facilities at Burgess Park Community Sports Ground in South London.

The site not only boosts sports provision in one of the country's most deprived areas, it also has a variety of environmentally-friendly features built into its infrastructure.

The facilities are used to deliver a number of social inclusion programmes and allow groups to operate in the immediate vicinity near to homes of the area's disaffected young people. Many more can therefore become engaged and turned away from a destructive path like gang culture or drug dealing and towards routes into training and employment.

“The financial support from the Foundation meant the Council could deliver this cutting edge project.

“A big thank you, therefore, to the Foundation for helping us to offer a first class facility for the benefit of the entire local community.”

CLlr Nick Stanton,
Leader of the Council





Football and police initiative ‘Kickz’ out social exclusion

The Foundation manages one of the most successful and wide-reaching social inclusion projects in the country. Kickz uses sport as a hook to provide opportunities for disadvantaged young people and consequently reduce crime and anti-social behaviour.

Kickz was conceived by the Premier League and Metropolitan Police Service. The Foundation has transformed the initial pilot into a national programme which it now manages and is delivered on the ground by community coaches at 30 Premier League and Football League Clubs.

Thanks to a £11m cash injection announced earlier this year by Prime Minister Gordon Brown, Kickz can reach into more communities across the country. £4.71m is being provided by the Foundation, £3m from the Met Police and Metropolitan Police Authority, a further £1m from the DCMS and Premier League’s good causes fund, and the rest from local funding streams.

Key Kickz landmarks:

- 150,000 attendances by young people are provided each year.
- Each project runs three nightly sessions a week, 48 weeks a year.
- Police statistics show an average drop of 27% in anti-social behaviour and low-level crime when Kickz sessions are being held.
- Criminal damage is down 31% on average and minor assault down 26% on average.
- Over 200 young people have already achieved accreditation on courses such as The FA Level 1 Coaching Certificate and Junior Football Organisers’ Award.

“ Grass roots football and the difference the game can make in communities is something Chelsea Football Club care passionately about.

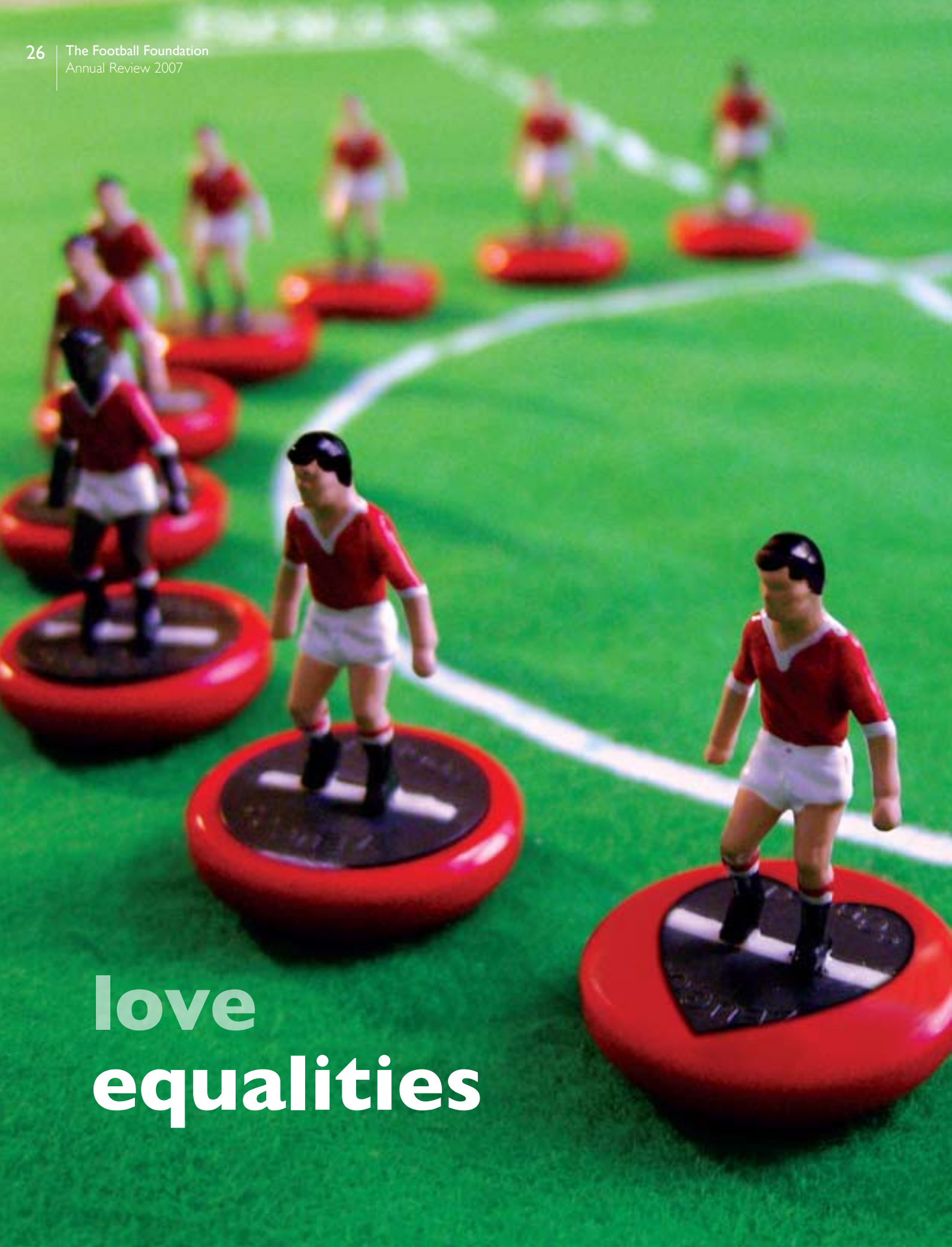
Thanks to investment provided by the Premier League, The Football Association and the Government, the Foundation can support a range of facility and community projects across the country.

I think it is fantastic that football's success at the highest level is rejuvenating a range of sports at the grass roots level. ”

Shaun Wright-Phillips

England and Chelsea midfielder and
Football Foundation Ambassador





love
equalities

Creating a level playing field

Foundation projects are reaching out to people in the most excluded groups in society; those who do not often enjoy the same access to regular sport as the rest of society – whether they are female footballers, disabled players or people from Black, Asian and Minority Ethnic (BAME) communities.

Cities and towns across the country are also benefiting from initiatives funded by the Foundation that promote social cohesion in diverse areas where racial tension is a problem. This may be achieved by using sport as a tool to unite people from different backgrounds, or sometimes it may employ music, dance or theatre projects that have a sporting theme.

Meanwhile, all facilities that are built with Foundation grants provide separate changing areas for female players and referees, as well as disabled access, as a basic requirement.

The Foundation is an example, therefore, of football and Government funding being used to help build a more equal society.





Kids get a good hearing through football

£211,608 from the Foundation is allowing the National Deaf Children's Society (NDCS) to create a national framework of opportunities for deaf youngsters to gain access to our national game.

The *Deaf Friendly Football Project* helps to provide football clubs across the country with the resources required to meet the needs of deaf children. This includes deaf awareness training, information, resources, equipment and support. 45 FA Charter Standard Football Clubs are being accredited with 'Deaf Friendly FC' status (one per County FA).

The project is also actively recruiting and training deaf adults to become qualified football coaches. The NDCS is also arranging 'Deaf Friendly' football festivals, regular football opportunities for deaf children and young people, a national database of 'Deaf Friendly' football clubs and tournaments and conferences.

"The Deaf Friendly Football Club project has been fantastic for me. It gave me the opportunity to improve my coaching skills and boost my confidence. I love coaching at the Norwich City deaf coaching session and seeing all the children enjoy themselves."

Laura, aged 19,
Deaf Friendly Football participant

Though still a young project, Deaf Friendly Football has so far:

- Worked with 12 deaf football clubs to create sustainable deaf youth football opportunities.
- Trained 24 deaf young people to FA Level 2 coaching standard.
- Delivered deaf awareness training to over 70 Football in the Community Officers, FA coaches and County Development Officers.
- Delivered 12 Deaf Friendly Football Festivals at locations across England and supported a further 12 club-led festivals.
- Engaged over 300 deaf children and young people in football festivals.
- Engaged over 200 deaf children and young people in regular football opportunities.
- Produced resource toolkit for both mainstream and deaf football clubs to develop football for deaf children and young people, and developed the 'Deaf Friendly' pledge for all clubs to sign up to.
- Engaged and trained 50 volunteers in the *Deaf Friendly Football Club Programme* to provide both communication support and mentoring support for deaf children and young people.
- Hosted three annual Deaf Youth Football Tournaments in partnership with England Deaf Football.
- Hosted Deaf Youth Football Celebration to share good practice, developments and training.
- Held a 'Deaf Friendly' football conference at West Bromwich Albion FC.

Catering for the extraordinary growth of the women's game

When the Foundation was launched in 2000, its survey of football grounds found that 95% of changing rooms in this country did not cater for women and girls' football.

Every facility the Foundation now funds must provide changing facilities for male and female players and officials.

Teesside Athletic Football Club received funding from the Foundation of £800,205 to build a brand new changing complex and to fund a Football Development Officer to help develop football within the club and community.

Since receiving the grant, club membership has trebled to over 600. The new facilities meanwhile have fuelled a dramatic rise in women and girls' football. Whereas just 22 female players used the site every week in 2005, now an average of 166 play regular sport there.

The club's outreach programme has also provided football for youngsters with disabilities and young people with social inclusion problems, as well as a wide range of minority ethnic, including migrant workers with families.

"The club has become the hub of the community making a real impact on issues such as crime, alcohol and drug misuse as well as providing an attractive diversion to anti-social behaviour.

"In addition, the club's in-house coaching education programme has provided the club with access to highly qualified coaches enhancing the skill and technical factors of the members of the club, as well as providing them with the opportunity to participate in football at the highest level possible."

Kevin Fryett, Football Development Officer,
Teesside Athletic Football Club





Foundation funds nationwide Week of Action to celebrate equality

Since July 2000 the Foundation has funded 150 projects worth over £13m which have gone specifically towards increasing participation amongst Black, Asian and Minority Ethnic (BAME) communities, or using sport as a tool to build cohesion.

The Foundation supports and funds the work of *Kick It Out*, which seeks to tackle racial discrimination. The Foundation also provides funding for Community Chest grants to organisations across the country to fund projects and events during the Week of Action, which celebrates diversity and challenges social exclusion.

The Week of Action included youth forums, exhibitions, educational programmes and anti-racism themed football tournaments.

Women's football is this country's fastest growing sport by a long way – but women and girls from the BAME community are under-represented. Bolton Wanderers Football Club community team was successful in getting a grant to deliver the 'Bend It Like Beckham' project during this year's Week of Action, which opened up opportunities for girls in the area, especially those from the BAME communities, to play the game.

Meanwhile, the world's oldest club – Sheffield Football Club – organised an educational project bringing children from different backgrounds together to design a kit for each continent of the world. The kit designs were professionally produced by Sheffield FC and shown to FIFA President Sepp Blatter and other dignitaries at the club's 150-year Gala Dinner.

Sheffield FC also led discussions on race awareness in five Sheffield schools, some of which had suffered incidents of racial tension. Pupils then researched the history of football in each continent and produced booklets that were used in the club's match day programme when they took on Inter Milan at Bramall Lane. Some of the children also wrote poems and rap songs based on the One Game, One Community message.

"We are honoured once again to be supporting *Kick It Out* and the Football Foundation's Week of Action and using our 150th year celebrations to highlight the campaign. The whole project has been a great success."

Dave McCarthy,
Community Development Manager, Sheffield FC

“ When this Government helped create the Football Foundation with the Premier League and The Football Association in July 2000 we started **something very special**. Foundation grants are helping to rebuild the country’s local sports facilities whilst also harnessing the power of the game to help tackle key issues like obesity and social exclusion.

By working in partnership with the other football bodies and with organisations such as the Metropolitan Police, and by being so successful in **attracting additional sources of funding**, the Foundation has used the Government’s £15m contribution to generate a £90m investment into grass roots sport.

The Foundation shows how **partnership** between the **public** and **private** sectors can work to transform the lives of young people in our country. ”

The Prime Minister
Rt Hon Gordon Brown MP



**love
the environment**

Supporting the growth of eco-friendly sports facilities

The Foundation is supporting facilities that incorporate innovative environmentally-friendly design concepts and use materials from sustainable resources.

Every region in the country can now boast examples of pioneering 'green' sports facilities that have been funded by the Foundation.

With these stunning examples of excellent sports sites that save the facilities' money through being energy efficient and are kinder to the environment, the demand for green sports development will no doubt accelerate, actively supported by the Foundation.





Whitby's new sports site is 'green with envi' thanks to Foundation funds

£271,597 of Foundation funding has helped Mulgrave Community Sports Association develop a brand new, 'green' sports facility.

The site's environmentally-friendly features include:

- A ground source heat pump which is 85-90% energy efficient. This gathers natural heat from the ground through slinky loop pipes which is then used to heat the water used for the showers and the under-floor heating system.
- Photovoltaic tiles which gather power from the sun that is fed into the site's electricity supply. The site then sells the electricity they do not use back to the Grid (reducing electricity bills and conserving energy). The tiles are also more aesthetically pleasing than traditional solar panels.
- A rainwater harvesting system to water the playing fields and supply the showers.
- Kingspan insulation – very thick insulation block which keeps heat in the building and has very high energy efficiency.
- In addition, over 600 new trees have been planted on the site.

The multi-sport facility in North Yorkshire will bring together the local football and cricket clubs and create a new Crown Green Bowling Club. The site caters for women's and junior sports activities and will also be used for a community social inclusion and health scheme.

"These are excellent new facilities which people in the Whitby area can enjoy. It will open up opportunities to play not just football but other sports like rugby, hockey, cricket and netball."

Peter Beardsley MBE,
Former England and Newcastle legend,
and Football Foundation Ambassador

Award-winning Barclays Spaces for Sports initiative picks up a hat trick of awards

In 2004, Barclays handed the Foundation the significant task of delivering the UK's largest sports corporate social responsibility (CSR) initiative – the £50m Barclays Spaces for Sports programme.

Three years later, the Foundation has:

- Directed Barclays' £30m investment into regenerating the country's most deprived communities.
- Invested a further £7m of Foundation money into the Barclays Spaces for Sports scheme.
- Funded 200 new state-of-the-art community sports sites.
- And delivered over 3,800 coaching packs to teams and schools in the poorest parts of the country.

This record-breaking CSR sports initiative landed Barclays success at three of this year's prestigious awards ceremonies: the Business in the Community Awards, the Sport Industry Awards and the Hollis Sponsorship Awards.

The Barclays Spaces for Sports initiative has so far benefited over half a million people.



Kitting out tomorrow's young stars

The Foundation's hugely popular Junior Kit Scheme (JKS) provides £1m worth of professional standard Nike football strips and equipment to Under 18 teams and adult teams with learning disabilities.

It has now kitted out over 200,000 players at schools and clubs. The JKS provides £400 worth of team strip and equipment, including training bibs, balls, cones, flags and kit bags – everything a young footballer needs to play the game.

The Foundation has also introduced a 'fitted' female range to encourage girls to get involved in the game.

"So far the Foundation has kitted out over 200,000 youngsters through its JKS. The excellent 'fitted' range is more comfortable for female players to play in, so you feel and look great. I think the scheme is a fantastic way of encouraging girls to kick a ball and support the phenomenal growth of the women's game."

Faye White MBE, England and Arsenal Ladies' Captain

"Our two teams will walk out on to the pitch next season with their heads held high, sporting their new Nike kits!"

"This is the first season for both teams, so when faced with no kit, no sponsor and no money the team turned to the Foundation for a helping hand. Both teams would like to thank the Foundation for their donation."

Graeme Turpin, Manager, Hebden Bridge Saints JAFC



“ I know how important it is for young players to feel they are wearing the best kit when running out on to the pitch. The JKS is a great opportunity to get free kits from the Foundation, which I wear in the Premier League. ”

Theo Walcott

England and Arsenal striker and
Ambassador for the Football Foundation's
Junior Kit Scheme

Football 
Foundation
football's biggest supporter



Taking the Foundation from 'good' to 'great'

Paul Thorogood, Chief Executive

When I joined the Foundation as Chief Executive in April 2006, the organisation had already earned a deserved reputation as a very good deliverer of charitable money. In little over five years, the Foundation had awarded around £200m, which had been used to begin the transformation of the grass roots football facilities landscape in some of the most run down areas in the country. However, I considered that there was significant potential to do even better – to become a truly great sports fund. Whilst we were an effective deliverer of grant aid, as an organisation I felt that we did not have full control over our internal business processes. For example, when considering our £32m facilities programme budget, we did not have an end-to-end (E2E) perspective of the whole process from initial concept to completion and opening. The Foundation's primary focus was on assessing applications provided by our colleagues at The FA to ensure that they met grant aid funding criteria and the Foundation's charitable objectives.

The result was not only that facility projects were taking far too long to be completed, but the process was hugely variable and unpredictable, for a wide variety of reasons. This not only caused huge frustration for staff and applicants, but was also creating a delay in delivering the positive effects of our investment to the communities that needed it most. Indeed, we did not fundamentally know how long it was taking. Therefore, after a few months in post, I initiated a full review of all our grant aid scheme processes, challenging our staff to determine ways in which we could become even more effective and efficient.

The result was some 70 improvement recommendations, ranging in complexity from completely revamping our application forms, from a predominantly paper-based system to a new online solution, to simpler terms and conditions. Indeed, the anticipated benefits from implementing the recommendations are striking. For example we have targetted a 50% reduction in the average time taken from application to facility completion.

However, it is one thing to identify areas for improvement, but it is another thing altogether to do something about them. Therefore, the focus over the past year has been on ensuring that we implement the necessary changes as soon and as effectively as possible. This programme of change has been an outstanding success; the majority of the changes have now been implemented and the benefits are already starting to filter through in terms of increased speed and efficiency, improved communication and improved measurement and management of performance.

Increased speed and efficiency of processes

Over its first six years, the Foundation had developed a number of very effective, robust and 'safe' systems of administering grant aid. However, many had evolved into unnecessarily labour intensive processes. Through the Process Review, every grant giving scheme was analysed in great detail with a view to:

- Streamlining processes to remove any unnecessary tasks and automating where possible and appropriate.
- Challenging whole processes and tasks and removing those that are superfluous to the overall aim of the organisation.

Through this process we were able to reduce the duration and amount of work required to run the process, whilst retaining its overall robustness. By far the most significant development in this area was the move to a fully automated online application process. This has not only made it easier and more convenient for applicants, but has allowed us to remove, simplify or automate many of the labour intensive administrative tasks associated with the assessment of applications.

The overall E2E process for a multi-million pound complex project can take several years, and so the full benefits of the changes will take some time to filter through. However, performance improvement has already started to emerge. For example, in our Facilities Programme we have already managed to reduce the time taken to provide a funding decision by 32%, with further improvements expected in the future. Moreover, there has been a significant increase in the number of applications approved in the nine months since the Review, compared to the preceding 12 months. Indeed, over 40% more grant money is now being approved each month.

Time taken to provide a funding decision

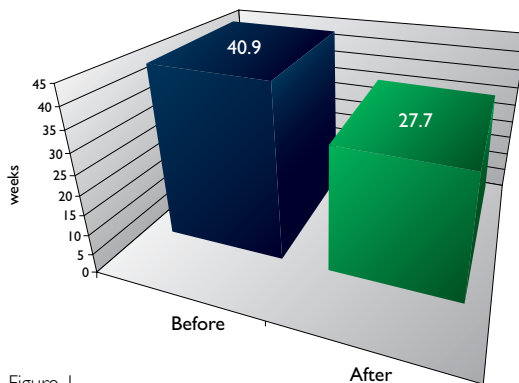


Figure 1

Average value of grants approved each month

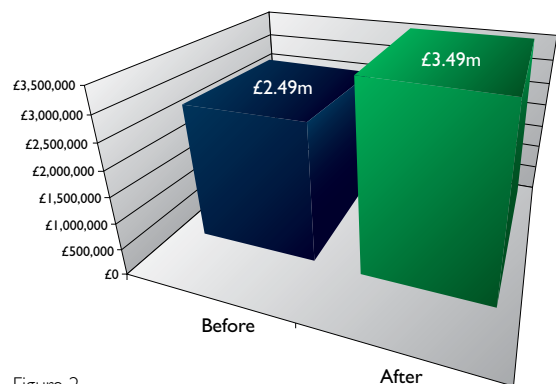


Figure 2

Improving communication with applicants

The Process Review outlined numerous ways we could improve the way we communicate with current and potential applicants. In particular:

- Using electronic media wherever possible, introducing the online application process and redesigning the website to make it more user-friendly.
- Using a drip feed approach to provide applicants with the right information, at the right time, in the right way. Not bombarding them with all the information all at once.

The redeveloped website has attracted more visitors than ever before; an increase of almost 40%. We hope that this positive trend will continue in the future.

Visitors now spend longer looking at content. Indeed, there has been an increase of approximately 110% in the average duration of visits. Feedback indicates that people are more inclined to explore and read the expanded content of the website.

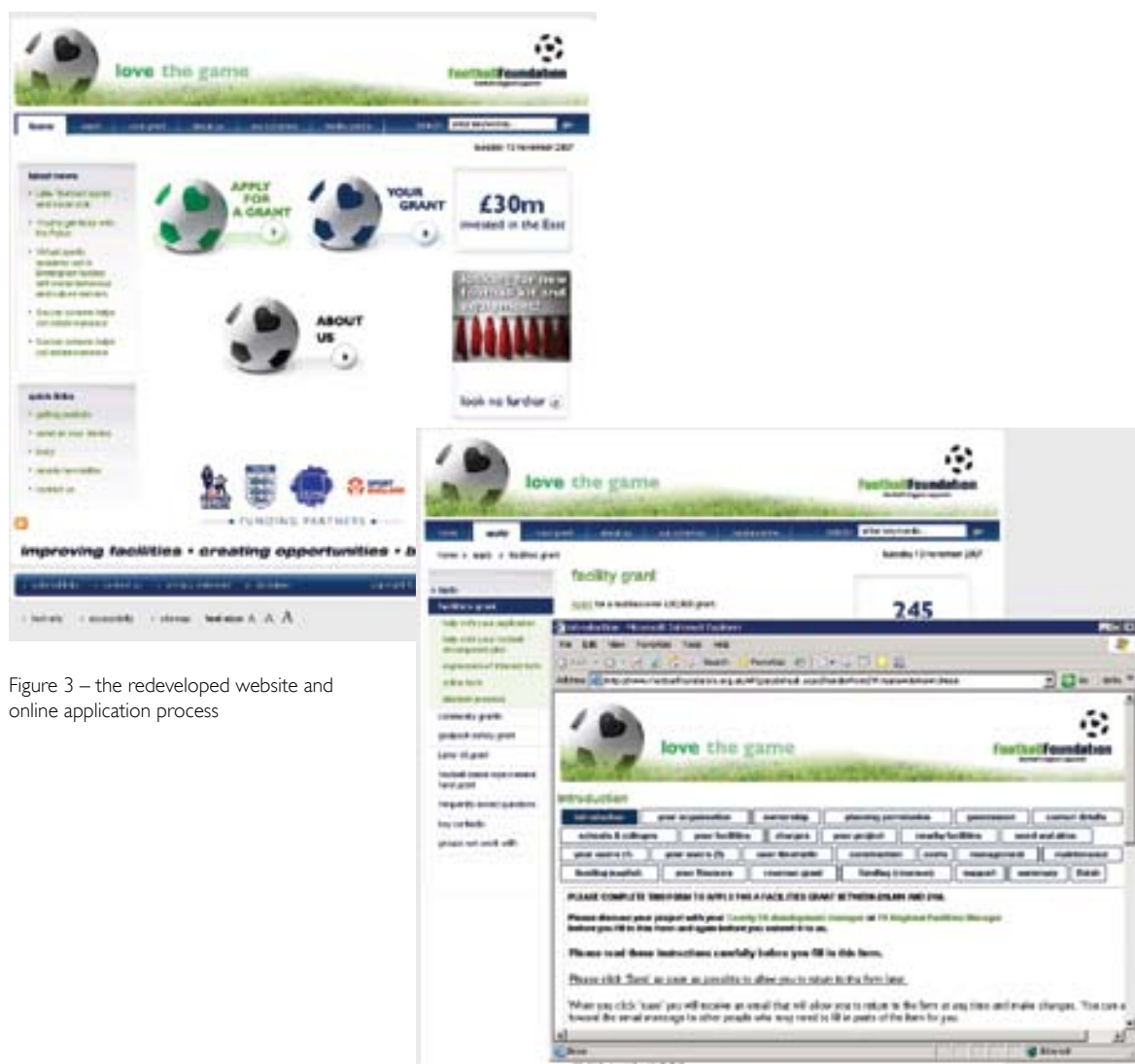


Figure 3 – the redeveloped website and online application process

Measuring the performance of the organisation, and continually improving it

A crucial part of the transformation of the Foundation has been the development and introduction of a Performance Measurement System which constantly assesses the organisation's effectiveness. We did this to achieve three main objectives:

- Identify applications that are moving through the process slower than they should, which allows Project Managers to focus their time and attention on specific issues that matter.
- Accurately project future expenditure over the next few years, predicting when applications will be approved, and funds will be drawn down. This allows action to be taken immediately if the forecast indicates that targets are not being met.
- Identify sections of the process that are not working as efficiently as they should be, prompting further analysis and subsequent improvement.

Figure 4 is an example of one of the reports run by the Performance Management System. It depicts the effectiveness of various sections of our grant giving processes, highlighting underperforming sections and trend analysis of performance over a number of months.

By monitoring our performance in detail against specified key performance indicators and targets, the Foundation is moving towards a culture of 'continuous improvement' which in turn should ensure the Foundation will not require another full scale review in the future. The Process Review has been, and continues to be a huge success and the benefits derived from it are far too numerous to mention in this short narrative.

We still have much to do, but I am extremely proud of what has been achieved by our staff so far in moving the Foundation from what was already a very good funding organisation towards our aim of being the best sports fund in the world. I am particularly proud that most of this success has been achieved in-house. It demonstrates what can be achieved through hard work and determination to improve all aspects of what we do, and I'm sure that our new ethos of continuous improvement will result in continued ongoing performance improvements in our capability to ensure that funding is distributed as effectively, efficiently and accurately as possible to where it is needed most.

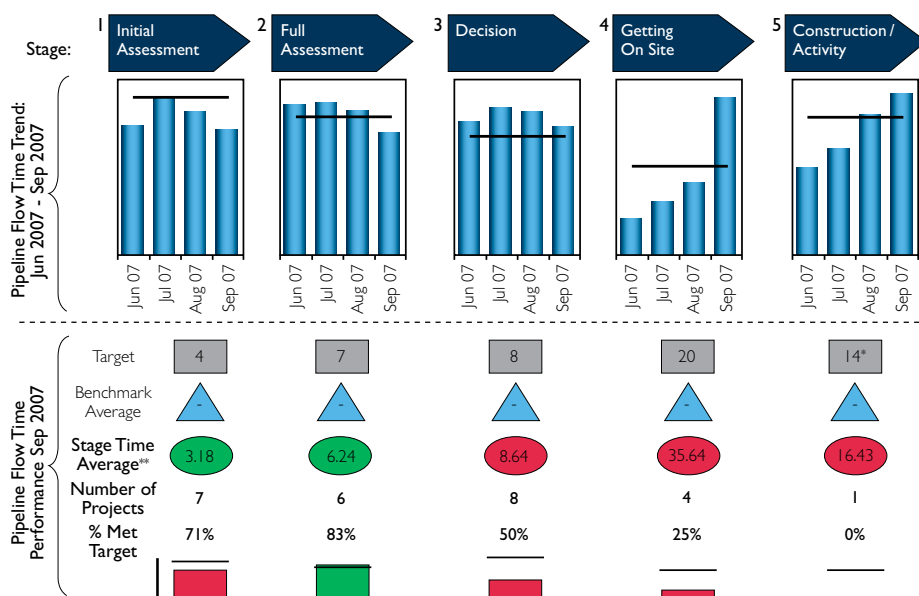


Figure 4 – example of a performance chart depicting application progress performance against target.

Financial summary

Summary financial statements for the year ended 31 May 2007

Summary Trustees' report

These summarised financial statements do not contain sufficient information to allow for a full understanding of the financial affairs of the Foundation. For further information the full annual financial statements, the Auditors' report on those financial statements and the report of the Trustees should be consulted; copies of these are available on the Foundation's website www.footballfoundation.org.uk.

The Football Foundation's objects are to promote all purposes recognised as charitable under the law of England and Wales in particular through an association with sport. During the year grants were awarded to organisations and bodies to improve or create new pitches and changing facilities in parks and schools. Grants were also awarded to assist in the development of communities and the people who share them, including encouraging physical activity, drug awareness courses, anti-racism activities and the development of numeracy and literacy schemes. The Football Foundation intends to maintain its current grant making activity over these categories. No trustee received any remuneration from the Football Foundation during the year.

The full annual financial statements, from which these summary financial statements are derived and on which the Auditors gave an unqualified opinion, were approved by the Trustees on 21 December 2007 and have been delivered to the Charity Commission and to the Registrar of Companies.

On behalf of the Board of Trustees



Sir David Richards
Chairman
21 December 2007

Independent Auditors' statement to the members of the Football Foundation

We have examined the summary financial statements of the Football Foundation.

Respective responsibilities of the Trustees and Auditors

The Trustees, who are also directors of the company for the purpose of company law, are responsible for preparing the annual review in accordance with United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summary financial statements within the annual review with the annual financial statements, the Trustees' report and its compliance with the relevant requirements of Section 251 of the Companies Act 1985 and the regulations made thereunder. We also read the other information contained in the annual review and consider the implications for our statements if we become aware of any apparent misstatements or material inconsistencies with the summary financial statements.

This statement, including the opinion, has been prepared for and only for the company's members as a body in accordance with Section 251 of the Companies Act 1985 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

We conducted our work in accordance with bulletin 1999/6, 'The Auditors' statement on the summary financial statement' issued by the Auditing Practices Board for use in the United Kingdom. Our report on the company's full annual financial statements describes the basis of our audit opinion on those financial statements.

Opinion

In our opinion the summary financial statements are consistent with the full annual financial statements and the Trustees' report of The Football Foundation for the year ended 31 May 2007 and complies with the applicable requirements of Section 251 of the Companies Act 1985, and the regulations made thereunder.

PricewaterhouseCoopers LLP
Chartered Accountants and Registered Auditors
London
21 December 2007

Notes:

- The maintenance and integrity of the Football Foundation's website is the responsibility of the Trustees; the work carried out by the Auditors does not involve consideration of these matters and, accordingly, the Auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.
- Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Consolidated statement of financial activities

for the year ended 31 May 2007 (including an income and expenditure account)

	Restricted funds	Unrestricted funds	Total funds	Total funds (Restated)
	2007	2007	2007	2006
	£'000	£'000	£'000	£'000
Incoming resources for generated funds				
Voluntary income:				
Grants and donations	1,767	50,989	52,756	21,897
Activities for generating funds:				
Trading income	-	603	603	489
Investment income:				
Interest and dividends	-	1,068	1,068	1,834
Other incoming resources	-	92	92	10
Total incoming resources	1,767	52,752	54,519	24,230
Resources expended				
Cost of generating funds:				
Trading costs in subsidiary company	-	(600)	(600)	(505)
Charitable activities:				
Grants payable	(1,767)	(54,481)	(56,248)	(57,575)
Governance costs	-	(509)	(509)	(465)
Total resources expended	(1,767)	(55,590)	(57,357)	(58,545)
Net expenditure before other recognised gains and losses/net resources expended	-	(2,838)	(2,838)	(34,315)
Gains on revaluation of investment assets	-	2,484	2,484	3,484
Net movement in funds	-	(354)	(354)	(30,831)
Reconciliation of funds:				
Fund balances brought forward	-	(6,544)	(6,544)	24,287
Fund balances carried forward	-	(6,898)	(6,898)	(6,544)

Balance sheets

as at 31 May 2007

	Group		Charity	
	2007	(Restated) 2006	2007	(Restated) 2006
	£'000	£'000	£'000	£'000
Fixed assets				
Intangible assets	-	-	-	-
Tangible fixed assets	1,329	1,720	497	558
	<u>1,329</u>	<u>1,720</u>	<u>497</u>	<u>558</u>
Current assets				
Investments	69,485	70,093	69,485	70,093
Debtors	4,134	15,591	4,273	15,676
Cash on deposit	29,341	12,051	29,341	12,051
	<u>102,960</u>	<u>97,735</u>	<u>103,099</u>	<u>97,820</u>
Creditors: amounts falling due within one year	(101,209)	(97,292)	(100,749)	(96,772)
Net current assets	<u>1,751</u>	<u>443</u>	<u>2,350</u>	<u>1,048</u>
Total assets less current liabilities	3,080	2,163	2,847	1,606
Creditors: amounts falling due within one year	(9,978)	(8,707)	(9,486)	(7,888)
Net liabilities	<u>(6,898)</u>	<u>(6,544)</u>	<u>(6,639)</u>	<u>(6,282)</u>
Capital and reserves				
Funds retained within a non-charitable subsidiary	(259)	(262)	-	-
Restricted income funds	-	-	-	-
Unrestricted income funds:				
Unrestricted income funds	(12,904)	(10,063)	(12,904)	(10,063)
Revaluation reserve	6,265	3,781	6,265	3,781
Total unrestricted funds	<u>(6,639)</u>	<u>(6,282)</u>	<u>(6,639)</u>	<u>(6,282)</u>
Total funds	<u>(6,898)</u>	<u>(6,544)</u>	<u>(6,639)</u>	<u>(6,282)</u>

The Foundation has made a change to its grant accounting. Previously grants payable have been recognised in the statement of financial activities only when the recipient had confirmed their acceptance of the offer. However, the conditions for the grant to be paid are not onerous, and are almost invariably met, and therefore the Trustees have concluded that a constructive obligation is created when the grant offer letter is issued and that a creditor and the associated expense should be recognised at this point. The effect of this change is to accelerate expenditure.

In addition, expenditure in relation to coaching packs and JKS has previously only been recognised when invoices are received from suppliers following presentation of a voucher. The Trustees have concluded that in fact the obligation exists when they issue the vouchers and therefore an exercise has been carried out to quantify the value of vouchers issued but not claimed at each balance sheet date.

The combined effect of these changes is to (i) reduce the resources expended in the current year by £7.8m (2006: £1.0m) (ii) increase creditors by £1.6m (2006: £9.4m) (iii) reduce fund balances at 1 June 2006 by £10.5m.

In addition the classification between governance and grants payable has been reviewed following a review of activities. There is no net impact on resources expended.

www.footballfoundation.org.uk



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improving facilities • creating opportunities • building communities