

**REGISTERED COMPANY NUMBER: 03172553 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1055422**

**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR  
ENDED 31 DECEMBER 2016  
FOR**

**AMBASSADORS FOOTBALL LIMITED**

Dunhams  
Chartered Accountants  
11 Warwick Road  
Old Trafford  
Manchester  
M16 0QQ

**AMBASSADORS FOOTBALL LIMITED**

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FOR THE YEAR ENDED 31 DECEMBER 2016**

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## **AMBASSADORS FOOTBALL LIMITED**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2016. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The object of the company is - The advancement of the Christian religion especially in and through sport and sports chaplaincy and particularly (but not exclusively) involving youth, church and school groups in such activities.

##### **Significant activities**

The charity in 2016 continued to function as per the Memorandum and Articles of Association of Ambassadors Football Limited with a specialisation of working in and through football primarily but not exclusively. For over 25 years the organisation has existed to bring about positive change in hard to reach, vulnerable children, youth, adults and their communities through:

- a) Running innovative holistic faith based football programmes.
- b) Supporting churches, coaches, players and participants for their football outreach initiatives.

The Ambassadors approach is that through the bridge of football, staff overcome barriers to get alongside people in a non-judgemental way, to enable positive life-changing decisions to be made. From this platform of trust, Ambassadors workers then develop and deliver programmes in line with our principles of 'football faith future'. They do this in both short and long-term programmes:

- Short-term: football schools and tours provide an opportunity to impact lives for the better through interaction with the participants and training for volunteers;
- Long-term: Clubs based with partner organisations and community projects run in partnership with local agencies provide ongoing opportunities to improve the lives and possibilities for those that take part.

Another way in which we work is in providing support and training for churches, leaders, coaches and players in community football outreach. Through this training we are able to also then train others to be able to deliver quality football outreach into their local communities, with our support to monitor and evaluate the standards of the programmes we are associated with.

The British work of Ambassadors is one of a network of 28 national ongoing charitable works around the world that are linked together by shared values and vision. During 2016 in Great Britain, 437 participants were part of weekly programmes. 'Talk Football', our weekly support resource was received by 353 coaches. We also hosted 7 tournaments throughout the year with more than 80 teams involved. We delivered our Community Football Outreach training days to 8 churches in two locations. We supported 152 churches directly, impacting over 2000 people. More than 3,000 people attended Ambassadors Football events throughout the year.

**AMBASSADORS FOOTBALL LIMITED**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**OBJECTIVES AND ACTIVITIES**

**Public benefit**

In 2016 Sport England published their long-term programme on how they want to improve British society through sport. They identified number of areas that the government wanted to impact through sport. This included how sport could play a vital role in helping the lives of people who live in poverty, in ethnic minorities and within communities that were fragmented.

Ambassadors Football is already involved in projects that help community cohesion in locations such as Tower Hamlets, Lancaster and Tottenham. Our programmes bring people from a variety of ethnic and economic backgrounds together around the common theme of football. We welcome the Sport England report and we hope to continue to implement programmes that benefit society as a whole and the individuals who are connected to our programmes. Through our work in football barriers of race and religion are broken down and a common purpose of building up the local community is formed. This is especially relevant to the young children that we work with. Through these children and their families we have a chance to help create new attitudes towards other sections of the community and instill good values in the lives of those we work alongside.

Ambassadors Football provides a bridge into these communities to enable them to improve. The public benefit is that we do this in a non-judgemental way and help others engage in the process through training, volunteering with us and participating in our programmes. A recent survey indicated that 0.0017% of all those who play football under the age of ten become professional players. This means that only 1 in every 58,000 players will make football their career. Therefore a key element to any football programme is the ability of the programme to impact the character and values of each player - providing a foundation from which they can build successful lives outside of the football field. The social interaction that they have in and around our programmes provides a vital source of understanding of others. The physical exercise that we provide can be for some the only exercise that they receive during the week, and the psychological benefits of playing in our programmes give some hope and purpose to those who may not otherwise have it.

The trustees of Ambassadors Football Limited believe they have complied with the duty in section 17(5) of the Charities Act 2011, to have due regard to the public benefit guidance published by the Charity Commission.

**Volunteers**

We trained 3 volunteer interns in 2016. The number of volunteers involved in delivering our programmes was 141. The volunteers were support workers and coaches in our community football outreach programmes and some were involved in administrative support. The contribution of time from volunteers was maintained at approximately 400 hours per week over the year. This is equivalent to 12 staff workers and is a great return on the investment we make into them.

## **AMBASSADORS FOOTBALL LIMITED**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016**

#### **STRATEGIC REPORT**

##### **Achievement and performance**

###### *Charitable activities*

The stability that we saw developed in 2015 was continued in 2016 with Ambassadors Football GB focusing on sustainable models of work through:

1. Local partnership, resulting in a good investment of our time as we trained and supported others in delivering our programmes, whilst modelling good practice ourselves.
2. Improved communication, resulting in a feeling of belonging to the Ambassadors Football programmes and objectives and that we could be the organisation to go to if there were needs regarding community football outreach.
3. New staff being added to our team in Lancashire, resulting in new programmes being implemented and more people impacted through our work.
4. A move towards training alongside the models of outreach that we already have.
5. Increasing the numbers who attend our local models of outreach and also developing into new areas of London and around the country.

##### **Community Football Outreach**

We have seen continued development of our community football outreach programmes. We have reviewed and improved our training programmes that are delivered with partners around Great Britain. As a result we were able to finalise the new training package in December 2016. This will be implemented in 2017. Earlier in 2016 we also conducted two training courses for local volunteers in Community Football Outreach in London and Aberdeen. As a result we saw some new programmes begin in those locations. The other programmes that we are involved in include:

##### **Football Schools**

2016 saw 9 football schools take place around Great Britain. Some partners that we have worked with now organise and run their own football schools, which shows long-term sustainability of the programmes we have developed. Some churches see our football schools as vital to their overall strategic goals of serving their community. Others see a football school as a way to kick-start service in a new location. Often a football school helps our partners interact in an effective way with their local school and community. Jay\* attended one of our football schools. He insisted his mum come to the celebration event at the end of the week. Through the positive relationships she developed with the local volunteers she began to teach Zumba in the local church hall. She also began to rebuild the relationship with her estranged husband. After a few months they renewed their wedding vows in church and now live together again as a family. They trace this back directly to the football school that took place in their local community.

\* not his real name

##### **Fathers Football**

Fathers Football continues in Tower Hamlets, London. This programme of engagement with the dads of primary school children has resulted in greater involvement of the fathers in the lives of their children and their schools. We work in partnership with local volunteers and have weekly programmes for up to 10 schools. The schools are very thankful for the way the programme breaks down barriers between different ethnic groups. The programme also encourages fathers to interact with one another and hosts seminars and days away to deepen friendships that are formed through football. The Fathers Football tournaments held every few months have enabled different schools and fathers to interact with one another and foster wider community cohesion. We have been invited to start Fathers Football in other locations and are working on a franchise model that will result in sustainable Fathers Football programmes across Great Britain.

##### **Goalside**

Goalside is a programme of community outreach with teenagers and adults on sports fields around Britain. Our partners see the impact of regularly hosting football at local parks/fields. The youth that attend have a regular opportunity to meet up with responsible adults who help organise football for them. The Genesis project, working with homeless men in partnership with two local churches is one such programme. New projects began this year in Aberdeen and Tottenham. As a result we now have 40 more young people engaged with our programmes who may otherwise be involved in anti-social behaviour. David is a volunteer with our programme in North London. He can see the difference in the attitude of the young people towards him and his co-workers as the atmosphere changes in the area due to the regular presence on the estate where they work.

##### **Football Clubs**

We continued to support churches that run their own football clubs for youth, children and adults. We support these through our respected tournaments. The London Churches Football Tournament continues to grow, with more women's and youth teams represented year on year. It means our reach within communities continues to expand. We hope to build upon the relationships started with these communities to introduce regular community outreach programmes linked to the teams that attend the tournaments.

**AMBASSADORS FOOTBALL LIMITED**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 DECEMBER 2016**

**STRATEGIC REPORT**

**Achievement and performance**

*Charitable activities*

**Tournaments**

Tournaments are often an under-estimated part of our whole work. Our 7 tournaments saw 55 churches involved and more than 100 teams take part. The National Christian Football Festival is seen as the leading church football festival in Great Britain. Teams travel from all over the country to take part in the weekend event and the feedback is always very positive. One group told us that they make it a special weekend away for the men in their church. As such it provides an environment where the men can talk more openly about difficulties they might have as fathers or husbands and in their wider community. Addressing these issues also raises the possibility to link up with these groups on an ongoing basis with the programmes that we run throughout the year. One leader said that his team were moved by the messages and spirit in which the tournament was played. As such they hoped to continue a regular meeting outside of the football played in order to build upon the good friendships that were formed during their weekend away.

**Tours**

Tours take place through staff members gathering other footballers together to go to another location to play football and help serve that community. This took place in Calais in the Jungle migrant camp. 15 different people came with us on the various occasions that we went over. We played football, chatted with the residents and also helped volunteers see how football can break down barriers of language, race and bias when played in the right way.

*Fundraising activities*

We intentionally increased our fundraising activities in 2016 and are extremely grateful to our supporters as it resulted in a significant increase in funds raised. We held several fundraisers during the year, including 'Match For A Day' and various running and cycling events, which we are repeating in 2017.

**Financial review**

*Financial position*

In a financially difficult year, donations from personal support dropped. We were however able to maintain the level of our activities by utilising some of the previously accumulated reserves. This leaves the Balance Sheet at the end of 2016 with a positive value of £18,267, which is in excess of our reserves policy.

*Investment policy and objectives*

The trustees aim to keep funds in a higher rate savings account at least to the amount of the charity's reserve. The trustees believe this is sufficient for the size and complexity of the charity at present but will instruct the directors to establish a more detailed investment policy for use if and when funds are available for investing on a longer term basis, however this has not been needed during 2016.

*Reserves policy*

Company policy has been to hold at least £6,000 of reserves. This standard was maintained throughout 2016. The free general unrestricted reserves at 31 December 2016 were £18,267.

## **AMBASSADORS FOOTBALL LIMITED**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016**

#### **STRATEGIC REPORT**

##### **Future plans**

The vision of Ambassadors Football, both nationally and internationally, is to see the transformation of individuals and communities through indigenous football outreach. We therefore long to see a church based football outreach movement of transformation impacting individuals and communities across the British Isles. As an expression of this long term vision, by the end of 2017 we want a foundational platform in place in order to facilitate this movement. This will mean Ambassadors Football will have:

- a) Free unrestricted reserves in place.
- b) Well-resourced staff on appropriate sustainable salaries.
- c) A growing nationwide network of trained volunteers implementing our programmes in their locality.
- d) A national strategy to train more local groups to serve their communities through football.

The plan to fulfil this vision will be based around 3 strategic anchors for 2017:

- i. Train up partner groups to deliver our programmes around the country. This will result in our role changing slightly from one of only implementation to that of inspiration, training, consultation and support. We see that this will result in sustainable community football programmes around the country, without putting undue strain on current staff.
- ii. Build sustainability through implementing a true cost recovery approach locally, nationally and internationally at a minimum of £20 per hour for the services that we provide.
- iii. Roll out into other localities our community football programmes e.g. Fathers Football and Goalside and support local partners as they do this.

The plan based around these identified key anchors should help Ambassadors Football make a collection of decisions for the coming years to maximise success and establish the work as unique within the charitable sector.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

Ambassadors Football Limited (formerly known as Ambassadors in Sport until 7 August 2013) was incorporated as a company limited by guarantee (registered in England and Wales, Company No. 03172553) on 14 March 1996 and it was registered with the Charity Commission (Charity No. 1055422) on 16 May 1996.

##### **Recruitment and appointment of new trustees**

As set out in the Articles of Association, trustees other than those retiring by rotation can only be appointed at a general meeting if (1) they are recommended by existing trustees or (2) the required notice has been given by a member entitled to vote of the intention to propose that person as a trustee and the required notice has been given to those entitled to receive notice of the meeting.

##### **Organisational structure**

Throughout 2016, the trustees have maintained meeting 4 times per year as a Board, as well as having an AGM. Additionally, individual Board members continue to be available via telephone, email, Skype and/or for meetings with the charity's directors. The directors continue to represent the organisation via phone/Skype conferences and where necessary face to face meetings with other international related parties (see section below) in terms of overseeing cooperation globally through the basis of shared vision and values.

##### **Induction and training of new trustees**

Daniel Money was invited to join the Board of Trustees in 2016. He has been a long-term supporter and volunteer with our programmes in London. He attended one meeting as an observer and subsequently was given orientation in regards to the role of a trustee with Ambassadors Football. As a result of this he was accepted as a trustee in December 2016.

##### **Wider network**

'Ambassadors Football' worldwide consists of independent national charities which have a relationship with the other offices by form of an International Agreement. This is an arrangement between Ambassadors Football offices around the world expressing the desire to cooperate together on the basis of shared values and vision.



## **AMBASSADORS FOOTBALL LIMITED**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2016**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Risk management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

The main risk management focus areas in 2016 were:

- A review was made of the current staff in Great Britain and their needs in relation to their work in the charity. This review sought to clarify the contracts of these workers and other documentation for more robust governance.
- All staff underwent annual appraisals of their work and action points were taken forward for implementation in 2017.
- A review of our health and safety policies was made to ensure all staff are aware and trained in the latest legislation. As a result a programme of training staff and volunteers in updated policies is now ongoing.
- The sustainability of the Ambassadors' offices underwent an ongoing review and both locations in Bolton and London were considered still to be viable, necessary and effective for the foreseeable future.
- Crisis contingency procedures were reviewed and tested for 3 overseas training programmes and the systems appear to still be robust.
- An ongoing review of all of our policies began in 2016. As a result of this, policies for vulnerable adults and child safety were updated. Staff will be trained and updated on policies in line with current legislation.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company Number**

03172553 (England and Wales)

##### **Registered Charity Number**

1055422

##### **Registered Office (Head Office)**

Claremont House  
St Georges Road  
Bolton  
Lancashire  
BL1 2BY

##### **London Regional Office**

70 Mare Street  
London  
E8 4RT

##### **Trustees/Directors**

J Hampson (Chairman)  
N H Hoad  
D E Money (appointed 03/03/2017)  
D W Oakley  
J H Ortlip  
B Roles  
J K Squires (appointed 13/01/2016)  
A M Thomas

##### **Key Personnel**

M J Bateman (GB Director)  
S J Prentice (Secretary to the Board) (appointed 21/03/2016)

##### **Independent Examiners**

Dunhams  
11 Warwick Road  
Old Trafford  
Manchester  
M16 0QQ

##### **Bankers**

Barclays Bank Plc, The Wellsprings, Victoria Square, Bolton, BL1 1XA



**AMBASSADORS FOOTBALL LIMITED**

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 DECEMBER 2016**

**REFERENCE AND ADMINISTRATIVE DETAILS**

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Report of the trustees, incorporating a strategic report, approved by order of the Board of Trustees, as the company directors ..... 25/09/2017 ..... and signed on its behalf by:

.....  
J Hampson - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
AMBASSADORS FOOTBALL LIMITED**

I report on the accounts for the year ended 31 December 2016 set out on pages nine to eighteen.

**Respective responsibilities of trustees and examiner**

The charity's trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under Section 144(2) of the Charities Act 2011 (the 2011 Act)) and that an independent examination is required. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under Section 145 of the 2011 Act
- to follow the procedures laid down in the General Directions given by the Charity Commission (under Section 145(5)(b) of the 2011 Act); and
- to state whether particular matters have come to my attention.

**Basis of the independent examiner's report**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statements below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that, in any material respect, the requirements

- to keep accounting records in accordance with Section 386 and 387 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of Sections 394 and 395 of the Companies Act 2006 and with the methods and principles of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)

have not been met; or

- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Mr A Edwards ACA ACCA  
Institute of Chartered Accountants in England and Wales  
Dunhams  
Chartered Accountants  
11 Warwick Road  
Old Trafford  
Manchester  
M16 0QQ

Date: 25/09/2017

**AMBASSADORS FOOTBALL LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 DECEMBER 2016**

	Notes	Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	288,871	-	288,871	315,970
<b>Charitable activities</b>	5				
Charitable activities		48,487	2,917	51,404	51,622
Other trading activities	3	14,390	-	14,390	5,429
Investment income	4	16	-	16	6
<b>Total</b>		<b>351,764</b>	<b>2,917</b>	<b>354,681</b>	<b>373,027</b>
<b>EXPENDITURE ON</b>					
<b>Raising funds</b>					
Raising donations and legacies	6	35,981	-	35,981	41,483
		35,981	-	35,981	41,483
<b>Charitable activities</b>					
Charitable activities	7	319,951	3,102	323,053	320,634
Other		4,368	-	4,368	1,230
<b>Total</b>		<b>360,300</b>	<b>3,102</b>	<b>363,402</b>	<b>363,347</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(8,536)</b>	<b>(185)</b>	<b>(8,721)</b>	<b>9,680</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		26,803	185	26,988	17,308
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>18,267</b>	<b>-</b>	<b>18,267</b>	<b>26,988</b>

**CONTINUING OPERATIONS**

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

**AMBASSADORS FOOTBALL LIMITED**

**BALANCE SHEET  
AT 31 DECEMBER 2016**

	Notes	Unrestricted funds £	Restricted funds £	2016 Total funds £	2015 Total funds £
<b>CURRENT ASSETS</b>					
Debtors	14	5,029	-	5,029	4,870
Prepayments and accrued income		2,783	-	2,783	1,782
Cash at bank		27,264	15,000	42,264	39,984
		<u>35,076</u>	<u>15,000</u>	<u>50,076</u>	<u>46,636</u>
<b>CREDITORS</b>					
Amounts falling due within one year	15	(16,809)	(15,000)	(31,809)	(19,648)
<b>NET CURRENT ASSETS</b>		<u>18,267</u>	<u>-</u>	<u>18,267</u>	<u>26,988</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>18,267</u>	<u>-</u>	<u>18,267</u>	<u>26,988</u>
<b>NET ASSETS</b>		<u>18,267</u>	<u>-</u>	<u>18,267</u>	<u>26,988</u>
<b>FUNDS</b>	16				
Unrestricted funds				18,267	26,803
Restricted funds:					
Queen Adelaide's Charity				-	185
<b>TOTAL FUNDS</b>				<u>18,267</u>	<u>26,988</u>

The notes form part of these financial statements

**AMBASSADORS FOOTBALL LIMITED**

**BALANCE SHEET - CONTINUED  
AT 31 DECEMBER 2016**

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2016.

The members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 December 2016 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on .....25/09/2017..... and were signed on its behalf by:

.....  
J Hampson - Trustee

## AMBASSADORS FOOTBALL LIMITED

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

#### 1. ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentational currency of the accounts is GBP and rounding is to the nearest £.

The charity has taken advantage of the following disclosure exemption in preparing these financial statements, as permitted by FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland':

- the requirements of Section 7 Statement of Cash Flows.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The following specific policies are applied to particular categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant. Grants related to performance and specific deliverables are accounted for as the charity earns the right to consideration by its performance.

Where grants and fees are received in advance of performance, their recognition is deferred and included in creditors.

Legacies are included when the charity becomes entitled to the bequest and the amount receivable is capable of being utilised.

Investment income is included when receivable.

Incoming resources from charitable activities are accounted for when receivable.

Gifts in kind and donated services and facilities are recognised when receivable where a value can be attributed with reasonable accuracy.

## AMBASSADORS FOOTBALL LIMITED

### NOTES TO THE FINANCIAL STATEMENTS - CONTINUED FOR THE YEAR ENDED 31 DECEMBER 2016

#### 1. ACCOUNTING POLICIES - continued

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Expenditure includes any VAT which cannot be recovered and is reported as part of the expenditure to which it relates.

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and service for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. estimated usage.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and the audit fees and costs linked to the strategic management of the charity.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 20% on cost
Computer equipment	- 33% on cost

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds are unrestricted funds earmarked by the Trustees for a particular purpose.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

#### 2. DONATIONS AND LEGACIES

	2016	2015
	£	£
Donations	265,039	289,963
Gift aid	23,832	26,007
	<u>288,871</u>	<u>315,970</u>



**AMBASSADORS FOOTBALL LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 DECEMBER 2016**

**3. OTHER TRADING ACTIVITIES**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Fundraising events	<b>14,390</b>	<b>5,429</b>

**4. INVESTMENT INCOME**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Deposit account interest	<b>16</b>	<b>6</b>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	<b>Activity</b>	<b>2016</b>	<b>2015</b>
		<b>£</b>	<b>£</b>
Football festivals	Charitable activities	<b>16,289</b>	<b>11,157</b>
Community coaching	Charitable activities	<b>28,298</b>	<b>28,665</b>
Other fees and charges	Charitable activities	<b>3,900</b>	<b>3,700</b>
Grants	Charitable activities	<b>2,917</b>	<b>8,100</b>
		<b>51,404</b>	<b>51,622</b>

Grants received, included in the above, are as follows:

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
The London Community Foundation	-	600
Westhill Endowment	-	7,000
Queen Adelaide's Charity	-	500
Seedbed Trust Grant	<b>2,917</b>	-
	<b>2,917</b>	<b>8,100</b>

**6. RAISING DONATIONS AND LEGACIES**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Staff costs	<b>27,032</b>	<b>31,199</b>
Rent and premises costs	<b>2,865</b>	<b>2,439</b>
Telephone	<b>293</b>	<b>342</b>
Postage and stationery	<b>390</b>	<b>625</b>
Sundries	<b>518</b>	<b>1,284</b>
Fundraising	<b>3,023</b>	<b>1,045</b>
Travel and subsistence	<b>940</b>	<b>3,764</b>
Motor expenses	<b>628</b>	<b>591</b>
Staff welfare and training	<b>292</b>	<b>194</b>
	<b>35,981</b>	<b>41,483</b>

**AMBASSADORS FOOTBALL LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 DECEMBER 2016**

**7. CHARITABLE ACTIVITIES COSTS**

	<b>Direct costs</b>	<b>Totals</b>
	<b>£</b>	<b>£</b>
Charitable activities	<u>323,053</u>	<u>323,053</u>

**8. SUPPORT COSTS**

	<b>Management</b>	<b>Governance costs</b>	<b>Totals</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Other resources expended	<u>1,620</u>	<u>2,748</u>	<u>4,368</u>

**9. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Independent examiner remuneration	<u>2,400</u>	<u>1,230</u>
Directors remuneration	<u>-</u>	<u>19,174</u>

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 December 2016 nor for the year ended 31 December 2015.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 December 2016 nor for the year ended 31 December 2015.

**11. STAFF COSTS**

	<b>2016</b>	<b>2015</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<u>167,963</u>	<u>196,055</u>
Social security costs	<u>10,078</u>	<u>11,659</u>
Other pension costs	<u>2,164</u>	<u>8,281</u>
	<u><b>180,205</b></u>	<u><b>215,995</b></u>

The average monthly number of employees during the year was as follows:

	<b>2016</b>	<b>2015</b>
Bolton	<u>5</u>	<u>6</u>
London	<u>3</u>	<u>3</u>
International	<u>1</u>	<u>1</u>
South East Asia	<u>-</u>	<u>1</u>
	<u><b>9</b></u>	<u><b>11</b></u>

No employees received emoluments in excess of £60,000.

**AMBASSADORS FOOTBALL LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 DECEMBER 2016**

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	315,970	-	315,970
<b>Charitable activities</b>			
Charitable activities	44,122	7,500	51,622
Other trading activities	5,429	-	5,429
Investment income	6	-	6
<b>Total</b>	<b>365,527</b>	<b>7,500</b>	<b>373,027</b>
 <b>EXPENDITURE ON</b>			
Raising funds	41,483	-	41,483
<b>Charitable activities</b>			
Charitable activities	313,319	7,315	320,634
Other	1,230	-	1,230
<b>Total</b>	<b>356,032</b>	<b>7,315</b>	<b>363,347</b>
 <b>NET INCOME/(EXPENDITURE)</b>	<b>9,495</b>	<b>185</b>	<b>9,680</b>
 <b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	17,308	-	17,308
 <b>TOTAL FUNDS CARRIED FORWARD</b>	<b>26,803</b>	<b>185</b>	<b>26,988</b>

**13. TANGIBLE FIXED ASSETS**

	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>			
At 1 January 2016 and 31 December 2016	27,821	21,960	49,781
 <b>DEPRECIATION</b>			
At 1 January 2016 and 31 December 2016	27,821	21,960	49,781
 <b>NET BOOK VALUE</b>			
At 31 December 2016	-	-	-
At 31 December 2015	-	-	-

**AMBASSADORS FOOTBALL LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 DECEMBER 2016**

**14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2016	2015
	£	£
Trade debtors	1,300	900
Other debtors	3,729	3,970
	<u>5,029</u>	<u>4,870</u>

**15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2016	2015
	£	£
Social security and other taxes	3,347	4,005
Other creditors	1,735	1,290
Deferred income	24,327	11,760
Accrued expenses	2,400	2,593
	<u>31,809</u>	<u>19,648</u>

**16. MOVEMENT IN FUNDS**

	At 1.1.16	Net movement in funds	At 31.12.16
	£	£	£
<b>Unrestricted funds</b>			
General fund	26,803	(8,536)	18,267
<b>Restricted funds</b>			
Queen Adelaide's Charity	185	(185)	-
<b>TOTAL FUNDS</b>	<u>26,988</u>	<u>(8,721)</u>	<u>18,267</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	351,764	(360,300)	(8,536)
<b>Restricted funds</b>			
Seedbed Trust Grant	2,917	(2,917)	-
Queen Adelaide's Charity	-	(185)	(185)
	<u>2,917</u>	<u>(3,102)</u>	<u>(185)</u>
<b>TOTAL FUNDS</b>	<u>354,681</u>	<u>(363,402)</u>	<u>(8,721)</u>

**17. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 December 2016.

**AMBASSADORS FOOTBALL LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
FOR THE YEAR ENDED 31 DECEMBER 2016**

**18. ULTIMATE CONTROLLING PARTY**

There is no ultimate controlling party.

**19. PURPOSES OF THE RESTRICTED FUNDS**

Queen Adelaide's Charity  
Seedbed Trust

A restricted fund for Father's Football  
A restricted fund for CFO North

**AMBASSADORS FOOTBALL LIMITED**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2016**

	2016 £	2015 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	265,039	289,963
Gift aid	23,832	26,007
	<hr/> 288,871	<hr/> 315,970
<b>Other trading activities</b>		
Fundraising events	14,390	5,429
<b>Investment income</b>		
Deposit account interest	16	6
<b>Charitable activities</b>		
Football festivals	16,289	11,157
Community coaching	28,298	28,665
Other fees and charges	3,900	3,700
Grants	2,917	8,100
	<hr/> 51,404	<hr/> 51,622
<b>Total incoming resources</b>	<hr/> 354,681	<hr/> 373,027
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Salaries	25,195	28,208
Social security	1,512	1,749
Pensions	325	1,242
Rent and premises costs	2,865	2,439
Telephone	293	342
Postage and stationery	390	625
Sundries	518	1,284
Fundraising	3,023	1,045
Travel and subsistence	940	3,764
Motor expenses	628	591
Staff welfare and training	292	194
	<hr/> 35,981	<hr/> 41,483
<b>Charitable activities</b>		
Salaries	142,768	167,847
Social security	8,566	9,910
Pensions and other staff costs	1,839	7,039
Telephone	879	1,026
Postage and stationery	1,169	1,875
Advertising	-	483
Sundries	56	142
Football costs	26,587	18,933
Carried forward	181,864	207,255

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**AMBASSADORS FOOTBALL LIMITED**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2016**

	2016 £	2015 £
<b>Charitable activities</b>		
Brought forward	181,864	207,255
Overseas support	120,906	85,584
Miscellaneous expenses	1,319	94
Donations	580	-
Bank charges	111	163
Travel and subsistence	3,758	15,058
Motor expenses	2,513	2,366
Rent and premises costs	11,460	9,754
Staff welfare and training	542	360
	<u>323,053</u>	<u>320,634</u>
<b>Support costs</b>		
<b>Management</b>		
Consultancy	1,620	-
<b>Governance costs</b>		
Accountancy fees	2,748	1,230
	<u>363,402</u>	<u>363,347</u>
<b>Total resources expended</b>		
	<u>363,402</u>	<u>363,347</u>
<b>Net (expenditure)/income</b>	<u>(8,721)</u>	<u>9,680</u>

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