

OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED
30 JUNE 2021

The MGroup Partnership
Chartered Certified Accountants
Cranbrook House
287-291 Banbury Road, Oxford
OX2 7JQ

Company Registration Number: 06621199 (England and Wales)
Charity Registration Number: 1125173

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED 30 JUNE 2021**

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**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**CHARITY INFORMATION
FOR THE YEAR ENDED 30 JUNE 2021**

PATRONS

P Rhoades-Brown
J Constable
L Robinson

TRUSTEES

J D Faulkner
I D Hudspeth
S J Bradney
G A Box-Turnbull
K Parker
M D Everett
Z M Nuseibeh

CHAIR

J D Faulkner

VICE CHAIR

G A Box-Turnbull

TREASURER

K Parker

SECRETARY

The MGroup Secretarial Services Limited

SENIOR MANAGEMENT

C Lowes - Head of Charity
T Tarby-Donald - Head of Charitable Activities

REGISTERED / PRINCIPAL OFFICE

The Kassam Stadium
Grenoble Road
Oxford
OX4 4XP

COMPANY REGISTRATION NUMBER

06621199 (England and Wales)

CHARITY REFERENCE NUMBER

1125173

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**CHARITY INFORMATION
FOR THE YEAR ENDED 30 JUNE 2021**

INDEPENDENT EXAMINER

The MGroup Partnership
Chartered Certified Accountants
Cranbrook House
287-291 Banbury Road
Oxford
OX2 7JQ

SOLICITORS

Gateley PLC
One Eleven
Edmund Street
Birmingham
B3 2HJ

BANKERS

Barclays Bank PLC
Cowley
Oxford

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

The Trustees present their Annual Report (which also serves the purposes of both a Trustees' report and Directors' report under company law) for the year ended 30 June 2021 under the Charities Act 2011, the Companies Act 2006 and 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) together with the independently examined financial statements for the year.

The comparative figures are for the year ended 30 June 2020.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is a company limited by guarantee under its Memorandum and Articles of Association. The company was incorporated on 16 June 2008 and became a registered charity on 24 July 2008.

The charity formally changed its legal name by Special Resolution dated 20 February 2019 from Oxford United FC Youth and Community Sports Trust to Oxford United in the Community.

Patrons:

Peter Rhoades-Brown

James Constable

Les Robinson

Senior management:

Tim Tarby-Donald - Head of Charitable Activities (Interim Contract)

Chris Lowes - Head of Charity

The trustees, who are also directors for the purpose of company law, and who served during the year are as follows:-

J D Faulkner

I D Hudspeth

S J Bradney

G A Box-Turnbull

K Parker

M D Everett

Z M Nuseibeh

None of the trustees has any beneficial interest in the company.

All the trustees are members of the company and guarantee to contribute £10 in the event of a winding up.

The charity is run by a Board of trustees who are responsible for the strategic direction of the organisation.

The trustees meet regularly to administer the charity.

**OXFORD UNITED IN THE COMMUNITY
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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

STRUCTURE, GOVERNANCE AND MANAGEMENT - continued

New trustees are recruited by direct invitation from the existing Board members and are identified either by the Board members or by referral to the Board.

In extending invitations account is taken of the skills present and needed around the Board table. New trustees are elected by the voting membership.

All trustees must be at least 18 years of age and capable of managing his or her own affairs. One third of the trustees must retire from office each year but may be reappointed if willing to stand.

The number of trustees shall be not less than three but shall not be subject to any maximum.

The charity works closely with Oxford United Football Club and is overseen and supported by the English Football League Trust (EFL Trust), the charitable arm of the English Football League (EFL).

TRUSTEE INDUCTION AND TRAINING

New trustees are briefed on their legal obligations and responsibilities under charity law. They are also encouraged to familiarise themselves with the charity's constitution. As part of the induction process, new trustees will meet key employees and other trustees.

RISK MANAGEMENT

The trustees are responsible for undertaking an annual risk assessment of the organisation and its activities. Any risks that the charity is exposed to would be discussed at general meetings as a matter of course.

**OXFORD UNITED IN THE COMMUNITY
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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

LEGAL AND ADMINISTRATION INFORMATION

Further legal and administration information is provided on pages 1 and 2 of these accounts.

OBJECTIVES AND ACTIVITIES

The Charity's objects are for the benefit of the public generally and, in particular, the inhabitants of Oxfordshire and its surrounding areas:

- (a) promote community participation in healthy recreation by providing facilities for the playing of association football and other sports capable of improving health ("facilities" in this case means land, buildings, equipment and organising sporting activities);
- (b) provide and assist in providing facilities for sport, recreation or other leisure time occupation of such persons who have need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving their conditions of life; and
- (c) advance the education of children and young people through such means as the trustees think fit in accordance with the law of the charity.

**OXFORD UNITED IN THE COMMUNITY
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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

PUBLIC BENEFIT

When planning the charity's activities for the year consideration has been given to the Charity Commission's guidance on public benefit.

As part of an initiative instigated by the Board of Trustees in early 2019, the charity is focusing ever more on increasing the social impact of its activities to maximise the public benefit and to grow the geographic area in which the charity operates.

Whilst the charity's work has traditionally focused on younger children in primary schools via Football in the Community programmes, the charity's new strategy "Oxfordshire – A Community United" means extending that focus, working to support all of the community across Oxfordshire "aged from 2 to 92" with a more "place-based" approach.

Our Vision

Every person in Oxfordshire has a positive connection with OUFU / OUIFC every day, inspiring happier, healthier, and better-connected communities.

Our Mission

Working collaboratively with local and county-wide delivery partners, Oxford United in the Community uses the power of football to inspire the people and communities of Oxfordshire to have positive aspirations for their futures and the health, wellbeing, self-confidence, opportunities, and resources to achieve them.

Our Values

- At Oxford United in the Community, we each aim to use our resources efficiently in achieving measurable results, and be fully accountable to supporters, partners and, most of all, residents of Oxfordshire.
- We set high goals and ask the best of ourselves and our colleagues, and are always seeking ways to improve the quality of the work we do for our beneficiaries.
- We aim to work to the highest standards of personal integrity and behaviour, will never knowingly compromise the charity's reputation, and will always act in the best interests of our beneficiaries.
- We are open to new ideas, embrace change, and take disciplined risks to develop sustainable solutions for and with our beneficiaries.
- As a team we thrive on qualities of mutual respect, value and diversity, and apply the same values when working with partners to leverage our brand strength in making a difference for Oxfordshire residents.

**OXFORD UNITED IN THE COMMUNITY
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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

PUBLIC BENEFIT - continued

The charity's main objectives are detailed in the new strategy for the period 2019-2024 "Oxfordshire – A Community United":

1: Increase the social impact of the charity's activities;

- a. by developing new service offerings, particularly related to youth services and older people, to support those "from the age of 2 to 92".
- b. by accessing new expertise via recruiting new team members.
- c. by establishing strategic, collaborative delivery partnerships across Oxfordshire.
- d. by establishing key local partnerships based on local conditions.
- e. by increasing cross subsidisation of free to access services by chargeable services.

2: Increase the charity's reach, supporting communities in 10 to 15 county town locations in addition to Oxford City;

- a. by developing a proactive plan to scale up the charity's operational activities in both Oxford City and across the rest of Oxfordshire.
- b. by creating a financially sustainable business model that could be replicated to support the required growth to operate across the county.
- c. by securing substantial funding to enable the model to be tested and proved and subsequently scaled up.
- d. by developing local partnerships with a grassroots football club in each location to help develop sustainable grassroots football organisations focused on community development as well as increasing participation in football.

3: Sustainably grow the charity's income to support an increased level of programme activities in an increased number of geographic locations;

- a. by developing existing income generating services and introducing new ones.
- b. by securing new funded programmes within the EFL Trust and Premier League Charitable Fund portfolios.
- c. by establishing a new funding strategy with diversified sources of unrestricted and restricted funding sources to meet the needs of the business plan.
- d. by working with strategic and local partners to identify opportunities to secure funding for collaborative delivery projects.
- e. by creating opportunities for regular and one-off donations to be made to the charity.

4: Assure that the charity's activities are based on a solid foundation of policies, processes and procedures supported by a physical and IT infrastructure, which will enable;

- a. more effective governance and management of the charity.
- b. greatly improved methods of engagement and communication with participants, beneficiaries, supporters, donors, funders, partners and stakeholders.
- c. a standardised methodology of assessing the charity's social impact – measurement, analysis and reporting – to evidence the progress made.

**OXFORD UNITED IN THE COMMUNITY
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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

PUBLIC BENEFIT - continued

5: Create the conditions to establish a substantial multi-use sports, education and community facility as the official centre or Hub of activities for the charity in Oxford within five years.

ACHIEVEMENTS AND PERFORMANCE

Given the financial year in question is 1st July 2020 to 30th June 2021, the Board of Trustees wish to highlight that the operational and financial performance of Oxford United in the Community during this period is to be viewed against the backdrop of the global pandemic caused by Covid-19, which began to impact the charity from March 2020 and continued to do so until the end of 2021, negatively affecting the whole financial year 2020 - 2021.

During the year in review the charity was operationally impacted by the ongoing restrictions and limits after the end of the first national lockdown and during the second and third lockdowns in November 2020 and January 2021 respectively. Again, any staff who were not directly funded as part of programmes were put on furlough and all other employees requested to work remotely from their homes.

Despite the ongoing challenges presented by the pandemic, whilst ensuring the financial sustainability of the charity, the OUiC team continued to move forward in developing and implementing the new strategy, "Oxfordshire – A Community United".

The charity estimates that during the period of July 2020 to June 2021 it lost in excess of £100,000 in income which it would normally have expected to have generated in the similar timeframe under normal operating conditions pre-pandemic; these losses were partially offset by £13,366 from the UK Government Job Retention Scheme ("Furlough" Scheme), by applying for exceptional grants from Sport England and Oxford City Council and by securing restricted grant funding for Tackling Loneliness Together, DIVERT, Premier League Kicks and the Step Change Fund.

Throughout the period of the pandemic the Board of Trustees and management team continued to meet virtually. Whilst the charity has undoubtedly been adversely impacted, it has weathered the storm, is financially stable and has made significant progress in its strategic goals, which is reflected in the following annual review.

This has been due to some exceptional work and extra efforts from everyone involved in the charity, in incredibly challenging circumstances. Thank you to everyone involved and those who supported Oxford United in the Community during this period.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

ANNUAL REVIEW

The year under review, 1st July 2020 to 30th June 2021, was the first ever full financial year operated under pandemic conditions. Whilst the prior four months since Covid-19 hit in March 2020 were very focused on keeping the charity afloat in the face of some exceptional emergency circumstances, the year in review was one which was navigated and challenges managed to achieve whatever was possible under the circumstances, accepting that it was not necessarily going to be the level the charity's ambitions would aspire to.

Fundamentally, the focus was on delivering services in a safe way whilst doing as much as possible to support beneficiaries and participants within the local community, including being flexible in seizing a funding opportunity to support older people within Oxfordshire, via the Tackling Loneliness Together project, funded by DCMS via the EFL Trust.

In addition, the charity moved to add some programmes to its portfolio which, unlike prior years' operations, were based on a restricted funding model with dedicated staff. Whilst this can create inflexibility in income and reduce the ability of the charity to respond to local need, given the limitations on face-to-face delivery (and the unrestricted income generation possible from this) it was seen as a responsible way to develop, in particular, the youth focused services within OUIc.

Both Premier League Kicks and the New Era Foundation / Thames Valley Violence Reduction Unit's DIVERT programme were secured and implemented during this financial year, with a dedicated person being recruited for each programme.

In addition, restricted funding from the Step Change Fund, administered by Oxfordshire Community Foundation, was also secured to help OUIc make significant operational and organisational changes to help assure long term sustainability and impact, with a new Operations Support Executive role being funded and another new member of the team recruited.

Operationally, the financial year started with a new project, Manor Club Extra, a multi-channel extension of the face-to-face Manor Club meetings which had been put on hold due to Covid-19.

Having secured funding provided by the Government's Department for Digital, Culture, Media and Sport (DCMS) via the EFL Trust, the charity nominated Alex Blane to lead the work feeding into the national Tackling Loneliness Together project being run by Club Community Organisations across the EFLT network.

The Manor Club Extra project consisted of engaging with those aged over 70 across Oxfordshire to help them stay connected and as active as possible, reducing the impact of loneliness due to lockdown and shielding conditions.

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

ANNUAL REVIEW - continued

As the charity wanted to ensure the best support as possible was given to older people, OUIc had established a collaborative partnership with Age UK Oxfordshire and Active Oxfordshire.

Over the next nine months (with a funding extension from the end of December 2020 to the end of March 2021 being secured), OUIc and their partners engaged with and supported some nearly 900 people with online YouTube videos, direct mail brochures including support information, exercises and articles, a weekly zoom coffee morning, online match watch-alongs, supportive phone calls and when conditions allowed, "garden gate" visits. The whole OUIc team linked into this project with NCS and PL Kicks programme participants also undertaking activities to support older people.

Whilst this type of project was not a core competence for OUIc and there were many lessons learnt, the charity is extremely proud of the work done to support Oxfordshire's older population and the links forged with partners have strengthened the charity's resolve to secure funding to continue dedicated services to support Oxfordshire's aging community stay connected, happy and healthy.

Summer 2020 saw face-to-face football coaching provision restart with summer holiday camps using Covid secure measures, and the first ever NCS programme which was a great success despite some significant changes due to Covid which removed the residential element and reduced the number of participants. These restrictions impacted the income the charity generated from both activities but participants gained a great deal from the programme and were able to raise around £1500 for other Oxfordshire charities as part of their social action projects.

At the same time, after of year's work with the potential funder, the charity was also finalising the elements for funding by the Step Change Fund and at the end of August the grant was confirmed, meaning that a pilot in the first proposed "Town Spoke" could be further developed and implemented.

Once the autumn term started the charity began the process of moving forward on "Oxfordshire – A Community United", working a detailed plan to share the business model with a preferred grassroots football club partner, identifying a supplier for the new website and putting in place resources and services to support a launch in Banbury.

This work included recruitment of a new Operations Support Executive in November, supporting all of the operational aspects of the charity, enabling the scaling up of activities via the Hub and Spoke operational model, coupled with the process of defining and creating content for the new website, both funded by the Step Change Fund grant.

In addition, significant work with Thames Valley Violence Reduction Unit, New Era Foundation and other CCOs involved in the project, resulted in a Service Level Agreement being established for DIVERT as well as a job description for the role of Custody Intervention Coach, the CIC for OUIc was recruited during the final part of 2020 and started in January 2021, when the project began.

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ANNUAL REVIEW - continued

Similarly, the Premier League Kicks programme required a new member of staff who, after some false starts, was recruited and began at the very end of November 2020 to lead on PL Kicks but also to focus on developing additional community-based youth focused projects.

Development Centres, Skills Centres and After School Clubs operated during the autumn term and the NCS autumn programme was able to be maintained, all with increased safety measures in place. One particular highlight was the awareness campaign developed by NCS participants in support of the Thames Valley VRU Operation Sceptre knife crime initiative.

Sadly, England entered a second national lockdown in November and subsequently Oxfordshire was covered by Tier 4 restrictions at the end of 2020 and then a third national lockdown began in January, impacting the whole of the first quarter of calendar year 2021.

Notwithstanding these operational challenges DIVERT launched in January 2021, Premier League Kicks with a virtual offering for Banbury in February 2021 and significant progress was made in finalising the website design and build, implementing the MoU agreements with the six strategic partners (Oxfordshire FA / Aspire Oxfordshire / Oxfordshire Youth / ARCh Oxfordshire / Active Oxfordshire / Oxfordshire Mind) and completing the partnership process with the first "Town Spoke" partner, Easington Sports FC, a community-focused grassroots club in Banbury.

All of this was in preparation for the strategy to be launched as part of the "OBCN Oxford Big Business Breakfast for Charity" in aid of OUitC on 5th March 2021, where all of the new strategy, partnerships and website were unveiled to the public for the first time to a very positive reception.

As Covid lockdown restrictions reduced, OUitC was able to run Covid-secure holiday camps in Oxford and towards the end of April 2021 face to face Premier League Kicks sessions launched in two locations in Banbury providing free to access football sessions for young people aged 9 to 18.

It was agreed with Easington Sports FC that due to the need to re-establish operations following the lockdowns, jointly operated holiday camps would not take place until the summer holidays in August 2021 (outside the current year in review).

However, in the meantime OUitC secured funding from the Football Foundation "Return to Football" fund which enabled OUitC to partner with Easington Sports FC and Oxfordshire Mind to offer a programme lasting ten weeks focused on 16–30-year-old women to provide them with Football and Wellbeing sessions in support of them engaging in football and improving their confidence, self-esteem and general wellbeing. This first joint project between OUitC and ESFC was exactly the sort of activity which the new hub and spoke model will be facilitating across Oxfordshire.

At the same time the OUitC Premier League Primary Stars programme underwent a transformation as the long-time manager, Ross Layton, decided to leave OUitC in April 2021 and was replaced in June by Robert Huff.

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ANNUAL REVIEW - continued

Notwithstanding these changes and challenges due to the third national lockdown OUitC was able to continue to support a number of primary schools even when not able to deliver sessions in person by providing online resources and activity packs, including distributing a large number to children also supported by one of OUitC's partners ARCh Oxfordshire.

One other project being worked with a strategic partner is Life Chances, part of a national programme facilitated in Oxfordshire by Active Oxfordshire and managed by Oxfordshire Youth.

OUitC was approached in April to become a delivery partner working with young people based in the city of Oxford, specifically targeting those who are from low socio-economic backgrounds, have an offending record and/or low school attendance. The programme is aimed at creating new opportunities to empower young people to get active and re-engage with education and skills provision. OUitC's proposal for year 1 of this 3-year programme was accepted and delivery began in June 2021.

One final project which began just before the end of the period was the Refugee Football Project pilot working in partnership with Refugee Resource and Asylum Welcome, supporting a group of young men traumatised by their recent experiences with a therapeutic approach linked to football.

Notable events related to the organisation in the period under review:

- In November 2020 the charity moved from its previous base at Oxford Science Park into an office provided by Oxford United FC at the Training Ground based at Oxford Sports Park, Horspath
- Maria Waskiel-Smit was appointed Operations Support Executive in November 2020
- Colin Williams was appointed Premier League Kicks / Community Youth Services Coordinator in December 2020
- Joshua Wilson was appointed DIVERT Custody Intervention Coach in January 2021
- New website www.OUitC.org was launched in March 2021
- Ross Layton resigned from the role of Premier League Primary Stars Manager in April 2021
- Robert Huff was appointed Premier League Primary Stars Manager in June 2021

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

FINANCIAL REVIEW

During the year the trust received £340,366 income from the provision of soccer coaching and educational courses, grants, sponsorship and fundraising activities.

The costs incurred in carrying out the trust's charitable objectives during the year amounted to £275,583.

The total governance costs for the year amounted to £41,074.

RESERVES POLICY

Total fund balances of the trust as at 30 June 2021 amounted to £84,917.

The charity's policy on unrestricted reserves is to maintain equivalent cash balances:

- To cover three months' budgeted recurrent expenditure.
- To cover planned capital expenditure for the upcoming year.

The level of reserves is regularly monitored and reviewed by the trustees.

The cash balances at the year end were below the target level of three month's budgeted recurrent expenditure. However, the trustees maintain that this is the level that they are working towards achieving.

The trustees consider that reserves at this level will ensure that, in the event of a significant reduction in funding, they will be able to continue the trust's current activities while consideration is given to ways in which additional funds may be raised.

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

MAIN SOURCES OF GRANT FUNDING

Oxford United in the Community would like to thank all of the following organisations for their financial support during the period July 1st 2020 to June 30th 2021:

- English Football League Trust - (Core Funding / Infrastructure Fund / Innovation Fund / Joy of Moving)
- Premier League Charitable Fund - (Premier League Primary Stars)
- Thames Valley VRU (DIVERT)
- Oxfordshire Community Foundation - Steph Change Fund (Oxfordshire - A Community United)
- Football Foundation - Return to Football Fund (Women's Football and Wellbeing)
- The Football Association - Community Shield
- UK Government (Job Retention Fund)
- Oxford City Council Coronavirus Discretionary Grant
- Community Emergency Fund (National Lottery)
- Sport England Community Emergency Fund (National Lottery)

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

MAIN SOURCES OF GRANT FUNDING - continued

The charity would also like to thank:

- Age UK Oxfordshire and Active Oxfordshire for their support in the Tackling Loneliness Together / Manor Club Extra project plus the numerous CCOs and OUFC players and staff who joined OUitC in project activities
- Refuge Resource and Asylum Welcome in their partnership work on the Refugee Football Project
- Easington Sports FC for their open and constructive partnership work as the pilot Town Spoke partnership for the Oxfordshire – A Community United project
- The Yellow Army for their £8,000 donation
- Mike Foster and Ben Thompson of Oxford Business Community Network and all of those who attended and donated at the Oxford Big Business Breakfast for Charity, raising over £1,200
- Ads creative solutions for their work in developing the new OUitC website
- Seacourt Ltd
- Persimmon Homes' Building Futures scheme for their £1,000 donation

Every supporter who:

- donated nearly £9,000 when renewing their season tickets and buying match tickets for the 2020-21 season
- fundraised for the charity during the year
- made one off or regular donations through the charity's various channels and
- Everyone who accessed Oxford United in the Community's paid services which provided an important source of income enabling the charity to offer a range of community-focused programmes.
- All of the stakeholders and partners who worked with, supported and advocated on behalf of Oxford United in the Community.
- Oxford United Football Club for their support throughout the year including providing office space for the charity and raising a little over £4,500 from the sale of OUFC branded face masks
- Everyone connected with the charity in what has been another challenging year.

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**REPORT OF THE TRUSTEES
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FUTURE PLANS

Having guided the charity through another challenging period, the focus for the 2021-2022 financial year is to maintain OUtC's financial sustainability, consolidate all of the new services and programmes whilst delivering credible and supportive work to the people and communities across Oxfordshire via the Hub and Spoke strategy of "Oxfordshire – A Community United".

As the pilot for this project closes out in Banbury, the charity will look to move into a larger number of Oxfordshire's towns during the 2022 calendar year, developing similar partnerships and activities to those already established in Banbury, increasing both the scale and impact of the work done.

Finally, the charity will pursue growth opportunities where appropriate and will look to both secure new grant funding and maximise unrestricted income generation from OUtC's revenue generating services by maximising participant numbers, growing existing provisions and adding new ones if profitable, in order to further the principle of cross subsidisation of non-paying participants on programmes.

All of this will be undertaken whilst developing the charity's culture and infrastructure to offer appealing full, part time and volunteer opportunities as well as compelling reasons for new and existing supporters to get involved in the charity's work.

INVESTMENT POWERS AND POLICY

The trustees' investment powers are laid down in the Constitution and restrictions contained therein. These powers are also subject to conditions imposed by law.

TRANSACTIONS WITH TRUSTEES

No members of the board of trustees received any remuneration or re-imbursment for expenses incurred during the year.

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

GOING CONCERN

The Trust has been impacted by the effects of the coronavirus (COVID-19) pandemic since the balance sheet date. These effects cannot be determined with any accuracy as the pandemic is ongoing at the date of approval of these accounts. As a result, the charity was required to curtail operations and needed to go into a crisis mode to assure its survival. For this reason, the trustees continue to adopt the going concern basis in the preparation of these accounts.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The board of trustees is responsible for preparing the Trustees' Annual Report and the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 Section 1A: The Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102).

Charity and company law requires the Trustees to prepare financial statements for each financial year. Under that law the Board of Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and resources expended, including its income and expenditure, for that period. In preparing these financial statements, the Board of Trustees is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards, including FRS 102 Section 1A and the Charities SORP, have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue to operate.

The Board of Trustees is responsible for keeping proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and ensuring their proper application under charity law and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

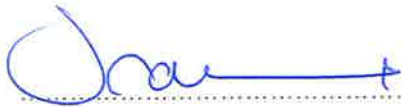
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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2021**

SPECIAL EXEMPTION

The above report is prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Prepared by the Board of Trustees and signed on their behalf by:-



J D Faulkner

16.6.2022

Date:

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

TO THE TRUSTEES OF OXFORD UNITED IN THE COMMUNITY

I report on the accounts of the trust for the year ended 30 June 2021 which are set out on pages 21 to 34.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

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

Having satisfied myself that the charity is not subject to audit under Part 16 of the Companies Act 2006 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 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 the seeking of 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 statement below.

/continued...

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

INDEPENDENT EXAMINER'S QUALIFIED STATEMENT

I have completed my examination. I have identified matters of concern that give me reasonable cause to believe that the accounting records have not been kept in accordance with section 386 of the Companies Act 2006. During the year, transactions with related parties took place, as disclosed in note 16 to the financial statements, with Oxford United Football Club ('the Club'). I was unable to confirm the balance owed by the Club at 30 June 2021. However, the trustees have confirmed that the balance owed by the Club is recoverable.

In connection with my examination, no other matter except that referred to in the above paragraph has come to my attention:

- which gives me reasonable cause to believe that, in any material respect, the requirements:
 - (a) to keep accounting records in accordance with section 386 of the Companies Act 2006, and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 have not been met, or
- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



P D Smith (FCCA)
For and on behalf of
THE MGROUP PARTNERSHIP
CHARTERED CERTIFIED ACCOUNTANTS
Cranbrook House
287-291 Banbury Road
Oxford
OX2 7JQ

20 June 2022

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING THE INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 30 JUNE 2021**

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
INCOMING RESOURCES					
Incoming resources from generated funds	7	164,740	-	164,740	154,650
Incoming resources from charitable activities	8	80,024	95,602	175,626	127,936
Total incoming resources		<u>244,764</u>	<u>95,602</u>	<u>340,366</u>	<u>282,586</u>
RESOURCES EXPENDED					
Costs of generating funds	9	5,149	-	5,149	-
Charitable activities	10	231,088	44,495	275,583	266,737
Governance costs	11	41,074	-	41,074	30,413
Total resources expended		<u>277,311</u>	<u>44,495</u>	<u>321,806</u>	<u>297,150</u>
Net movement in funds		(32,547)	51,107	18,560	(14,564)
Reconciliation of funds					
Funds brought forward		66,357	-	66,357	80,921
Funds carried forward		<u>33,810</u>	<u>51,107</u>	<u>84,917</u>	<u>66,357</u>

All income and expenditure derives from continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities.

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**BALANCE SHEET
AS AT 30 JUNE 2021**

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	12	1,983	712
CURRENT ASSETS			
Debtors	13	17,260	23,945
Cash at bank and in hand		141,064	65,825
		<u>158,324</u>	<u>89,770</u>
CREDITORS: Amounts falling due within one year	14	70,390	24,125
		<u>87,934</u>	<u>65,645</u>
NET CURRENT ASSETS		<u>87,934</u>	<u>65,645</u>
NET ASSETS	16	<u>89,917</u>	<u>66,357</u>
INCOME FUNDS			
Unrestricted income funds		33,810	66,357
Restricted income funds		51,107	-
		<u>84,917</u>	<u>66,357</u>
TOTAL FUNDS		<u>84,917</u>	<u>66,357</u>

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**BALANCE SHEET
AS AT 30 JUNE 2021**

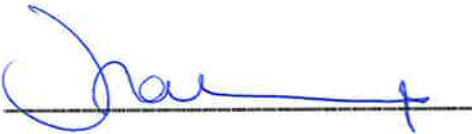
These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and in accordance with the provisions of FRS 102 Section 1A - small entities.

For the financial year ended 30 June 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 and no notice has been deposited under section 476.

Members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

Signed on behalf of the board



J D Faulkner

Approved by the board:

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

1 GENERAL INFORMATION

The Oxford United in the Community is a trust limited by guarantee and incorporated in England and Wales. Its registered office is:

The Kassam Stadium
Grenoble Road
Oxford
OX4 4XP

The trust changed its name from Oxford United FC Youth & Community Sports Trust to Oxford United in the Community on 15 April 2019.

The financial statements are presented in Sterling, which is the functional currency of the company.

The charity is a public benefit entity.

2 STATEMENT OF ACCOUNTING POLICIES

Basis of preparation of financial statements

These financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard 102 Section 1A smaller entities, Financial Reporting Standard 102 Section 1A smaller entities 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' ("FRS 102"), the Companies Act 2006 and the Charities Act 2011.

The principal accounting policies adopted in the preparation of the financial statements are as follows:

Going concern

As detailed in the Trustees' Report, the Charity has been impacted by the effects of the COVID-19 pandemic since the balance sheet date. The effects of the pandemic cannot currently be determined with any accuracy as it is ongoing at the date of approval of the financial statements. Hence, this represents a material uncertainty.

The Trustees have considered the possible effects of the impact on the Charity of the COVID-19 pandemic and, taking into account a period exceeding 12 months from the date of approval of these financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to be able to continue as a going concern. The Trustees are also confident that Oxford United Football Club would continue to support the Charity should it be required.

2 STATEMENT OF ACCOUNTING POLICIES - continued

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. Incoming resources represent income receivable from fundraising, donations and gifts, grants, sponsorship and the provision of services to the local community.

Donations and legacies are reported in the financial activities statement if they are received or due in the financial year.

Grants receivable are included in the period in which the offer is conveyed to the trust except in those cases where the offer has conditions, such grants being recognised as income when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the period end are not included in the financial statements.

Sponsorship income is recognised over the period to which the commitment has been made by the sponsor.

Resources expended

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for such expenditure, inclusive of any VAT which cannot be recovered.

Resources are expended in the furtherance of the charity's objectives.

Apportionment of charitable expenditure

Costs are apportioned between direct Charitable expenditure, Costs of generating funds and Governance costs according to the trustees' judgement.

Tangible fixed assets

Fixed assets are carried at cost less accumulated depreciation and accumulated impairment losses.

Depreciation has been provided at the following rate so as to write off the cost or valuation of assets less residual value of the assets over their estimated useful lives.

Sports and computer equipment	Reducing balance basis at 25% per annum
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On disposal, the difference between the net disposal proceeds and the carrying amount of the item sold is recognised in the profit and loss account, and included within administrative expenses.

2 STATEMENT OF ACCOUNTING POLICIES - continued

Financial Instruments

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Financial assets are measured at cost and are assessed at the end of each reporting period for objective evidence of impairment. Where objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

The impairment for financial assets measured at amortised cost, is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

The impairment loss for financial assets measured at cost is measured as the difference between an asset's carrying amount and the best estimate, which is an approximation, of the amount that the company would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an enforceable right to set off the recognised amount and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Impairment of non-financial assets

At each reporting date non-financial assets not carried at fair value, like goodwill and plant, property and equipment, are reviewed to determine whether there is an indication that an asset may be impaired. If there is an indication of possible impairment, the recoverable amount of any asset or group of related assets (which is the higher of value in use and the fair value less cost to sell) is estimated and compared with its carrying amount. If the recoverable amount is lower, the carrying amount of the asset is reduced to its recoverable amount and an impairment loss is recognised immediately in the profit and loss account.

If an impairment loss is subsequently reversed, the carrying amount of the asset, or group of related assets, is increased to the revised estimate of its recoverable amount, but not to exceed the amount that would have been determined had no impairment loss been recognised for the asset, or group of related assets, in prior periods. A reversal of an impairment loss is recognised immediately in the profit and loss account.

2 STATEMENT OF ACCOUNTING POLICIES - continued

Debtors

Short term debtors are measured at transaction price, less any impairment.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and subsequently at amortised cost.

Pensions

The trust makes pension contributions under the auto enrolment provisions. The expenditure in respect of pension costs is the amount payable within the period. Differences between contributions payable and contributions actually paid in the period are shown as either accruals or prepayments in the balance sheet.

Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Being a registered charity, the charity is not liable to taxation on its income.

Fund accounting

Funds held by the trust are either:-

Unrestricted general funds - these are funds which can be used in accordance with the trust's objectives at the discretion of the trustees.

Designated funds - these funds represent monies set aside for specific purposes at the discretion of the trustees rather than the donors.

Restricted funds - funds received can only be used for specifically nominated expenditure by the donor and are credited to income in the year in which they are received. Where amounts are not specifically allocated against expenditure in that year the balance is deferred and added to the balance carried forward on the restricted funds reserve and is used in subsequent years in line with the restrictions placed by the donor.

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

3 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

No significant accounting estimates and judgements have had to be made by the trustees in preparing these financial statements.

4 NET INCOMING RESOURCES

	2021	2020
	£	£
This is stated after charging:		
Independent examination fees	900	876
Depreciation	311	238
	<u> </u>	<u> </u>

5 TAXATION

The trust, being a registered charity, is not liable to taxation on its income.

6 STAFF COSTS

The average monthly number of employees during the year was:

	2021	2020
	Number	Number
Community team	6	6
Coaching staff	10	10
	<u> </u>	<u> </u>
	16	16
	<u> </u>	<u> </u>

Staff costs during the year amounted to:

	2021	2020
	£	£
Wages and salaries	188,914	166,646
Social security costs	10,112	10,687
Pension contributions	4,652	3,330
	<u> </u>	<u> </u>
	203,678	180,663
	<u> </u>	<u> </u>

No trustees received any remuneration or other benefits during the year (2020 - £Nil). In addition, no trustee expenses have been incurred (2020 - £Nil).

No employees earned remuneration in excess of £60,000 or received any benefits in the current or preceding year.

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

7 INCOMING RESOURCES FROM GENERATED FUNDS

	Unrestricted funds £	Restricted funds £	2021 Total £	2020 Total £
Lottery	8,809	-	8,809	95
Other (including donations)	155,931	-	155,931	154,555
	<u>164,740</u>	<u>-</u>	<u>164,740</u>	<u>154,650</u>

8 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2021 Total £	2020 Total £
Grants in relation to the provision of coaching and educational courses	30,366	95,602	125,968	70,232
Coaching and educational courses	49,658	-	49,658	48,951
Sporting events	-	-	-	8,753
	<u>80,024</u>	<u>95,602</u>	<u>175,626</u>	<u>127,936</u>

9 COST OF GENERATING FUNDS

Unrestricted expenditure:	Basis of apportionment	Sponsorship £	Grants £	2021 Total £	2020 Total £
Printing, postage and stationery	<i>Equal allocation</i>	149	-	149	-
IT support and consumables	<i>Equal allocation</i>	5,000	-	5,000	-
		<u>5,149</u>	<u>-</u>	<u>5,149</u>	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

10 CHARITABLE ACTIVITIES

Unrestricted expenditure	Basis of apportionment	Coaching and educational courses	Sporting events	2021	2020
		£	£	Total £	Total £
Staff salaries	<i>Function and then pro rata on income</i>	180,364	-	180,364	144,239
Equipment and coaching aids	<i>Direct</i>	-	-	-	652
Kits and clothing	<i>Direct</i>	511	-	511	-
Community programme costs	<i>Direct</i>	-	-	-	6,930
Facility costs	<i>Direct</i>	18,066	-	18,066	30,300
Rent	<i>Direct</i>	9,648	-	9,648	14,636
Telephone and internet costs	<i>Equal allocation</i>	-	-	-	-
IT support and consumables	<i>Equal allocation</i>	3,750	1,250	5,000	-
Staff development	<i>Direct</i>	1,463	-	1,463	-
Ticket, programme and hospitality costs	<i>Direct</i>	-	-	-	4,373
Advertising and marketing	<i>Pro rata on relevant income</i>	8,245	-	8,245	14,818
Motor and travel expenses	<i>Direct</i>	4,115	-	4,115	6,370
Sundry	<i>Direct</i>	3,365	-	3,365	3,388
Depreciation	<i>Direct</i>	311	-	311	238
Loss on sale of fixed assets	<i>Direct</i>	-	-	-	797
		229,838	1,250	231,088	226,741
Restricted expenditure:	Basis of apportionment				
Staff salaries	<i>Function and then pro rata on income</i>	23,314	-	23,314	36,424
Divert programme costs	<i>Function and then pro rata on income</i>	2,007	-	2,007	-
Loneliness project costs	<i>Function and then pro rata on income</i>	17,585	-	17,585	-
Premier league kicks costs	<i>Function and then pro rata on income</i>	809	-	809	-
Coaching services and labour costs	<i>Function and then pro rata on income</i>	780	-	780	3,572
		44,495	-	44,495	39,996
		274,333	1,250	275,583	266,737

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

11 GOVERNANCE COSTS

	2021	2020
	£	£
Independent examination fees	5,206	876
Bank and merchant charges	841	2,558
Professional fees	35,027	26,979
	<u>41,074</u>	<u>30,413</u>

In addition to the independent examination fee, £4306 was also paid to the independent examiner for accountancy services.

12 TANGIBLE ASSETS

	Sports & computer equipment
	£
Costs	
At 1 July 2020	1,141
Additions	1,582
At 30 June 2021	<u>2,723</u>
Accumulated depreciation	
At 1 July 2020	429
Charge for year	311
At 30 June 2021	<u>740</u>
Net book value	
At 1 July 2020	<u>712</u>
At 30 June 2021	<u>1,983</u>

The net book value represents fixed assets used for direct charitable purposes.

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

13 DEBTORS

	2021	2020
	£	£
Other debtors	17,107	6,968
Prepayments and accrued income	153	16,977
	<u>17,260</u>	<u>23,945</u>

14 CREDITORS: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	1,570	1,886
Taxation and social security	3,976	4,008
Accruals and deferred income	64,844	18,231
	<u>70,390</u>	<u>24,125</u>

15 RELATED PARTY TRANSACTIONS

The Trust is assisted by Oxford United Football Club ('the Club') in being able to carry out its charitable activities and share many operational resources, have directors in common and are subject to common influence and are hence deemed related parties.

During the year, the Trust didn't recharge expenses to the Club. At the year end, the Trust was owed £17,107 (2020 - £5,140) by the Club.

During the year, the trust used services provided by Fortitude Communications Limited. This company is controlled by one of the trustees of Oxford United in the Community. During the year Fortitude Communications Limited invoiced £12,780 (2020: £15,600). At the year end, there was nothing owed to the company (2020: £NIL).

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Total £
Tangible fixed assets	1,983	-	1,983
Net current assets	87,934	-	87,934
	<u>89,917</u>	<u>-</u>	<u>89,917</u>

17 MOVEMENTS IN FUNDS

	As at 1 July 2020	Incoming resources £	Outgoing resources £	Transfers £	As at 30 June 2021 £
Unrestricted funds	66,357	244,764	(277,311)	-	33,810
Restricted funds	-	95,602	(44,495)	-	51,107
	<u>66,357</u>	<u>340,366</u>	<u>(321,806)</u>	<u>-</u>	<u>84,917</u>

18 PURPOSE OF RESTRICTED FUNDS

Funds were received from the Premier League for the purpose of the Premier League Primary Stars course. At the year end all funds received had been expended in full.

19 SHARE CAPITAL

The trust does not have a share capital and is limited by guarantee. In the event of a winding up the trustees, who are all members of the company, guarantee to contribute £10 towards the costs of a winding up.

**OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

20 STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES BY FUND TYPE

	Unrestricted Funds	Restricted Funds	Total 2020
	£	£	£
INCOMING RESOURCES			
Incoming resources from generated funds	154,650	-	154,650
Incoming resources from charitable activities	87,940	39,996	127,936
Total incoming resources	<u>242,590</u>	<u>39,996</u>	<u>282,586</u>
RESOURCES EXPENDED			
Costs of generating funds		-	-
Charitable activities	226,741	39,996	266,737
Governance costs	30,413	-	30,413
Total resources expended	<u>257,154</u>	<u>39,996</u>	<u>297,150</u>
Net movement in funds	(14,564)	-	(14,564)
Funds brought forward	80,921	-	80,921
Funds carried forward	<u>66,357</u>	<u>-</u>	<u>66,357</u>