

OXFORD UNITED IN THE COMMUNITY
A COMPANY LIMITED BY GUARANTEE
TRUSTEES' REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED
30 JUNE 2022

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 2022**

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

**CHARITY INFORMATION
FOR THE YEAR ENDED 30 JUNE 2022**

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 2022**

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 2022**

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 2022 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 2021.

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.

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**REPORT OF THE TRUSTEES
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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.

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.

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2022**

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 OUFC / OUitC 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.

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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.

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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 2021 to 30th June 2022, 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, adversely affecting the earlier part of the financial year 2021 - 2022.

During the year in review, the charity was operationally impacted by the provisions still required to ensure Covid-19 safe activities and take up of the charity's activities hesitantly growing as the public regained confidence in undertaking activities which were commonplace prior to the pandemic.

It was also a year where we saw quite a number of personnel changes which, in hindsight, was an indicator of how the employment market was changing post Covid-19.

Despite the ongoing challenges presented by Covid-19, whilst ensuring the financial sustainability of the charity, the OUitC team continued to move forward in developing and implementing the new strategy, "Oxfordshire – A Community United", as well as in delivering the programmes for which funding was secured in the prior financial year, such as DIVERT and Premier League Kicks.

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.

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2022**

ANNUAL REVIEW

The year under review, 1st July 2021 to 30th June 2022, was a year of transition and rebuilding services impacted by the limitations imposed on face-to-face activities.

It was the first "post Covid" financial year, during the first half of which we saw the vaccination roll out and subsequently the first boosters around Christmas and was characterised by the charity looking to catch up and recover from the delays and financial impacts of the pandemic upon much of the in-person delivery supporting the community across Oxfordshire, generating most of the charity's unrestricted income.

Whilst operationally delivering Covid-19 safe services to schools, young people and as part of football programmes such as Development Centres and Holiday Camps, the level of engagement was down and the charity's pre-Covid unrestricted income generation progress was clearly impacted, and it was necessary to re-double efforts to return to the growth trajectory we achieved prior to 2020, although restricted-income programmes had been boosted during the previous financial year, helping OUiC to continue growing overall.

In addition, OUiC began the continuous improvement programme for the 22-25 period put together by the English Football League Trust and the Premier League Charitable Fund, "CCoP", the Capability Code of Practice, looking at 15 different areas of the charity in close detail to work towards developing benchmark processes, procedures, and behaviours within the Club Community Organisation (CCO) network.

With face-to-face activities recommencing in April 2021, prior to the financial year in review, the pilot of the Oxfordshire – A Community United "Hub and Spoke" project, in Banbury, was a key focus in this financial year, with the foundations being laid for a strong first "Town Spoke Partnership" with Easington Sports FC, as the cornerstone of operational delivery in Banbury.

With funding from the Step Change Fund and the Premier League Charitable Fund, we were able to establish Premier League Primary Stars and Premier League Kicks programmes in the Banbury area.

Working with our new partners at Easington Sports FC and Oxfordshire Mind we implemented the Social Female Football and Wellbeing sessions, for which we had secured funding from the Football Foundation during the prior financial year, enabling OUiC to gain a firm foothold in the Banbury area.

In implementing these services, we established working relationships with local primary schools, Cherwell District Council, The Hill Community Centre, Thames Valley Police and Banbury Youth & Community Enterprise, without whose help engaging with young people on the streets of Banbury we would have struggled to set up Premier League Kicks.

As part of the engagement in Banbury, OUiC was able to become represented within the Brighter Futures in Banbury (BFiB) initiative, enabling a closer working relationship with Cherwell District Council and insight into local issues, funding priorities and opportunities.

As a result, OUiC was able to bid for COMF (Contain Outbreak Management Fund) funding to undertake projects to support BFiB themed projects addressing overall wellbeing, community safety issues and to assist older people to become active post lockdowns, helping the local community to resume daily activities post Covid-19.

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ANNUAL REVIEW - continued

In addition, following the partnership work we undertook related to loneliness and older people during the pandemic, we looked to complement the services being launched in Banbury by bidding for funding from the OCF Community Resilience Fund to employ a part-time person to focus on connecting older people via OUiC's work and partnerships.

Sadly, this was not successful, but the charity remains committed to extending its activities stemming from the Manor Club and will continue to explore opportunities to support and connect older people across Oxfordshire.

One service area OUiC was looking to develop into, where it was successful in this financial year, was Health & Wellbeing.

Whilst many of OUiC's programmes and projects positively impact the participants' health and wellbeing, they may not be the primary reasons for the charity delivering them.

However, the charity had been looking for some time to secure a national programme provided by the EFL Trust, "Fit Fans" and had been in discussions as to how it might be introduced into Oxfordshire.

In January 2022 Oxfordshire Community Foundation launched the Healthy Hearts fund supported with funding from Oxfordshire County Council Public Health. OUiC worked closely with EFL Trust to develop a bid to bring Fit Fans under the branding of FIT U'S to Oxfordshire and the charity successfully secured funding to enable us to establish a new Health and Wellbeing service, employ a full-time member of staff to deliver FIT U'S and other projects within the service, including support of Public Health Oxfordshire's smoking cessation campaign to help address the causes of cardiovascular disease.

In addition, in the early part of the year in review OUiC had been approached by the Wellcome Centre for Integrative Neuroimaging (WIN) at the University of Oxford to ask the charity to be part of a research project bid for a project entitled *Football on the Brain*, looking at various aspects of neuroscience as they relate to football. The project bid was successful and so we will be involved until 2026 undertaking various activities and benefitting from project funding for doing so.

As mentioned, in the previous financial year OUiC secured funding from the Football Foundation "Return to Football" fund, received in the year in review. It enabled OUiC to partner with Easington Sports FC and Oxfordshire Mind to offer a programme lasting ten weeks during the summer of 2021 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.

It was challenging to establish and to get participants to engage, but once they did attend it was a really impactful activity for them and such a success that we bid for additional funds from Cherwell District Council's COMF fund supporting the Brighter Futures in Banbury initiative, which we secured for another cohort and also for an over 50s physical activity programme in Banbury.

The Football and Wellbeing programme was the first OUiC project working with strategic partners Oxfordshire Mind Oxfordshire Mind and Easington Sports FC in partnership, where it could be true to the commitments made when establishing the partnership MoUs, by sharing funding obtained with the joint delivery partners whilst creating social benefit for the participants.

To mark World Mental Health Day in October 2021, participants were given tickets to attend an Oxford United home game of their choice.

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ANNUAL REVIEW - continued

S attended each of the sessions and said: "Supportive football sessions have been a great way for me to meet new people and develop my playing ability. I've found that football combined with our activities with Oxfordshire Mind has made it incredibly easy for everyone to connect and speak openly with each other. Everyone has sourced new confidence concerning how we communicate with each other, and football has been a significant part of that."

During the financial year, a great amount of time and resource across the charity was used to get the Health and Wellbeing Service implemented and connections made with key stakeholders and linking to potential partners for collaborative activities, work which was to be continued and expanded by a dedicated member of staff.

In May 2022 Rebekah Stapley was recruited as OUiC's Health and Wellbeing lead to roll out FIT U'S in Oxford, Banbury, and Abingdon, with sessions initially launched in Oxford after the end of the current financial year in review.

In addition to restarting and expanding the charity's activities we continued programmes started prior to and during the pandemic such as NCS.

For the second year running Covid-19 impacted the "normal" format for how NCS was originally supposed to be run when we took on the contract with EFL Trust, and as a result the number of participants who could get involved. This also negatively impacted the potential financial contribution of the programme.

For summer 2021, the summer programmes included independent challenges, team activities and workshops and took place in July and August with most activities based at The Kings' Centre in Oxford.

As well as helping the young people to develop life skills such as teamwork, organisation, and project planning the programme participants also undertook community-based social action projects raising money for five local good causes in the process.

Notwithstanding the numerous challenges, Aled Newton, OUiC's NCS Programme Manager did an excellent job in creating an enjoyable programme for the young people participating, and an impactful summer of activities to help them towards their futures, as well as helping the local community.

One of the new programmes launched under Covid-19 conditions, the DIVERT programme with New Era Foundation and the Thames Valley Violence Reduction Unit (TV VRU) continued throughout 2021 into 2022 with OUiC team member Joshua Wilson providing support as a mentor and guide to a range of people within the Thames Valley Police custody suites in Abingdon and Banbury.

This difficult, intensive work, both on police premises and out in the community, enabled Josh to support scores of people, assisting many to alter their behaviours to reduce their risk of re-offending.

However, due to a number of challenges within the management of the programme, TV VRU decided to cease working with New Era Foundation and the DIVERT project and instead at the end of March 2022, asked OUiC to continue to work with them on a modified Custody Coach programme where Josh would be 50% working as a Custody Coach, in a similar vein to year one, and 50% of his time would be co-ordinating the other Custody Coaches in the partner CCOs who were part of the project in the Thames Valley, which OUiC was able to accept and continue working with TV VRU.

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ANNUAL REVIEW - continued

As OUiTC had been actively looking to increase its social impact work linked to the criminal justice system, on the back of work done with Premier League Kicks and DIVERT / Custody Coach programmes, when an opportunity arose to work on a national programme linking football charities with their local prison to help improve prisoners' chances of gaining employment on release and hence reducing re-offending, OUiTC expressed interest in being part of it.

The Twinning Project aims to engage approximately 48 prisoners per year in each of the 117 prisons in England and Wales in football-based programmes to improve their mental and physical health, wellbeing and obtain a qualification which will help improve their life chances and gain employment on release.

We were successful in securing funding from the Twinning Project and began delivery in HMP Bullingdon near Bicester during 2022, successfully completing the first cohort's programme after the end of the current year in review.

Two programmes which were established in June 2021, just before the year in review, were fully implemented in the current year.

Improving Life Chances, an innovative social investment bond-based outcomes-driven national initiative brought to Oxford by Oxford City Council, Active Oxfordshire and Oxfordshire Youth, the latter two being strategic partners of OUiTC.

An evidence-based sport and activity youth work project aiming to change young people's behaviours related to attendance in education, reducing offending and preventing young people becoming NEET (Not in Education, Employment and Training). OUiTC was invited to become a delivery partner and we put together a programme based on coaching methodology to improve young people's physical literacy, to help them gain life skills and to encourage them to remain in education and develop options for a better future life.

We worked in targeted secondary schools, St Gregory the Great Catholic School, and The Oxford Academy, as well as Meadowbrook College and TRAX which are alternative provision organisations for more challenging young people and those excluded from mainstream education.

Whilst this was a very challenging project given the timescales for implementation and the target cohort, OUiTC was able to work with 44 young people aged 11-17 over the year and achieve an 88% performance to SLA KPIs which resulted in commensurate performance payments and an invitation to put together a proposal for year two the format for which was re-configured based on learning in year one.

Working in partnership with Refugee Resource and Asylum Welcome we had set up the Refugee Football Project pilot, initially funded by a grant secured by Refugee Resource from Comic Relief, which launched in June 2021. The project's aim was to support a group of young men under 20 years old, traumatised by their recent experiences, with a therapeutic approach linked to football, helping them to deal with their experiences whilst building social connections, connecting as a community, and integrating into the Oxford community.

The project has been an enormous success and Refugee Resource were able to unlock some additional funding to ensure the programme restarted in September 2021 to July 2022 during which time the sessions have gone from strength to strength.

After an enforced hiatus due to Covid-19, the much-loved face-to-face Manor Club meetings for the over 50s restarted with a full programme from October 2021, including ex-Premier League referee Dermot Gallagher, a very positive development for those fans who previously were unable to meet face to face.

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ANNUAL REVIEW - continued

A key outcome from OUiC's increased focus on positive social impact is the creation of learning, development, and employment opportunities for local people.

Whilst experiencing some challenges around the full-time team with a number of staff members leaving and new people joining the charity, resulting in six recruitment cycles in the year, OUiC continued to look for ways to supplement its new youth focused programmes with learning and development opportunities for young people.

Firstly, a young graduate Rama Said was recruited via the Government's Kickstart programme which the English Football League Trust were the Gateway Organisation. The six-month placement was successful, and Rama was taken on at the end of it as a full-time member of staff as an Assistant Community Coach.

As Oxfordshire came out of the pandemic our team noted a growing strength of interest and demand from girls for opportunities to play and get involved in delivering football sessions.

As a result, with an eye on the upcoming Women's Euros in summer 2022, working with the FA's Education team OUiC set up and ran a free Girls Leadership and Coaching programme for girls aged 14-17, to take girls from the Development Centre and the Girls' RTC and put them through a coach education and leadership programme led by OUiC coaches and Vicky Fisher, FA Women's and Girls Coach Development Officer for the South West, as part of them beginning their coaching journey, potentially becoming coaches for OUiC over time.

Following the Government's reopening of schools in March 2021, OUiC tentatively started to re-introduce face to face programmes back into the charity's operations with Development Centres, Skills Centres and After School Clubs restarting alongside Premier League Primary Stars provision in schools.

Football Camps in Oxford returned from Easter 2021 and also took place in the half term before this year in review but given the level of interest OUiC was able to run a full summer programme, one in October half term and even one at Christmas in 2021. 2022 saw February (including a special girls' football camp taster day), Easter and June half term camps before the end of the financial year. This enabled OUiC to rebuild the levels of engagement with participants to pre-Covid-19 levels and also to generate much-needed unrestricted income to help cover core costs within the charity.

Match Day Operations - As fans were allowed to return to games from May 2021, once the new season started in August 2021 OUiC was able to be involved in home match days once more offering Mascot packages and Guard of Honour experiences, albeit the numbers were much down versus pre-pandemic levels, although this did improve in the early part of 2022.

Strategy – Oxfordshire A Community United

In addition to the new programmes and projects already mentioned to contribute to OUiC's increased positive social impact of the charity's work, the scaling up of OUiC's operational footprint began in earnest during the financial year in review.

As mentioned earlier, January 2021 saw the setting up of the first "Town Spoke Partnership" with Easington Sports FC and whilst Covid-19 prevented services being delivered face to face in Banbury until April 2021, in the interim the partners worked on plans for the delivery of a range of projects as well as governance and ambitions for the collaboration.

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ANNUAL REVIEW - continued

Whilst the launch of co-delivered holiday camps was delayed until the summer holidays, the partnership successfully ran three full weeks of football camps, well attended by local children, enabling both parties to robustly test the business and operational model for future programmes, and generated an encouraging level of additional income for both OUIIC and ESFC to help recover post Covid-19. Given this initial success, the partnership went on to deliver further camps in October and February half term holidays and during the Easter break during this financial year.

In addition to the holiday camps and the sessions with Oxfordshire Mind, the partners also took part in a national initiative developed by BBC local radio, Kit Out the Nation, and collected sporting equipment which was shared with local schools around Banbury.

To celebrate the partnership and to mark the support of the Step Change Fund for the new Oxfordshire – A Community United strategy, in August 2021 Christopher Lowes presented a partnership plaque to Easington Sports FC in the presence of Nick Paladina, Step Change Project Manager.

Whilst it was recognised that some of the community development aspects had been more difficult to achieve in Banbury due to limited opportunities to engage the public more generally due to the conditions post pandemic, the acknowledged success of both funded community-based programmes such as Premier League Primary Stars and Premier League Kicks, as well as the paid programmes such as Holiday Camps and After School Clubs (and the resulting income for the partnership) proved that the initial strategy idea to create a hub and spoke infrastructure across Oxfordshire was a sound and financially viable one.

As part of reporting back to Step Change at the end of January 2022 we noted: "After eleven months of operations, we have engaged with a total of 972 programme participants plus staff teams, which means OUIIC as a direct result of this pilot has engaged with more than 1000 new people in and around Banbury". This means that OUIIC's operational footprint and more importantly its social impact reach had also grown significantly as a result of the increased engagement in Banbury.

As a result, at the end of 2021, the Board of Trustees approved the pilot's results and agreed for three further "Town Spokes" to be developed with the towns of Abingdon, Bicester and Didcot being selected to establish concentrations of operational activity in the districts of Cherwell and South and Vale.

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ANNUAL REVIEW - continued

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

- James Gilmore resigned from the role of Assistant Premier League Primary Stars Manager in July 2021.
- Conal Murnin joined as Community Coach in August 2021 and subsequently resigned in March 2022 and was replaced by Lead Community Coach Todd Wallis in March 2022.

- In January 2022 Rama Said was recruited under the UK Government Kickstart Programme via the EFL Trust for a six-month period to the end of June 2022. The placement was successful, and Rama was subsequently employed as a full time Assistant Community Coach.

- Colin Williams resigned as Premier League Kicks / Community Youth Services Coordinator in February 2022.

- Mark Thomas was appointed as Social Inclusion Lead (with responsibility for Premier League Kicks) in February 2022.

- Rebekah Stapley joined the charity in May 2022 as Health & Wellbeing Lead.

- Robert Huff resigned from the role of Premier League Primary Stars Manager in May 2022 and was subsequently replaced in the role by Cameron Hughes who joined in August 2022.

- OUitC had to submit bids to renew funding expected to be for the 2023 to 2025 period from the Premier League charitable Fund for Premier League Primary Stars and Premier League Kicks towards the end of the year in review, with applications being submitted late in May 2022. We were advised after the end of the year in review that funding had been awarded to OUitC but subsequently were made aware that the funding award would only be for one year 23-24 and that all CCOs would need to bid again during the summer of 2023 for 23-24 and possibly 24-25.

FINANCIAL REVIEW

During the year the trust received £390,425 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 £340,089.

The direct costs of generating funds during the period amounted to £216 whilst the total governance costs for the year amounted to £40,782.

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RESERVES POLICY

Total fund balances of the trust as at 30 June 2022 amounted to £99,255.

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.

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 2021 to June 30th 2022:

- English Football League Trust (Core Funding / Business Development Grant / Kickstart Funding)
- Premier League Charitable Fund - (Premier League Primary Stars / Premier League Kicks)
- Oxfordshire Community Foundation / Oxfordshire County Council Public Health – Healthy Hearts Fund
- Thames Valley Violence Reduction Unit (DIVERT / Custody Coach Programme)
- Oxfordshire Community Foundation – Step Change Fund (Oxfordshire – A Community United)
- Cherwell District Council – COMF fund supporting Brighter Futures in Banbury
- The Twinning Project
- The Football Association - Community Shield
- Active Oxfordshire / Access Sport / Angus Irvine Playing Fields Fund – Mosque Football Project

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

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2022**

MAIN SOURCES OF GRANT FUNDING - continued

The charity would also like to thank:

- Stu Bradney, an OUITC Trustee, who ran the London Marathon and raised over £2000 for the charity and everyone who sponsored Stuart.
 - Refugee Resource and Asylum Welcome for their partnership work on the Refugee Football Project.
 - Oxfordshire Youth / Substance for the opportunity to participate in the Life Chances programme.
 - Easington Sports FC for their open and constructive partnership work as the pilot Town Spoke partnership for the Oxfordshire – A Community United project.
 - Oxfordshire Mind for the collaborative work linking football and wellbeing for young people.
 - Peter Rhoades-Brown and Roger Hiscock for their work supporting the Manor Club events and the team at Cowley Workers Social Club for hosting us.
- Everyone who donated items for the Kit Out the Nation campaign and in particular Mike Hiron and his team
- at Produce Warriors for their help in transporting the items between the Kassam and ESFC's base in Banbury.

Every supporter who:

- donated nearly £4500 when renewing their season tickets and buying match tickets for the 2021-22 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 serviced office space for the charity.
- Everyone connected with the charity in what has been another very challenging year.

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

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2022**

FUTURE PLANS

The key focus for the 2022-2023 financial year is to ensure the charity delivers on the programmes secured to meet the requirements of the funders and to deliver positively impactful projects supporting people across Oxfordshire, helping to create healthier, happier, and better-connected communities. Where further funding re-bids are required, this will help OUtC be successful again.

In addition, assuring OUtC's organisational and financial sustainability, growing to support the expansion of OUtC into three new communities across Oxfordshire via the Hub and Spoke strategy of "Oxfordshire – A Community United", Abingdon, Bicester and Didcot.

Learning from and adapting the pilot work done in Banbury, delivering existing projects and programmes where appropriate and engaging with local people to identify local needs and potential partners to collaborate with to create activities to address those needs, contributing resources to the local community wherever possible, increasing both the scale and impact of OUtC'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-imbursement for expenses incurred during the year.

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.

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

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 30 JUNE 2022**

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:

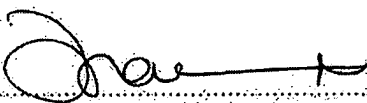
- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards, including FRS 102 Section 1A and the Charities SORP, have been followed, subject to any material departures 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.

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

Date: 25/04/2023

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

**INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 30 JUNE 2022**

TO THE TRUSTEES OF OXFORD UNITED IN THE COMMUNITY

I report on the accounts of the trust for the year ended 30 June 2022 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 2022**

INDEPENDENT EXAMINER'S UNQUALIFIED STATEMENT

In connection with my examination, no matter 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
 - (b) 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

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

7 September 2023

**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 2022**

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £	Total Funds 2021 £
INCOMING RESOURCES					
Incoming resources from generated funds	7	224,022	-	224,022	164,740
Incoming resources from charitable activities	8	76,991	89,412	166,403	175,626
Total incoming resources		<u>301,013</u>	<u>89,412</u>	<u>390,425</u>	<u>340,366</u>
RESOURCES EXPENDED					
Costs of generating funds	9	216	-	216	149
Charitable activities	10	285,010	55,079	340,089	275,583
Governance costs	11	40,782	-	40,782	41,074
Total resources expended		<u>326,008</u>	<u>55,079</u>	<u>381,087</u>	<u>316,806</u>
Net movement in funds		(24,995)	34,333	9,338	23,560
Reconciliation of funds					
Funds brought forward		38,810	51,107	89,917	66,357
Funds carried forward		<u>13,815</u>	<u>85,440</u>	<u>99,255</u>	<u>89,917</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 2022

	Notes	2022 £	2021 £
FIXED ASSETS			
Tangible assets	12	1,487	1,983
CURRENT ASSETS			
Debtors	13	7,569	17,260
Cash at bank and in hand		165,432	141,064
		<u>173,001</u>	<u>158,324</u>
CREDITORS: Amounts falling due within one year	14	75,233	70,390
		<u> </u>	<u> </u>
NET CURRENT ASSETS		97,768	87,934
NET ASSETS	16	<u>99,255</u>	<u>89,917</u>
INCOME FUNDS			
Unrestricted income funds		13,815	38,810
Restricted income funds		85,440	51,107
TOTAL FUNDS		<u>99,255</u>	<u>89,917</u>

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

**BALANCE SHEET
AS AT 30 JUNE 2022**

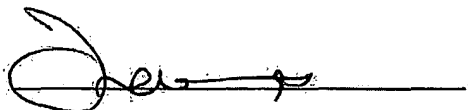
These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and in accordance with the provisions of FRS 102 Section 1A - small entities.

For the financial year ended 30 June 2022 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

A handwritten signature in black ink, appearing to be 'J D Faulkner', is written over a horizontal line.

J D Faulkner

Approved by the board: 25 August 2023

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

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:

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.

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

2 STATEMENT OF ACCOUNTING POLICIES - continued

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
-------------------------------	---

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.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

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.

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

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 2022**

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

	2022	2021
	£	£
This is stated after charging:		
Independent examination fees	1,116	900
Depreciation	496	311
	<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:

	2022	2021
	Number	Number
Community team	8	6
Coaching staff	12	10
	<u> </u>	<u> </u>
	20	16
	<u> </u>	<u> </u>

Staff costs during the year amounted to:

	2022	2021
	£	£
Wages and salaries	250,254	188,914
Social security costs	13,132	10,112
Pension contributions	5,440	4,652
	<u> </u>	<u> </u>
	268,826	203,678
	<u> </u>	<u> </u>

No trustees received any remuneration or other benefits during the year (2021 - £Nil). In addition, no trustee expenses have been incurred (2021 - £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 2022**

7 INCOMING RESOURCES FROM GENERATED FUNDS

	Unrestricted funds £	Restricted funds £	2022 Total £	2021 Total £
Lottery	104	-	104	8,809
Other (including donations)	223,918	-	223,918	155,931
	<u>224,022</u>	<u>-</u>	<u>224,022</u>	<u>164,740</u>

8 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2022 Total £	2021 Total £
Grants in relation to the provision of coaching and educational courses	2,380	89,412	91,792	125,968
Coaching and educational courses	71,726	-	71,726	49,658
Sporting events	2,885	-	2,885	-
	<u>76,991</u>	<u>89,412</u>	<u>166,403</u>	<u>175,626</u>

9 COST OF GENERATING FUNDS

Unrestricted expenditure:	Basis of apportionment	Sponsorship £	Grants £	2022 Total £	2021 Total £
Printing, postage and stationery	<i>Equal allocation</i>	216	-	216	149
		<u>216</u>	<u>-</u>	<u>216</u>	<u>149</u>

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

10 CHARITABLE ACTIVITIES

Unrestricted expenditure	Basis of apportionment	Coaching and educational courses £	Sporting events £	2022	2021
				Total £	Total £
Staff salaries	<i>Function and then pro rata on income</i>	219,988	-	219,988	180,364
Kits and clothing	<i>Direct</i>	168	-	168	511
Staff welfare	<i>Direct</i>	344	-	344	-
Community programme costs	<i>Direct</i>	1,951	-	1,951	-
Facility costs	<i>Direct</i>	31,070	-	31,070	18,066
Rent	<i>Direct</i>	4,641	-	4,641	9,648
IT support and consumables	<i>Equal allocation</i>	1,863	-	1,863	5,000
Staff development	<i>Direct</i>	-	-	-	1,463
Advertising and marketing	<i>Pro rata on relevant income</i>	13,572	-	13,572	8,245
Motor and travel expenses	<i>Direct</i>	5,860	-	5,860	4,115
Bad debt write offs	<i>Sponsorship</i>	947	-	947	-
Sundry	<i>Direct</i>	4,110	-	4,110	3,365
Depreciation	<i>Direct</i>	496	-	496	311
		<u>285,010</u>	<u>-</u>	<u>285,010</u>	<u>231,088</u>
Restricted expenditure:	Basis of apportionment				
Staff salaries	<i>Function and then pro rata on income</i>	48,838	-	48,838	23,314
Divert programme costs	<i>Function and then pro rata on income</i>	1,230	-	1,230	2,007
Loneliness project costs	<i>Function and then pro rata on income</i>	-	-	-	17,585
Premier league kicks costs	<i>Function and then pro rata on income</i>	1,931	-	1,931	809
Coaching services and labour costs	<i>Function and then pro rata on income</i>	2,963	-	2,963	780
Health and wellbeing costs	<i>Function and then pro rata on income</i>	117	-	117	-
		<u>55,079</u>	<u>-</u>	<u>55,079</u>	<u>44,495</u>
		<u>340,089</u>	<u>-</u>	<u>340,089</u>	<u>275,583</u>

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

11 GOVERNANCE COSTS

	2022	2021
	£	£
Independent examination fees	4,606	5,206
Bank and merchant charges	297	841
Professional fees	35,879	35,027
	<u>40,782</u>	<u>41,074</u>

In addition to the independent examination fee, £3,490 was also paid to the independent examiner for accountancy services.

12 TANGIBLE ASSETS

	Sports & computer equipment
	£
Costs	
At 1 July 2021	2,723
Additions	-
At 30 June 2022	<u>2,723</u>
Accumulated depreciation	
At 1 July 2021	740
Charge for year	496
At 30 June 2022	<u>1,236</u>
Net book value	
At 1 July 2021	<u>1,983</u>
At 30 June 2022	<u>1,487</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 2022**

13 DEBTORS

	2022	2021
	£	£
Other debtors	6,975	17,107
Prepayments and accrued income	594	153
	<u>7,569</u>	<u>17,260</u>

14 CREDITORS: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	1,569	1,570
Taxation and social security	4,916	3,976
Accruals and deferred income	68,748	64,844
	<u>75,233</u>	<u>70,390</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 £6,863 (2021 - £17,107) 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 £13,500 (2021: £12,780). At the year end, there was nothing owed to the company (2021: £NIL).

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Total
	£	£	£
Tangible fixed assets	1,487	-	1,487
Net current assets	12,328	85,440	97,768
	<u>13,815</u>	<u>85,440</u>	<u>99,255</u>

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022**

17 MOVEMENTS IN FUNDS

	As at 1 July 2021	Incoming resources £	Outgoing resources £	Transfers £	As at 30 June 2022 £
Unrestricted funds	38,810	301,013	(326,008)	-	13,815
Restricted funds	51,107	89,412	(55,079)	-	85,440
	<u>89,917</u>	<u>390,425</u>	<u>(381,087)</u>	<u>-</u>	<u>99,255</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 2022

20 STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES BY FUND TYPE

	Unrestricted Funds	Restricted Funds	Total 2021
	£	£	£
INCOMING RESOURCES			
Incoming resources from generated funds	164,740	-	164,740
Incoming resources from charitable activities	80,024	95,602	175,626
Total incoming resources	244,764	95,602	340,366
RESOURCES EXPENDED			
Costs of generating funds	149	-	149
Charitable activities	231,088	44,495	275,583
Governance costs	41,074	-	41,074
Total resources expended	272,311	44,495	316,806
Net movement in funds	(27,547)	51,107	23,560
Funds brought forward	66,357	-	66,357
Funds carried forward	38,810	51,107	89,917