

THE JUDY MURRAY FOUNDATION
FINANCIAL STATEMENTS
For the year ended 31 March 2021



THE JUDY MURRAY FOUNDATION

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THE JUDY MURRAY FOUNDATION

For the year ended 31 March 2021

REFERENCE AND ADMINISTRATIVE INFORMATION

Trustees

[REDACTED]
[REDACTED] (resigned 14 June 2021)
[REDACTED]
[REDACTED] (resigned 14 June 2021)
[REDACTED] (resigned 8 July 2020)
[REDACTED]
[REDACTED]
[REDACTED] (appointed 8 July 2020)
[REDACTED]
[REDACTED] (appointed 19 August 2020)

Chief Executive Officer

[REDACTED]

Principal Office

Red Tree Magenta
270 Glasgow Road
Glasgow
G73 1UZ

Accountants

Chiene + Tait LLP
Chartered Accountants and Independent Examiners
61 Dublin Street
Edinburgh
EH3 6NL

Solicitors

Brodies LLP
110 Queen Street
Glasgow
G1 3BX

Scottish Charity No

SC047804

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT

For the year ended 31 March 2021

The trustees present their report together with the financial statements of The Judy Murray Foundation ("JMF") for the year ended 31 March 2021. The financial statements comply with current statutory requirements, the Constitution and the Statement of Recommended Practice – Accounting and Reporting for Charities (FRS 102) (second edition – October 2019).

AN INTRODUCTION FROM OUR CHAIRPERSON

Opening up Tennis by building local workforces and investing in people within disadvantaged and rural communities is what we do. Yet in the past 12 months, we found ourselves dealing with a situation no one could have expected. JMF has, therefore, had to adapt and transform its operations and delivery of its programmes in order to remain focused on its vision 'Everyone for Tennis, Everywhere for Tennis'.

COVID-19 threw up additional challenges for the communities that JMF operates in to acquiring the recommended amount of physical activity for families and children due to social distancing and the closure of schools. Families were seeking new and novel ways to increase physical activity in and around the home to help maintain motivation for all members of the household. Furthermore, they were missing being part of their wider community which was having an impact on mental as well as physical wellbeing. JMF responded by:

- Taking tennis into the homes of people and families through our digital content, platforms and resources,
- Upskilling parents/carers, teachers, community workers and volunteers to be able to deliver family orientated tennis activity in their settings.

As a result, we have witnessed how physical activity can keep people connected and physically active whilst improving confidence and the competency to deliver it.

Of course, all of this would not have been possible without our passionate and dedicated team of ambassadors, [REDACTED], Projects Manager, [REDACTED], CEO and [REDACTED] our inspirational founder. On behalf of the board, many thanks for all that you have done this year.

Over the past 6 months JMF has spent some time reviewing its strategy, its raison d'etre and the future. After much consideration, listening to the needs of our beneficiaries and taking into account the impact of the pandemic, we are exploring a change in focus of the charity from solely tennis to active play, multi-skills and sports in order to improve the mental and physical well-being of children and families in disadvantaged communities. We look forward to sharing more about this in due course.

A huge thanks to all the charitable organisations, businesses and volunteers who have supported us along the way with grants, donations, in-kind support, equipment or their presence at our online events. Without them, we could not have achieved all that you will read in this report.

[REDACTED], Chairperson

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT

For the year ended 31 March 2021

OBJECTIVES AND ACTIVITIES

Principal activities

The principal activities of the charity in the year under review were to set up grassroots tennis programmes in Scotland for the purpose of encouraging people to enjoy tennis and physical activity in general (in whatever form of active participation) through sustainable and accessible sports programmes. In doing so, JMF supported the efforts of communities to overcome social and economic barriers to enjoying and engaging in such activities and assisted the members of those communities to develop their full potential as responsible, enthused, fulfilled, healthy and resilient members of their community and society.

The Judy Murray Foundation's Mission

Scotland's youth are experiencing increased obesity levels and high unemployment with a resulting decline in emotional health and well-being. The adverse implications for individuals and society, as evidenced by recent research, are profound. Several initiatives have been launched in recent years in an attempt to address these critical issues.

Sport and physical activity have the power to change peoples' lives. Not only does it improve health, happiness and confidence, it also develops a multitude of life skills that empower people and help them unlock their potential. An opportunity exists, particularly in deprived urban areas and rural locations, to further stimulate participation in sport - through improving and extending facilities, increasing the pool of effective motivators and providing sustained, accessible and stimulating sports programmes in collaboration with like-minded others.

JMF's Mission is to take tennis into rural and disadvantaged areas across Scotland, by building workforces within local communities, in order to grow participation, improve health and well-being and create a sense of belonging.

Key Outcomes

In pursuit of this Mission, the JMF strategy focuses on four key outcomes.

Building relationships and connections

Communities and families have improved social connections (reflected in reduced isolation and antisocial behaviour and enhanced friendships).

Strengthening wellbeing

Communities and families have improved physical and mental wellbeing (better health and better bodies).

Broadening horizons

Communities and families have improved opportunities in tennis and physical activity (through removing barriers - economic, social and cultural).

Developing Skills

Communities, Adults and Young People develop a variety of skills through JMF activities - physical, leadership, team-work, organisation and communication skills.

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT (Cont'd)

For the year ended 31 March 2021

OBJECTIVES AND ACTIVITIES (Cont'd)

JMF's focus on the above social outcomes is not directed by, but is consistent with, a number of local and national policies as reflected in the Scottish Government's National Performance Framework.

Specifically, JMF supports the following outcomes:

- We live in communities that are inclusive, empowered, resilient and safe;
- We grow up loved, safe and respected so that we realise our full potential;
- We are well educated, skilled and able to take part in society;
- We are healthy and active;
- We tackle poverty by sharing opportunities, wealth and power more equally.

Operations

Over the past 3 years JMF has been taking tennis into rural and disadvantaged areas of Scotland and building workforces within local communities.

In practice we work alongside parents, teachers, students, youth leaders, club members and volunteers by showing them how to deliver starter coaching and competitions for children, young people and adults in their communities and in whatever space is available.

By investing in local people through training and mentoring we inspire confidence, competence, self-esteem and a sense of belonging.

JMF breaks down the barriers to participation by ensuring our content is accessible to all and is free, in a space or venue which is local whilst providing all the equipment required.

We also create tennis networks between schools, parks, clubs, youth groups, like-minded charitable organisations, the local authority and private sector.

We make tennis fun, doable and stimulating and help to develop environments where tennis can thrive for the long term.

Throughout 2020/2021 we have achieved the following objectives:

- Engaged and supported 1,787 community-based workforce members to deliver family tennis, fun starter tennis, and Lil Miss Hits coaching and competitions;
- 447 direct encounters with children 5-11yrs through fun family tennis and starter tennis opportunities;
- Increased our geographical reach to cover all 9 Scottish Tennis Districts;
- Delivered 39 digital and 61 face to face workshops and events;
- Adapted our resources and infrastructure in response to COVID-19: introduction of internal digital communication tools, policy and procedures, development of digital content, investment in and training of 10 ambassadors;
- Sustained income streams to ensure the charity is sustainable as reflected in Donations & Individual Giving (8%), Fundraising (39%) and Grants (53%);

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT (Cont'd)

For the year ended 31 March 2021

ACHIEVEMENTS & PERFORMANCE

Operations (Cont'd)

Beneficiary breakdown and profile

- Female 1,171, Male 610, Prefer not to say 453
- 458 Teachers Inc. Student Teachers,
- 276 Young People 13-18yrs,
- 185 Young adults/students,
- 128 Club Members,
- 113 Parents/Carers,
- 70 Coaches of other sports,
- 68 Volunteers,
- 22 Community Workers,
- 467 Prefer not to say,
- 100% of Child Encounters living in SMID 1 and SMID 2 Communities. *

JMF offers children, young people, parents/carers, local people, volunteers and professionals the following opportunities to play, assist and/or lead Tennis:

Family Tennis

JMF family tennis sessions are open to all primary care givers and their child(ren) and aim to show families how skills for tennis can be developed by playing actively at home using whatever they have in the house or outside. Sessions do not require a tennis court and bring families together to experience tennis in a fun, doable format, using a variety of play equipment. Primary Care givers are seen as our "hidden workforce" and playing actively as a family encourages intergenerational communication and bonding.

Specific Highlights include: Clydebank Community Sports Hub, JMF Tennis Cyber Tour, Maryhill Tennis, Everyone For Tennis Glasgow's East End, Everyone For Tennis Inverclyde, Murrayators, NHS Tayside, Roseneath Primary School, West of Scotland College

"Tennis has been the only thing that we have, over the past months, and it's been great for us."
Parent

"What a great event! It has given us ideas and games to play in the garden, also giving the kids equipment to take home is absolutely priceless. Well done to yourselves and the partners for making this happen"
Parent

"We enjoyed the workshop this morning! Simple exercises that you can use with our grandchildren and our old selves to keep our hand and eye coordination good."
Grandparent

"It's not just about them running about playing tennis, it's about getting them socializing with their friends and learning new skills."
Parent

"Learning how to develop the skills to play with my child was made so much fun."
Parent

* SIMD – Scottish Index of Multiple Deprivation

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT (Cont'd)

For the year ended 31 March 2021

ACHIEVEMENTS & PERFORMANCE

Starter Tennis + Fun Competition

JMF invests in local people to lead and deliver fun starter tennis and competition in their local areas in turn building skills, confidence and competence. Our fun, stimulating and accessible content has also been developed into a suite of digital resources which are delivered as online workshops and are also available on our You Tube Channel.

Specific highlights have included: *Back to Tennis with Brodies, Garioch Sports and Community Tennis Network, Maryhill Tennis, Clydebank Community Sports Hub, Maryhill Tennis, Everyone For Tennis Glasgow's East End, Everyone For Tennis Inverclyde, World Team Tennis Events,*

"Well, from my point of view as a coach building the connections with other coaches and the JMF Mentor has been great. It's definitely benefited me mentally because of not really being able to see anybody, especially as I was furloughed, from my work. Being able to have a regular thing to attend and put my mind towards was beneficial. It stopped me going kind of stale and just sitting about really doing nothing. It felt like I had a goal, and it's good to have a goal to focus on" **Local Parent Coach**

"I thought the demonstrations were clear and the coaching points were simplified but still precise. it was easy to see how you could adapt each exercise to fit the needs of your own group". **Volunteer Sports Coach**

"Really informative couple of hours from JMF getting lots of progression ideas for teaching tennis to beginners. Lots of activities that could be cross discipline as well!" **Volunteer Football Coach**

"then also just learning the skills of, you don't just pick up a racket and start playing on a court over the net with each other, you would learn all the little techniques beforehand about just even using the beanbags to get your co-ordination" **Parent Volunteer**

Education

JMFs Educational strand aims to get Tennis into more school curriculums and extra-curricular programmes by building the capacity of both primary and secondary teachers, student teachers and sports leaders.

Specific highlights have included: *Active Schools Perth and Kinross, Student Pre-Placement Training with Edinburgh University, Glasgow University, Strathclyde University and Stirling University, School Resource Development with Education Scotland, Lil Miss Hits Sports Leaders.*

"Practical Adaptive content where students learned about #TennisForEveryone and a whole lot more!" **PE Student Teacher**

"Tennis is now an activity I feel able and excited to deliver" **Primary School Teacher**

"Amazing content I can take into schools going into my probation year" **PE Student Teacher**

"Doing my Judy Murray Beginners CPD tonight...Already past my bedtime but worth it. I've discovered new practise to help the pupils enjoy their tennis during PE. Playing Tennis is to be a big part of my future in PE due to the excellent local pathways." **PE Teacher**

"P7 had a great first PE session back with Tennis. No nets? No Problem! Cones and chalk in the playground will do the trick!" **Primary School Teacher**

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT (Cont'd)

For the year ended 31 March 2021

ACHIEVEMENTS & PERFORMANCE

Women and Girls

Girl Squad creates opportunities for women and girls to play and to deliver Tennis. We run female only sessions and events including Mums n Daughters, Bring A Pal etc which are focussed on inter-generational bonding and confidence building. We also run workshops and 'on the job' training opportunities at events and sessions alongside our JMF Girl Squad team. These focus on empowering women and young females to lead and deliver activity in their local area. We provide them with the life skills, training and resources to develop opportunities for both themselves and others and encourage them to adopt and maintain a healthy, active lifestyle.

Specific Highlights include: Border Force, Edinburgh Girl Guiding, Lil Miss Hits, Hillhead Tennis Hub, Scottish Borders Girl Guiding, She Scotland, Women and Girls in Sport Week

"Fantastic training delivered by JMF. Tools, methods and approached to engage girls in fun physical activities. SHE Scotland will be incorporating our learning into our new Circle Time primary programme". **She Scotland**

"It's been great to be part of the Judy Murray Foundation Girl Squad. I have been able to work with so many incredible females this year who share the same passion as myself to inspire and empower other females in a safe and fun environment. I cannot wait to see what the future holds for us" **Girl Squad Trainee Hillhead Tennis Hub**

"I've did some zoom training with the Judy Murray Foundation so it's great to be outside doing more. Lots of girls being active, having great fun. There's been a great buzz about the sessions. And what I love is that all of the fun things and the movement things we have been doing are all tennis type movements, but a lot of the time the youngsters don't even realise what they are doing." **PE Teacher**

Working with others

JMF is committed to effective and successful collaborative working for the benefit of the communities we serve. Over the last year we have worked with a number of local, city wide and national organisations from across the third, public and private sectors to achieve this.

Specific highlights have included: Back to Tennis with Brodies LLP, Clydebank Community Sports Hub, Edinburgh University, Education Scotland, Friends of Maryhill Park, Garioch Sports, Glasgow Life, Glasgow Active Schools, Maryhill Tennis, Possibilities for Each and Every Kid PEEK, Strathclyde University, Stirling University, West College Scotland, and Youth Scotland

What our partners have said

"We are delighted to say, that thanks to Laura & Shona from the Judy Murray Foundation we have successfully launched Family Tennis at our Community Sport Hub. The support has been first class! The team have provided training, guidance and resources for staff, community members, students and volunteers, which has been the catalyst for the programme launch. We are delighted by the partnership and are very much looking to working with JMF to provide more accessible Tennis opportunities for our community."

██████████, Clydebank Community Sports Hub

"Maryhill has a lot to thank the wonderful people at the Judy Murray foundation for. Not only have they given local people some real hope of improving our courts for the future, they have helped us to work with and get to know literally hundreds of local people – children and adults alike. The way the foundation works is nothing short of inspiring, slowly educating all of us to help one another enjoy not just tennis, but time spent together playing as a community."

██████████, Friends of Maryhill Park

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT (Cont'd)

For the year ended 31 March 2021

ACHIEVEMENTS & PERFORMANCE (Cont'd)

What our partners have said (Cont'd)

“Active Schools and The Judy Murray Foundation has formed a unique working partnership to bring family tennis to disadvantaged families in Glasgow’s East End. Our relationship is creating so many opportunities for families to get involved with the sport for the very first time. Through weekly sessions and events, I have watched families develop better relationships with their children whilst using the St Anne’s MUGA space out with our session times creating healthier habits in the community.”

██████████, Active Schools Glasgow

Monitoring

JMF collects and analyses a range of information to monitor and evaluate its work, including observations / feedback from JMF ambassadors and its Projects Manager, feedback from participants and professionals. Information is held on Upshot and from this information, JMF collates, analyses and compiles comprehensive reports, highlighting progress towards outputs and outcomes. JMF uses this information to identify best practice, learning and impact, and shares with others to influence national policy and strategy.

Funding

Over the last 12 months JMF has received funding from:

- Aviva Fund
- Bank of Scotland Foundation
- DMS Thomas Foundation
- Foundation Scotland – David Doig
- Garioch Sports
- Glasgow Community Fund
- Postcode Local Trust
- Tennis Foundation
- The John Mathers Trust
- The National Lottery Community Fund Awards for All

JMF would also like to acknowledge the financial and in-kind support it has received from many individuals and businesses including Brodies LLP, ██████████, Murraynators, Peugeot, P4P Creative, Speirs Gumley, Solab, Tennis ACES, White Label Solutions and The Kiltwalk (The Hunter Foundation).

FINANCIAL REVIEW

Financial Performance

A deficit for the year to 31 March 2021 of £33,341 arose (2020 – surplus of £60,645) as a result of a deficit generated by restricted fund activities of £7,893 after transfers (2020 – surplus of £14,512) and a deficit generated by unrestricted fund activities of £25,448 after transfers (2020 – surplus of £46,133). Details of each individual fund movement for the year are shown in note 9. As at 31 March 2021, JMF’s net assets are £77,392 (2020 - £110,733). This comprises of £51,461 (2020 - £76,909) in relation to unrestricted funds, and 25,931 (2020- £33,824) in relation to restricted funds. Further details of these balances are detailed in notes 9 and 10.

Reserves Policy

The Trustees consider JMF requires a minimum level of reserves sufficient to cover 6 months’ operating costs, taking account of its planned level of activity. At the year-end there are sufficient reserves to comply with this policy.

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT (Cont'd)

For the year ended 31 March 2021

FINANCIAL REVIEW (Cont'd)

Risk management

The Trustees have implemented a risk management strategy which monitors and assesses the major risks to which they are exposed. This comprises of an annual review of the risks JMF may encounter. This is supported by the:

- Establishment of Systems and procedures to mitigate those risks identified in the risk assessment and;
- Implementation of Procedures designed to minimise any potential impact should any of those risks materialise.

JMF Risk Management Objectives are;

- Manage all risks in accordance with best practise and policy
- Anticipate and actively respond to the changing social, environmental and legislative requirements
- Prevent injury or illness, damage and losses and reduce related costs
- Raise awareness and knowledge of the need for positive risk management by all those connected to JMF and the delivery of our projects

The above objectives are achieved by;

- Establishing clear roles, responsibilities and reporting lines within JMF for risk management
- Providing opportunities for training and learning
- Reinforcing the importance of effective risk management as part of our everyday work
- Incorporating risk management consideration into future reviews of JMF
- Monitoring arrangements on an ongoing basis.

All of the above area at the core of JMFs strategy, operational and financial systems

Plans for Future Periods

Sport and physical activity have been never more needed to support our communities as we recover from the pandemic. Across the country our communities are struggling: people are struggling financially, mentally, physically and emotionally. Deprived communities have been the worst hit by COVID-19 with families and children already living in poverty facing a multitude of exacerbated challenges whilst young people are experiencing a high level of uncertainty around future employment prospects. The charity sector, in fact all sectors, will be pivotal to the recovery and renewal process over the coming months/years. Collaboration will be essential along with a clear vision, strong strategy, motivated team and diverse funding plan.

To date JMF has touched the lives of many individuals - directly and indirectly - through our work across the country. Over the past 6 months, the JMF Trustees have been listening to feedback from participants (beneficiaries), funding partners and team members to help improve the provision of activities to benefit local communities. We have considered the opportunities to refine and develop our vision and mission, and what this would mean for the future direction of the Foundation.

We are currently in the process of refining our strategy, operational objectives, targets and outcomes for 2021 onwards to reflect the above.

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT (Cont'd)

For the year ended 31 March 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitutional form and governing document

The Judy Murray Foundation is a Scottish Charitable Incorporated Organisation (SCIO). The Foundation was registered on 6 October 2017 and is governed by its constitution.

Recruitment and appointment of trustees

Trustees were appointed either on incorporation of the SCIO, or subsequently by way of unanimous decision at a trustee meeting. An individual can only become a Trustee if that person is a full member. The minimum number of Trustees is three. The number of Trustees may be altered by resolution of the Trustees.

Trustee member induction and training

New Trustees are briefed on their legal obligations under charity law, best practice for governance, the content of the JMF constitution, the committee and decision-making processes, the business plan and the financial performance of the charity. Moreover, Trustees are inducted into the charity's child protection and safeguarding policies and receive a copy of the JMF Governance Manual. Trustees also complete an annual skills audit and participate in a development day to discuss board effectiveness, successes, challenges and opportunities

Operational Structure

The Board has two sub-groups:

- Corporate Finance and Governance;
- Development, Impact and Learning.

Sub-groups meet 6-8 weekly and comprise of Trustees, supporters and the CEO. Each sub-group has terms of reference which set out role, remit and scope.

The Board as a whole meet at least 5 times per annum. The Trustees are responsible for all aspects of the organisation including strategy, policy development, finance, employment and risk management.

The Chief Executive is responsible for leading the organisation as well as overseeing the day to day management including finance, funding, staffing, leadership, impact and learning, and networking.

The JMF Projects Manager and JMF Ambassadors are responsible for the day to day delivery of services including planning, partnerships, representation, impact and learning.

The remuneration for the charity's key management personnel, comprising of the Chief Executive, is set using benchmarks of similar posts in the sector and current market forces.

THE JUDY MURRAY FOUNDATION

TRUSTEES' REPORT (Cont'd)

For the year ended 31 March 2021

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (FRS102) (Second edition – October 2019);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that 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 and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution.

The Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the board and signed on its behalf by:

.....
[Redacted Signature]
Chair

09 July 2021

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE JUDY MURRAY FOUNDATION

I report on the financial statements of the charity for the year ended 31 March 2021, which comprise the Statement of Financial Activities (including income and expenditure account), Balance Sheet and the related notes.

This report is made to the Trustees of the Judy Murray Foundation, as a body, in accordance with the terms of my engagement. My work has been undertaken to enable me to prepare the financial statements on behalf of the Trustees and to report my opinion as set out below and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Trustees of The Judy Murray Foundation, as a body, for my work or for this report.

Respective responsibilities of Trustees and independent examiner

The charity's Trustees are responsible for the preparation of the financial statements in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 (the Act) and the Charities Accounts (Scotland) Regulations 2006 (as amended) (the Regulations). The charity Trustees consider that the audit requirement of Regulation 10(1)(a) to (c) of the Regulations does not apply. It is my responsibility to examine the financial statements as required under section 44(1)(c) of the Act and to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination is carried out in accordance with Regulation 11 of the Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements and seeks explanations from the Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently I do not express an audit opinion on the view given by the financial statements.

Independent examiner's statement

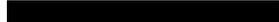
In connection with my examination, no matter has come to my attention:

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

- to keep accounting records in accordance with section 44(1)(a) of the Act and Regulation 4 of the Regulations, and
- to prepare financial statements which accord with the accounting records and comply with Regulation 8 of the Regulations

have not been met, or

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


CHIENE + TAIT LLP
Chartered Accountants and Independent Examiner
61 Dublin Street
Edinburgh
EH3 6NL

09 July 2021

THE JUDY MURRAY FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating Income and Expenditure Account)**For the year ended 31 March 2021**

	Notes	Un- restricted £	Restricted £	2021 Total £	Un- restricted £	Restricted £	2020 Total £
Income from:							
Donations and grants	2	37,463	43,109	80,572	123,091	38,629	161,720
Total income		<u>37,463</u>	<u>43,109</u>	<u>80,572</u>	<u>123,091</u>	<u>38,629</u>	<u>161,720</u>
Expenditure on:							
Raising funds	3	1,541	-	1,541	18,803	-	18,803
Charitable Activities	4,5	57,313	55,059	112,372	44,739	37,533	82,272
Total expenditure		<u>58,854</u>	<u>55,059</u>	<u>113,913</u>	<u>63,542</u>	<u>37,533</u>	<u>101,075</u>
Net (expenditure)/ income before transfers		(21,391)	(11,950)	(33,341)	59,549	1,096	60,645
Transfers	9	(4,057)	4,057	-	(13,416)	13,416	-
Net movement in funds		<u>(25,448)</u>	<u>(7,893)</u>	<u>(33,341)</u>	<u>46,133</u>	<u>14,512</u>	<u>60,645</u>
Reconciliation of funds							
Total funds at 1 April 2020	9	<u>76,909</u>	<u>33,824</u>	<u>110,733</u>	<u>30,776</u>	<u>19,312</u>	<u>50,088</u>
Total funds at 31 March 2021	9	<u>51,461</u>	<u>25,931</u>	<u>77,392</u>	<u>76,909</u>	<u>33,824</u>	<u>110,733</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 15 to 21 form part of these financial statements.

THE JUDY MURRAY FOUNDATION**BALANCE SHEET****As at 31 March 2021**

	Notes	2021 £	2020 £
Fixed assets			
Tangible assets	7	4,923	15,510
		-----	-----
Current assets			
Debtors		-	280
Cash at bank		112,403	97,480
		-----	-----
		112,403	97,760
		-----	-----
Liabilities			
Creditors falling due within one year	8	39,934	2,537
		-----	-----
Net current assets		72,469	95,223
		-----	-----
Net assets		77,392	110,733
		=====	=====
 Represented by:			
Unrestricted funds	9	51,461	76,909
Restricted funds	9	25,931	33,824
		-----	-----
		77,392	110,733
		=====	=====

09 July 2021

The financial statements were approved by the Trustees on and were signed on its behalf by:

..... Chair

████████████████████

The notes on pages 15 to 21 form part of these financial statements.

THE JUDY MURRAY FOUNDATION

NOTES to the FINANCIAL STATEMENTS

For the year ended 31 March 2021

1. Accounting policies

Accounting convention

The financial statements are prepared under the historical cost convention, in accordance with the Charities Accounts (Scotland) Regulations 2006 (as amended), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition – October 2019) - Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and with the Constitution.

The Judy Murray Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going concern

The financial statements have been prepared on a going concern basis. The Trustees have assessed the charity's ability to continue as a going concern, including the impact of COVID-19, and have adequate expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

Donations

Donations are included in the period in which they are receivable, which is when the charity becomes entitled to the income, it is probable that it will be received and the amount can be measured reliably.

Expenditure

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for expenditure. Certain costs have been directly attributed to one of the functional categories of expenditure in the Statement of Financial Activities, and others have been allocated on the basis of estimated time spent. The charity is not registered for VAT and accordingly expenditure includes VAT where appropriate.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

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

Tangible fixed assets

All fixed assets are initially capitalised at cost, plus any incidental costs of acquisition.

Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Tennis equipment – 33.33%

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Funds

Unrestricted general funds are the funds which can be used in accordance with the charitable objects at the discretion of the Trustees. Restricted funds are the funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

THE JUDY MURRAY FOUNDATION

NOTES to the FINANCIAL STATEMENTS (Cont'd)

For the year ended 31 March 2021

1. Accounting policies (Cont'd)

Defined Contribution Pension Scheme

The charity operates a defined contribution pension scheme for its employee. Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided.

Taxation

The Foundation's charitable activities fall within the exemptions afforded by the Corporation Tax Act 2010. Accordingly, there is no Corporation Tax charge in these financial statements.

2. Donations

	Un- restricted £	Restricted £	2021 Total £	Un- restricted £	Restricted £	2020 Total £
Scottish Pro SW – SPIFOX	-	-	-	-	16,246	16,246
DOE Sport	-	-	-	16,816	-	16,816
EBF Trading Ltd	-	-	-	13,890	-	13,890
John Mather Trust	-	10,000	10,000	-	10,000	10,000
The Kilt Walk	31,268	-	31,268	26,168	-	26,168
ITV Catchphrase	-	-	-	3,500	-	3,500
Foundation Scotland Social	-	-	-	-	5,000	5,000
Foundation Scotland Uber	-	-	-	-	4,033	4,033
Chance to Succeed	-	-	-	7,200	-	7,200
Glasgow Community Fund	-	8,894	8,894	-	-	-
Post Code Lottery	-	1,592	1,592	-	-	-
Awards for All	-	6,000	6,000	-	-	-
Bank of Scotland Reach	-	3,438	3,438	-	-	-
Tennis Foundation	-	6,667	6,667	-	-	-
Other donations	6,195	6,518	12,713	55,517	3,350	58,867
	----- 37,463	----- 43,109	----- 80,572	----- 123,091	----- 38,629	----- 161,720
	=====	=====	=====	=====	=====	=====

3. Raising Funds

	Un- Restricted £	Restricted £	2021 Total £	Un- restricted £	Restricted £	2020 Total £
Direct costs						
Photography	-	-	-	175	-	175
Online giving platform costs	-	-	-	216	-	216
Fundraising	891	-	891	11,193	-	11,193
	----- 891	----- -	----- 891	----- 11,584	----- -	----- 11,584
	-----	-----	-----	-----	-----	-----
Support costs						
Consultancy fees	650	-	650	667	-	667
Marketing costs	-	-	-	6,552	-	6,552
	----- 650	----- -	----- 650	----- 7,219	----- -	----- 7,219
	-----	-----	-----	-----	-----	-----
Total Raising Funds costs	1,541	-	1,541	18,803	-	18,803
	=====	=====	=====	=====	=====	=====

THE JUDY MURRAY FOUNDATION

NOTES to the FINANCIAL STATEMENTS (Cont'd)

For the year ended 31 March 2021

4. Charitable Activities	Un- Restricted £	Restricted £	2021 Total £	Un- restricted £	Restricted £	2020 Total £
Direct costs						
Project and programme delivery	8,777	41,079	49,496	367	36,086	36,453
Depreciation	-	2,756	2,756	-	1,231	1,231
	-----	-----	-----	-----	-----	-----
	8,777	43,835	52,252	367	37,317	37,684
	-----	-----	-----	-----	-----	-----
Support costs						
Staff costs	41,048	9,277	50,325	16,273	-	16,273
Consultancy fees attributable to charitable activities	-	-	-	2,001	-	2,001
General expenses	1,147	449	1,596	3,585	216	4,481
Coach and volunteer clothing	-	-	-	-	-	-
Insurance	829	243	1,072	1,099	-	1,099
Life Insurance	99	29	128	-	-	-
Website costs	-	-	-	798	-	798
Bank charges	147	43	190	103	-	103
Governance costs – note 5	5,266	1,543	6,809	20,513	-	20,513
	-----	-----	-----	-----	-----	-----
	48,536	11,584	60,120	44,372	216	44,588
	-----	-----	-----	-----	-----	-----
Total Charitable Activities Costs	57,313	55,059	112,372	44,739	37,533	82,272
	=====	=====	=====	=====	=====	=====

5. Governance costs	2021 £	2020 £
Staff costs	2,649	16,273
Consultancy fees attributable to constitutional and strategic support	-	1,319
Trademark registration costs	-	330
Board expenses	572	599
Independent examiner's fees - Examination	2,088	1,992
Independent examiner's fees - Accounting support	1,500	-
	-----	-----
	6,809	20,513
	=====	=====

THE JUDY MURRAY FOUNDATION

NOTES to the FINANCIAL STATEMENTS (Cont'd)

For the year ended 31 March 2021

6. Staff costs	2021	2020
	£	£
Wages and salaries	47,000	29,225
Social security costs	1,274	338
Employer pension contributions	4,700	2,983
	-----	-----
	52,974	32,544
	=====	=====

The key management personnel of the charity comprise the Trustees and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity during the year were £52,974 (2020: £32,544).

The average number of employees during the year was 1 (2020: 1).

7. Tangible Fixed Assets	Tennis Equipment	Total
	£	£
Cost		
At 1 April 2020	16,741	16,741
Additions	-	1,605
Disposals	(8,472)	-
	-----	-----
At 31 March 2021	8,269	18,346
	-----	-----
Accumulated Depreciation		
At 1 April 2020	1,231	1,231
Charge for year	2,756	5,597
Disposals	(641)	-
	-----	-----
At 31 March 2021	3,346	6,828
	-----	-----
Net Book Value		
At 31 March 2021	4,923	11,518
	=====	=====
At 31 March 2020	15,510	15,510
	=====	=====
8. Creditors: amounts falling due within one year	2021	2020
	£	£
Other creditors and accruals	5,484	545
Accounting and independent examination fees	2,088	1,992
Deferred income – grant income received in advance (see below)	32,362	-
	-----	-----
	39,934	2,537
	=====	=====
<i>Deferred income</i>		
Glasgow Community Fund	7,458	-
Post Code Local Trust	17,508	-
Tennis Foundation	3,333	-
Bank of Scotland Foundation	4,063	-
	-----	-----
	32,362	-
	=====	=====

THE JUDY MURRAY FOUNDATION

NOTES to the FINANCIAL STATEMENTS (Cont'd)

For the year ended 31 March 2021

	Balance at 1 April 2020	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
9. Analysis of movement in funds					
<u>Restricted funds</u>					
Project Inverclyde	5,882	16,000	(9,925)	-	11,957
Project East End	4,033	5,116	(7,022)	-	2,127
Project Inverurie	1,300	2,000	(1,607)	-	1,693
Project Maryhill	7,594	6,370	(14,078)	114	-
Family Tennis	-	6,207	(10,150)	3,943	-
Capital equipment fund	15,015	-	(10,252)	-	4,763
Digital Resources	-	6,666	(2,025)	-	4,641
Sense Scot	-	750	-	-	750
	----- 33,824	----- 43,109	----- (55,059)	----- 4,057	----- 25,931
<u>Unrestricted funds</u>					
General funds	76,909	37,463	(48,524)	(20,360)	45,488
Women and Girls	-	-	(7,522)	13,495	5,973
Education	-	-	(2,808)	2,808	-
	----- 76,909	----- 37,463	----- (58,854)	----- (4,057)	----- 51,461
<u>Total funds</u>	----- 110,733	----- 80,572	----- (113,913)	----- -	----- 77,392

Project Inverclyde

A community focused project which opens up tennis and inspires family participation through the development of a sustainable enthused coaching workforce.

Project East End

A community focused project which opens up tennis and inspires family participation through the development of a sustainable enthused coaching workforce.

Project Inverurie

A community focused project which opens up tennis and inspires family participation through the development of a sustainable enthused coaching workforce.

Project Maryhill

A community initiative which brings together decision makers; local and national politicians, Glasgow Life, Friends of Maryhill Park Volunteers and Sports Scotland to plan and coproduce a way forward which will see the Maryhill Park tennis courts become fit for purpose for a community to play and thrive (and thereby improve skills and confidence, health and well-being and develop social networks). Tennis is being opened up and is inspiring family participation through the development of a sustainable enthused coaching workforce.

THE JUDY MURRAY FOUNDATION**NOTES to the FINANCIAL STATEMENTS (Cont'd)****For the year ended 31 March 2021****9. Analysis of movement in funds (Cont'd)**Family Tennis

JMFs team of 12 self-employed ambassadors deliver our Family Tennis Programme across rural and disadvantaged communities all over Scotland. These sessions do not require a tennis court and they bring families together to experience tennis in a fun, doable format using a variety of play equipment and activities that can easily be done at home. Primary Care givers are seen as our "hidden workforce" and playing actively as a family encourages intergenerational communication and bonding.

Women and Girls

JMF empowers and expand the number of women and girls coaching and playing tennis in rural and disadvantaged communities in Scotland.

Capital equipment fund

This project applies funding for the provision of tennis equipment to allow the charity to provide a tennis experience to disadvantaged children across Scotland.

Digital resources

JMFs Digital resources have been developed in response to the pandemic enabling our programmes to be packaged and delivered on line reaching many more people across Scotland.

Sense Scot

Working collaboratively with SENSE SCOTLAND we will build the confidence and capacity of their team to deliver JMF Team across their Scottish Touchpoints.

Education

JMFs Educational strand aims to get Tennis into more school curriculums and extra-curricular programmes by building the capacity of both primary and secondary teachers, student teachers and sports leaders.

Transfers have been made from unrestricted general funds to designated funds to ringfence amounts for delivery of specific project activities, and from unrestricted general funds to restricted funds to eliminate deficits.

Analysis of movement in funds	Balance at 1 April 2019	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
<u>Restricted funds</u>					
Project Inverclyde	8,004	10,000	(14,296)	2,174	5,882
Project East End	2,234	4,033	(7,774)	5,540	4,033
Project Inverurie	9,074	-	(7,774)	-	1,300
Project Maryhill	-	8,350	(756)	-	7,594
Family Tennis	-	-	(5,307)	5,307	-
Women and Girls	-	-	(395)	395	-
Capital equipment fund	-	16,246	(1,231)	-	15,015
	-----	-----	-----	-----	-----
	19,312	38,629	(37,533)	13,416	33,824
	-----	-----	-----	-----	-----
<u>Unrestricted funds</u>	30,776	123,091	(63,542)	(13,416)	76,909
	-----	-----	-----	-----	-----
<u>Total funds</u>	50,088	161,720	(101,075)	-	110,733
	=====	=====	=====	=====	=====

THE JUDY MURRAY FOUNDATION**NOTES to the FINANCIAL STATEMENTS (Cont'd)****For the year ended 31 March 2021**

10. Analysis of net assets between funds	Fixed Assets £	Current Assets £	Creditors £	2021 Total £
Unrestricted funds	-	56,033	(4,572)	51,461
Restricted funds	4,923	56,370	(35,362)	25,931
	-----	-----	-----	-----
	4,923	112,403	(39,934)	77,392
	=====	=====	=====	=====

Analysis of net assets between funds	Fixed Assets £	Current Assets £	Creditors £	2020 Total £
Unrestricted funds	-	79,446	(2,537)	76,909
Restricted funds	15,510	18,314	-	33,824
	-----	-----	-----	-----
	15,510	97,760	(2,537)	110,733
	=====	=====	=====	=====

11. Trustees' expenses and remuneration

The Trustees all give freely of their time and expertise without any form of remuneration or other benefit in cash or kind. No Trustee received any reimbursement of expenses during the year.

12. Related party transactions

██████████ received fees for the provision of her Ambassador Role amounting to £4,026. (2020 £Nil). This role is a direct delivery role with all payments made being approved by the remaining trustees. In 2020 ██████████ received fees for the provision of consulting services amounting to £2,010 (2021 £Nil) under an agreement existing prior to his appointment. All payments have been approved by the remaining trustees. There were no other related party transactions.

13. Donated services and volunteers

JMF has benefited during the year from pro bono support provided by legal advisers, book-keeping services, office space and volunteers in respect of the delivery of projects and activities. It is not possible to reliably quantify the value of this support and it has therefore not been included within these financial statements.