HARROW CLUB

England & Wales · Charity number 1054757

Details

Other names	HARROW CLUB W10, THE HARROW CLUB
Status	Registered
Legal form	Charitable company
Company number	03161792
Registered	1996-04-19
Register	View on the Charity Commission register

Contact

Address	Harrow Club 187 Freston Road London W10 6TH
Phone	020 8969 2528
Email	info@harrowclub.org
Website	www.harrowclub.org

Activities

Objects: The promotion of any charitable purpose for the benefit of the inhabitants of Greater London (“the area of benefit”) and in particular the advancement of education, the protection of health and the relief of poverty, distress and sickness, the promotion of racial harmony, and the provision of recreation and leisure time occupations for the purposes of promoting in the interest of social welfare, the spiritual, social, moral and physical well-being of the youth of the beneficial area.

Activities: The primary aims of the Harrow Club W10 are the advancement of education, the promotion of health and the relief of poverty, distress and sickness, the promotion of racial harmony and the provision of recreation and other leisure time occupations promoting spiritual, social, moral and physical well being of the the youth of Greater London, maximising their life chances.

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, People With Disabilities

Geography

- **Area of benefit:** LONDON W10 AND SURROUNDING AREAS
- Hammersmith And Fulham
- Kensington And Chelsea

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,625,133	£1,584,878	£1,052,169	33
2024-03-31	£1,473,299	£1,443,941	£983,380	39
2023-03-31	£1,511,195	£1,403,268	£954,022	48
2022-03-31	£1,536,053	£1,435,051	£846,095	19
2021-03-31	£1,383,594	£1,109,349	£745,093	21

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Trustees

Name	Role	Appointed
Alexander James Trotter		2021-01-19
Kyriacos Nicos Pittalis		2025-05-20
Leanda Fauset		2018-12-18
Micah Watkis		2018-12-18
Mr Philippe Chappatte		2016-12-07
Mrs Kate Walker		2017-12-07
Palmira Morais		2024-11-25
Robert Edward Parke Robson		2024-11-25
Rosalind Oxley		2022-10-10
THOMAS RICHARD MALCOLM STODDART-SCOTT		2014-03-05

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HARROW CLUB

England & Wales - Charity number 1054757

Accounts

Charity registration number 1054757 (England and Wales)

Company registration number 3161792

HARROW CLUB

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

HARROW CLUB

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms R J M Oxley	
	Mr P P Chappatte	
	Ms L M R S Fauset	
	Mr M Watkis	
	Mr R E P Robson	(Appointed 25 November 2024)
	Ms P Morais	(Appointed 25 November 2024)
	Mr T R M Stoddart-Scott	
	Ms K M Walker	
	Mr T R Moy	
	Mr A J Trotter	
	Mr K N Pittalis	(Appointed 14 July 2025)
Secretary	Ms R J M Oxley	
Senior management	G Johnson	Chief executive officer (appointed July 2025)
Charity number (England and Wales)	1054757	
Company number	3161792	
Registered office	187 Freston Road London W10 6TH	
Auditor	Haines Watts Swindon Limited Old Station House Station Approach Swindon Wiltshire SN1 3DU	

HARROW CLUB

CONTENTS

	Page
A letter from the Chair	1
Trustees' report	2 - 7
Independent auditor's report	8 - 10
Statement of financial activities	11
Statement of financial position	12
Statement of cash flows	13
Notes to the financial statements	14 - 24

HARROW CLUB

A LETTER FROM THE CHAIR

FOR THE YEAR ENDED 31 MARCH 2025

The Club operates in an increasingly challenging environment. Whilst youth services across the country continue to face funding cuts, there is a rising demand for the Club's services. We have to do more with less.

In the midst of this challenging environment, the Harrow Club continued to operate its 5 youth Clubs in West London to provide space for young people who need more than just a place to go. They need people who care, opportunities that stretch them, and a sense of hope that their lives can move in a positive direction.

In addition to traditional youth work, our focus is increasingly on developing partnerships with schools, targeted work to prevent school exclusion and youth crime and violence.

This year, we continued to deliver vital programmes:

On Track is an enrichment program designed to prevent exclusion in secondary schools. We have developed a program with local schools who identify the young people most at risk and refer them to the Club for positive activities immediately after school. We have developed a pilot project which was well received by schools, young people and their parents which we will be rolling out to benefit some 50 young people every year.

Moving on Up is a similar program for primary-aged children at risk of exclusion, which we have been running for several years. The schools send their most challenging pupils to the Club during the school day. Our youth workers help these young people to improve confidence and behaviour.

Our **Entrepreneurship Programme**, a structured two-month course of business plan training and a pitching competition, gave young people something transformative: the chance to see themselves as capable leaders of their own futures. For many, it was the first time they had believed that was possible.

Another Way kept operating on the estates and streets where it matters most. Through street work, opening our Club late at night, mentoring, and real relationships, we stayed visible. A young person known to us died. In the days and weeks that followed, our team did something remarkable: they were out on the streets after school, late into the evening, during weekends, supporting grieving young people, de-escalating tensions, supporting worried families and preventing further harm. There was no funding line for this, no contract, no KPI to hit. It was simply the right thing to do.

Operationally, we have been building for the long term. The Board has focused on sustainability, leadership renewal, stronger governance. We have been listening to staff, volunteers, partners, funders and the young people themselves.

As Chair, I feel immense pride and gratitude for the work of our youth workers, operational staff, managers, and volunteers. The commitment they show is both professional and deeply personal. They do not just do this work, they live it. And the impact is visible every day in the lives they help shape. To our funders and supporters: your belief sustains us. Without you, none of this would be possible.

The Harrow Club is not just a building or a set of programmes. It is a community, a place where young people are seen, supported, and given the chance to thrive.

Thank you.



.Philippe Chappatte (Dec 15, 2025, 5:59pm)

Philippe Chappatte
Chair

Date: 15 Dec 2025 .....

HARROW CLUB

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Club's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)".

Objectives and activities

The Harrow Club has been at the heart of West London since 1883, when the Harrow Mission first set out to improve the lives of disadvantaged young people in Notting Dale and the surrounding communities.

Our objectives, as set out in our Memorandum of Association, are clear: the advancement of education, the promotion of health, the relief of poverty, distress and sickness, the promotion of racial harmony, and the provision of recreation that supports the spiritual, social, moral and physical well-being of young people across London W10 and beyond.

We are a community-based youth organisation dedicated to creating innovative, inclusive and high-quality opportunities. Many of the young people we work with face multiple challenges. Our role is to help them maximise their life chances, build resilience and develop a positive vision for their futures.

The Harrow Club is often a place of firsts. A first trip to the beach. A first night-time walk in the woods. A first overnight stay away from home. For some, it is the first place they truly feel a sense of belonging. These first experiences matter. They shape outlooks, spark new interests, build friendships and create the foundations that can determine future pathways.

We are also proud to be a place of second chances. We support children who find it difficult to remain in the classroom to re-engage with education. We provide safe spaces for young people who have been excluded from mainstream youth or sports clubs, ensuring they are not left without support. At the Harrow Club, young people are allowed to make mistakes, to learn, and to move forward.

Some of our greatest successes are the young people who, once on the margins, have turned their lives around and are now working with us to keep the next generation away from harm. Their lived experience brings authenticity and hope, showing that there is always another path.

To achieve all this, we provide high-quality youth work in safe, supportive and accessible spaces. We encourage young people to stay in education, offer targeted support for those at risk of violence, and create routes out of harmful lifestyles — keeping them, and the wider community, safe.

The Harrow Club’s dedicated team, including youth workers and coaches, operate from five locations. Together, they deliver a wide range of projects — from sports, arts, media, music and digital activities, to specialist work including our gangs project, motor vehicle workshops and education programmes to reduce school exclusions. Every week, we engage with around 300 young people. For many of them, the impact is transformative — opening doors, creating possibilities, and changing lives.

A Summary

We offer youth clubs in 5 locations in RBKC and LBHF, 15 different projects, short UK residential holidays and 80+ off-site trips to museums, events and attractions.

We support 500+ unique young people each year.

We raised £799,190 from individual donors and £1.5 million in total during 2024/5. Included within donations is a significant contribution received from The Harrow School.

The Club’s strategy is to focus its delivery on four areas of work, as follows:

1. Youth Work

Youth Clubs
We offer high-quality youth work for children and young people in our community, creating safe, welcoming, and accessible spaces where they can feel supported and thrive.

Our clubs provide a wide range of activities tailored to their interests and needs - from football training and basketball to fencing, healthy eating sessions, beauty and wellbeing workshops, and more.

Last year, we delivered over 1,000 youth work and targeted support sessions, reaching more than 500 young people aged 8 to 19.

School Holiday Trips
During our 2024 Summer Holiday Programme, we delivered over 70 off-site trips and activities across 84 days, engaging and supporting 220 unique children and young people

Residentials Holidays
Last year we took 80 of the most at-risk young people on camping trips outside London – often this being the only holiday they have all year and the only time they leave the city.

Sports, Music, Arts, Crafts, Performing Arts Projects
We deliver a varied programme of creative and physical activities across our youth clubs, co-designed with young people, youth workers, and specialist partners. Sessions range from sports such as football, basketball, boxing, and dance to creative opportunities in music production, visual arts, crafts, drama, and performance. By involving young people in shaping what we offer, we ensure the programme reflects their interests, builds confidence, and provides positive outlets for expression, teamwork, and personal growth. These activities develop practical skills while also supporting wellbeing, creativity, and a strong sense of belonging.

The Motor Project
The Motor Project gives young people practical experience in car and bike maintenance, from changing tyres and fixing chains to understanding basic mechanical systems. Led by experienced instructors, the sessions are tailored to kinaesthetic learners, helping those who may not thrive in traditional classrooms. Alongside mechanical skills, the project builds confidence, problem-solving, teamwork, and responsibility. In 2024/25, 10 young people took part, gaining skills with real-world application and a strong sense of achievement.

The Notting Hill Carnival Project
In 2024 more than 100 children and parents were involved in the project and our team won the small-flat category in the competition. This is a key community project. We had two international groups of young people from south Africa and Morocco join us this year.

2. Keeping Children In School

Moving On Up
Moving On Up is an early intervention programme for Year 5/6 pupils at serious risk of exclusion. Delivered in partnership with four schools and over 54 children and their families, it provides three weekly half-day sessions combining learning, teamwork, creative projects, meals, and holistic support. The programme rebuilds confidence, improves readiness for secondary school, and removes barriers to learning. In 2024/25 it achieved outstanding results: 100% of pupils maintained or improved attendance, 92% made academic progress, and no child supported for a full term was excluded within a year.

On Track
We are pleased to announce the launch of On Track, a new initiative supporting young people at risk of school exclusion. Building on the success of our two-year GRIT programme, delivered in partnership with local academies, On Track embeds Harrow Club youth workers directly within schools to identify and support students in need. During the year, we introduced a pilot project in partnership with two local academies, engaging around 20 Year 7 students through mentoring, structured activities, and after-school sessions at the Club. The pilot was highly successful, earning strong praise from schools, parents, and the young people involved. Developed with our academy partners and supported by organisations including Harrow School, Shadow to Shine, and EAT Club, the programme also offers specialist workshops for families. By strengthening relationships between students, schools, and families, On Track aims to reduce exclusions and help young people improve their behaviour, wellbeing, and academic progress, equipping them with the resilience and skills to thrive.

Mentoring
Mentoring is embedded across our programmes, providing consistent, one-to-one support for young people who need it most. Over the past three years, we have built a team of trained mentors who work closely with local schools, pupil referral units, youth offending teams, and parents to support young people aged 11 to 18 years old.

3. Keeping Young People And The Wider Community Safe

Late Night Safe Spaces
We offer two sessions a week from 9 pm to midnight to provide young people with a safe space during these hours rather than them being on the streets and being involved in gang or criminal behaviour. This is part of our specialist support service ‘Another Way’.

Detached Youth Work
Another Way is our outreach programme, with a dedicated team of five youth workers led by our Programme Manager, working in some of the most challenging areas of West London to engage young people exposed to violence and criminality. More than a late-night service, it is a flexible, community-rooted approach that reaches young people wherever they are-on the street, in youth clubs, community centres, or schools. Through mentoring, creative projects, workshops, and powerful one-to-one conversations, we create opportunities for connection, growth, and change. In 2024/25 we expanded our referral networks and began working more directly with schools, strengthening our response to serious youth violence and equipping young people with the tools, guidance, and confidence to make positive choices for safer, healthier futures.

4. Special Projects

Debateboxing Residential
This year's DebateBox residential brought together a new cohort of young people, many referred through social services and local families. Participants built strong peer relationships and engaged in debates on education, aspirations, and serious youth violence. Activities such as high ropes, escape rooms, and boxing offered challenge and teamwork, while self-catered meals and campfire discussions encouraged reflection and support. Feedback was overwhelmingly positive, highlighting the safe, engaging environment and the programme's lasting impact on confidence, resilience, and communication..

South Africa Youth Exchange 2024
In summer 2024, nine young people from the Harrow Club took part in a transformative youth exchange in Cape Town, delivered in partnership with long-term collaborators Usiko. Building on last year's successful hosting of South African peers in London, the trip combined cultural exchange, wilderness therapy, and powerful learning experiences. Highlights included visits to Robben Island, Table Mountain, and Aquila Game Reserve, alongside deep discussions on issues such as resilience, justice, and opportunity in South African townships. Through shared activities and debating, DJ workshops, camping under the stars, and community visits, participants developed confidence, empathy, and global awareness. This life-changing exchange strengthened our international partnerships, inspired future aspirations, and reaffirmed the value of creating opportunities for young people to connect across cultures.

Funders

The principal sources of funding for this year were:

- Harrow Mission
- Royal Borough of Kensington and Chleasea
- Let Me Play
- London Borough of Hammersmith and Fulham
- John Lyon's Charity
- Childhood Trust
- Various other Trusts, Foundations, Businesses and Local Donors

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms R J M Oxley	
Mr P P Chappatte	
Ms L M R S Fauset	
Mr M Watkis	
Mr R E P Robson	(Appointed 25 November 2024)
Ms P Morais	(Appointed 25 November 2024)
Dr L E Guyton	(Resigned 9 June 2025)
Mr K W B Gilbert	(Resigned 31 May 2025)
Mr C J Martin	(Resigned 23 September 2025)
Mr T R M Stoddart-Scott	
Ms K M Walker	
Mr T R Moy	
Mr A J Trotter	
Ms C Rossan	(Resigned 10 April 2024)
Mr K N Pittalis	(Appointed 14 July 2025)

Day-to-Day Management
Trustees delegate day to day management of the Club to the joint Chief Executive Officers Michael Defoe and Ed Simpson. Following Ed Simpson's departure in December 2024, Michael Defoe ceased to serve as a joint Chief Executive Officer. To ensure continuity, Tony Bennet was appointed as Interim CEO while the search for a permanent successor took place. Shortly after the start of the new financial year, a new Chief Executive Officer was formally appointed.

Other matters

Public Benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Statement of Trustees' responsibilities

The Trustees, who are also the directors of Harrow Club for the purpose of company law, 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).

Company law 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 Club and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material 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 Club will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Club and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Club and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

In accordance with the company's articles, a resolution proposing that Haines Watts Swindon Limited be reappointed as auditor of the company will be put at a General Meeting.

Safeguarding

The Harrow Club places the safeguarding of children and young people at the heart of its work. We maintain a robust, organisation-wide safeguarding framework, supported by regularly reviewed policies and procedures that reflect statutory guidance and best practice. Safeguarding is not just a compliance requirement but a core part of our culture and values.

We run a wide range of programmes, including targeted interventions for vulnerable and at-risk young people, outreach work in high-risk settings, and off-site activities - both in the UK and overseas. Given the nature and reach of our provision, we have developed specific safeguarding protocols for areas such as Serious Youth Violence, late-night youth work, and detached delivery.

All staff, volunteers and trustees are required to hold an enhanced DBS certificate, which is renewed every three years. Safeguarding and Child Protection training is mandatory for all staff every two years, with additional annual training for Off-Site and Detached Activities. Trustees receive safeguarding briefings as part of their induction and ongoing governance training.

The Club has both an operational Safeguarding Lead at senior management level and a designated Trustee Safeguarding Lead. Safeguarding updates are a standing item on trustee meeting agendas and form part of our continuous improvement cycle.

We remain committed to ensuring that every young person who engages with Harrow Club does so in a safe, respectful, and empowering environment.

Disclosure of information to the auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Trustees' report was approved by the Board of Trustees.

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Philippe Chappatte (Dec 15, 2025, 3:19pm)

Mr P Chappatte

Trustee

Date: 15 Dec 2025 .....

HARROW CLUB

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF HARROW CLUB

Opinion

We have audited the financial statements of Harrow Club (the 'Club') for the year ended 31 March 2025 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Club in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Club's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Club and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the Club for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the Club's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Martin Gurney FCA (Senior Statutory Auditor)
For and on behalf of Haines Watts Swindon Limited, Statutory Auditor
Chartered Accountants
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

Date: .....

HARROW CLUB

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	**2**	957,190	560,380	1,517,570	692,013	720,818	1,412,831
Charitable activities							-
Sub-letting	**3**	88,016	-	88,016	71,539	-	71,539
Investments	**4**	19,547	-	19,547	17,463	-	17,463
Total income		1,064,753	560,380	1,625,133	781,015	720,818	1,501,833
Expenditure on:							
Raising funds	**5**	133,664	-	133,664	75,894	40,000	115,894
Charitable activities							
Youth Programme	**6**	473,738	267,988	741,726	165,970	780,696	946,666
Support Costs	**6**	703,064	6,424	709,488	379,761	-	379,761
Laptop Appeal	**6**	-	-	-	-	1,620	1,620
Total charitable expenditure		1,176,802	274,412	1,451,214	545,731	782,316	1,328,047
Total expenditure		1,310,466	274,412	1,584,878	621,625	822,316	1,443,941
Net income/(expenditure)		(245,713)	285,968	40,255	159,390	(101,498)	57,892
Transfers between funds		67,288	(67,288)	-	(39,389)	39,389	-
Net movement in funds	**7**	(178,425)	218,680	40,255	120,001	(62,109)	57,892
Reconciliation of funds:							
Fund balances at 1 April 2024		934,562	77,352	1,011,914	814,561	139,461	954,022
Fund balances at 31 March 2025		756,137	296,032	1,052,169	934,562	77,352	1,011,914

The notes on pages 14 to 24 form part of these financial statements.

HARROW CLUB

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**11**		55,110		83,298
Current assets					
Debtors	**12**	98,293		120,953	
Cash at bank and in hand		1,041,751		926,154	
		1,140,044		1,047,107	
Creditors: amounts falling due within one year	**13**	(132,955)		(118,491)	
Net current assets			1,007,089		928,616
Total assets less current liabilities			1,062,199		1,011,914
Provision for other liabilities	**14**		(10,030)		-
Net assets			1,052,169		1,011,914
The funds of the Club					
Restricted income funds	**16**		296,032		77,352
Unrestricted funds	**17**		756,137		934,562
			1,052,169		1,011,914

The financial statements were approved by the Trustees on 22 Dec 2025

Mr R P Chappatte
Philippe Chappatte (Dec 22, 2025, 5:20pm)
Trustee

Company registration number 3161792 (England and Wales)

HARROW CLUB

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	**22**		96,050		(37,423)
Investing activities					
Purchase of tangible fixed assets		-		(30,302)	
Investment income received		19,547		17,463	
Net cash generated from/(used in) investing activities			19,547		(12,839)
Net cash generated from financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			115,597		(50,262)
Cash and cash equivalents at beginning of year			926,154		976,416
Cash and cash equivalents at end of year			1,041,751		926,154

1 Accounting policies

Charity information

Harrow Club is a private company limited by guarantee incorporated in England and Wales. The registered office is 187 Freston Road, London, W10 6TH.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Club's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)". The Club is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Club. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Prior period error

A prior year adjustment of £28,534 is shown in the accounts. This represents £28,534 in respect of an unrestricted fund donation that should have been recognised in the 2024 accounts.

1.3 Going concern

The company meets its day to day working capital requirements from its various incoming resources. A significant proportion thereof comes from two funders. The trustees have no reason to believe that this funding will be withdrawn. They do not include any adjustments that could result from a withdrawal of this funding. The Trustees therefore continue to adopt the going concern basis in preparing the financial statements.

1.4 Income

Income is recognised when the Club is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

1.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	10 years straight line
Fixtures and fittings	25% reducing balance
Computer equipment	25% reducing balance
Motor vehicles	25% straight line

1.7 Taxation

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

1 Accounting policies **(Continued)**

1.8 Retirement benefits

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

1.9 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

1.10 Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount.

2 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	782,190	17,000	799,190	516,354	40,000	556,354
Grants	175,000	543,380	718,380	175,659	680,818	856,477
	957,190	560,380	1,517,570	692,013	720,818	1,412,831
Donations and gifts						
Winter Big Give	99,094	-	99,094	101,101	-	101,101
Summer Big Give	120,105	-	120,105	100,482	-	100,482
Harrow School - Long Ducker	20,000	-	20,000	20,000	-	20,000
Fundraising Dinners	398,936	-	398,936	166,830	40,000	206,830
RKT Charitable Trust	24,000	-	24,000	15,000	-	15,000
Leathersellers	6,875	-	6,875	25,000	-	25,000
Gift Aid	37,507	-	37,507	1,775	-	1,775
Training Income	-	-	-	6,220	-	6,220
Pembridge Hall Parents	7,000	-	7,000	10,000	-	10,000
Other Donations	68,673	17,000	85,673	41,412	-	41,412
Other	-	-	-	28,534	-	28,534
	782,190	17,000	799,190	516,354	40,000	556,354

2 Income from donations and legacies **(Continued)**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Grants						
Harrow Mission	170,000	-	170,000	170,000	-	170,000
John Lyon's Charity	-	10,000	10,000	-	54,000	54,000
Royal Borough of Kensington & Chelsea	-	119,542	119,542	-	110,432	110,432
London Borough of Hammersmith & Fulham	-	67,467	67,467	-	120,012	120,012
The Grove Trust	-	-	-	-	31,714	31,714
Let Me Play	-	101,905	101,905	-	109,575	109,575
The Childhood Trust	5,000	-	5,000	-	50,000	50,000
Harrow Mission - Fire Safety Grant	-	-	-	-	30,302	30,302
Other Grants	-	268,436	268,436	5,659	174,783	180,442
Other	-	(23,970)	(23,970)	-	-	-
	175,000	543,380	718,380	175,659	680,818	856,477

During the 2024 financial year Harrow School also donated through the two Big Give Appeals.

3 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Sub-letting		
Sub-letting income	88,016	71,539

4 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	19,547	17,463

5 Expenditure on raising funds

	Unrestricted funds 2025	Restricted funds 2025	Total 2025	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£	£	£	£
Fundraising and publicity						
Fundraising Event Costs	133,664	-	133,664	75,894	40,000	115,894

6 Expenditure on charitable activities

	Youth Programme 2025 £	Support Costs 2025 £	Total 2025 £	Youth Programme 2024 £	Support Costs 2024 £	Laptop Appeal 2024 £	Total 2024 £
Direct costs							
Staff costs	549,089	343,838	892,927	775,133	-	-	775,133
Depreciation and impairment	28,188	-	28,188	25,115	-	-	25,115
Other	164,449	365,650	530,099	146,418	379,761	1,620	527,799
	741,726	709,488	1,451,214	946,666	379,761	1,620	1,328,047
Analysis by fund							
Unrestricted funds	473,738	703,064	1,176,802	165,970	379,761	-	545,731
Restricted funds	267,988	6,424	274,412	780,696	-	1,620	782,316
	741,726	709,488	1,451,214	946,666	379,761	1,620	1,328,047

7 Net movement in funds

	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	6,569	4,750
Depreciation of owned tangible fixed assets	28,188	25,115

8 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Club during the year.

The Trustees are entitled to reclaim reasonable out of pocket expenses. During the year no trustees claimed any expenses.

9 Employees

The average monthly number of full-time employees during the year was:

	2025	2024
	Number	Number
	14	14

Employment costs	2025	2024
	£	£
Wages and salaries	807,691	714,321
Social security costs	72,079	52,241
Other pension costs	13,157	8,571
	892,927	775,133

Redundancy and termination payments totalling £17,464 were made in the reporting period. Two of the four redundancies are included in the accrued expenses balance. An additional provision was made for a redundancy payment of £10,030 which will be paid after the reporting period.

In addition, the Club had 19 part time employees, equivalent to approximately 5 equivalent full employees (2024 – 25 or 6 full time equivalents). The Club also had 20 volunteers at year end.

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025	2024
	Number	Number
£60,001 to £70,000	1	-

9 Employees **(Continued)**

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025	2024
	£	£
Aggregate compensation	122,005	132,183

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity.

10 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

11 Tangible fixed assets

	Leasehold improvements	Fixtures and fittings	Computer equipment	Motor vehicles	Total
	£	£	£	£	£
Cost					
At 1 April 2024	252,935	123,420	51,726	69,164	497,245
At 31 March 2025	252,935	123,420	51,726	69,164	497,245
Depreciation and impairment					
At 1 April 2024	180,887	123,420	51,726	57,914	413,947
Depreciation charged in the year	21,438	-	-	6,750	28,188
At 31 March 2025	202,325	123,420	51,726	64,664	442,135
Carrying amount					
At 31 March 2025	50,610	-	-	4,500	55,110
At 31 March 2024	72,048	-	-	11,250	83,298

12 Debtors

	2025	2024
Amounts falling due within one year:	£	£
Trade debtors	20,549	16,207
Other debtors	59,722	28,534
Prepayments and accrued income	18,022	76,212
	98,293	120,953

13 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	3,044	375
Other creditors	20,688	-
Accruals and deferred income	109,223	118,116
	132,955	118,491

Included above is deferred income of £26,783 (2024: £100,139) which will all be released in 2025/2026.

14 Provisions for liabilities

	2025	2024
	£	£
Upcoming redundancy payment	10,030	-

Movements on provisions:

	Upcoming redundancy payment
	£
Additional provisions in the year	10,030

15 Retirement benefit schemes

Defined contribution schemes	2025	2024
	£	£
Charge to profit or loss in respect of defined contribution schemes	13,157	8,571

16 Restricted funds

	At 1 April 2024	Incoming resources	Resources expended	Transfers	At 31 March 2025
	£	£	£	£	£
Youth Programme	77,352	560,380	(274,412)	(67,288)	296,032

16 Restricted funds **(Continued)**

Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
Youth Programme	137,841	650,516	(780,696)	69,691	77,352
Fundraisers Post	-	40,000	(40,000)	-	-
Laptop Appeal	1,620	-	(1,620)	-	-
Fire System Grant	-	30,302	-	(30,302)	-
	139,461	720,818	(822,316)	39,389	77,352

The Club received funds that are restricted to delivering our youth programme across our youth clubs in the London Boroughs of Kensington & Chelsea and Hammersmith & Fulham, our Youth violence reduction project (Another Way) and for the provision of food and activities during the school holidays. The Club received a restricted grant for costs associated with the Senior Development Manager post.

17 Unrestricted funds

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
General Fund	381,028	1,085,378	(1,312,264)	67,288	221,430
Charitable Activity Programmes	200,000	-	-	-	200,000
Contingency Fund	325,000	-	-	-	325,000
General funds	28,534	(20,625)	1,798	-	9,707
	934,562	1,064,753	(1,310,466)	67,288	756,137

Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
General Fund	289,561	752,481	(621,625)	(39,389)	381,028
Charitable Activity Programmes	200,000	-	-	-	200,000
Contingency Fund	325,000	-	-	-	325,000
General funds	-	28,534	-	-	28,534
	814,561	781,015	(621,625)	(39,389)	934,562

Details of designated funds are given in the Trustees report.

18 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:			
Tangible assets	55,110	-	55,110
Current assets/(liabilities)	711,057	296,032	1,007,089
Provisions	(10,030)	-	(10,030)
	756,137	296,032	1,052,169

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:			
Tangible assets	83,298	-	83,298
Current assets/(liabilities)	851,264	77,352	928,616
	934,562	77,352	1,011,914

19 Operating lease commitments

Lessee

At the reporting end date the Club had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	15,000	15,000
Between two and five years	60,000	60,000
In over five years	165,000	180,000
	240,000	255,000

20 Limited Liability

The company is limited by guarantee and does not have a share capital. The liability of each member is limited to a sum not exceeding £1 on the winding up of the company.

The word Limited is omitted by licence from the Department of Trade & Industry as the company has charitable status.

21 Related party transactions

Two Trustees of the Club are also trustees of Harrow Mission.

The Harrow Mission made a substantial grant to the Club to support its activities and also owns the premises occupied by the Club under a formal lease at a rent of £15,000 per annum.

22 Cash generated from/(absorbed by) operations	**2025**	**2024**
	£	**£**
Surplus for the year	40,255	57,892
Adjustments for:		
Investment income recognised in statement of financial activities	(19,547)	(17,463)
Depreciation and impairment of tangible fixed assets	28,188	25,115
Movements in working capital:		
Decrease/(increase) in debtors	22,660	(81,869)
Increase/(decrease) in creditors	14,464	(21,098)
(Decrease) in provisions	10,030	-
Cash generated from/(absorbed by) operations	96,050	(37,423)

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Parties involved with this document

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HARROW CLUB

England & Wales - Charity number 1054757

Accounts

THE HARROW CLUB

OUR FAMILY OF YOUTH CLUBS

Trustee Report and
Financial Statements
for the year ended
31 March 2024
for
Harrow Club
(A company limited by guarantee)
Company no. 03161792
Charity no. 1054757

2023-24

Impact Report and Financial Statements

Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire, SN1 3DU

Contents

Letter from the Chair	2
Harrow Club – Our approach to Supporting Young People	3
Programmes and Projects	4
Outputs from 2023/24	5
Why we Champion Youth Work	6
Educational Support - GRiT and Moving on Up	7
Staying Safe	8
Mental Health and Emotional Wellbeing	9
Quality Time - Alternatives to online addiction	10
Warm Meals – Providing a basic need	11
Training the next generation	12
International Youth Work	13
Safeguarding at the Harrow Club	14
Stories from the Harrow Club	15-16
Audited Financial Statements	17-41

Thank you to our principal funders and supporters

A letter from the Chair

2023/24 saw enormous change and progress at the Harrow Club.

In addition to our traditional youth work, I am particularly pleased with the progress we made this year on our partnership work with local schools.

Educational support is increasingly central to what we do. We recognise the challenges and pressures schools are under and we want to play a role in helping to nurture and support young people, who are struggling to reach their potential. Our work is receiving a warm welcome from our educational partners, and by targeting those most at need, we not only help the most challenged, but contribute to broader classroom effectiveness.

We have done this through both our 'Moving on Up" and "Grit Life Coaching" projects, working with three secondary and five primary schools in total and more than sixty students, who have benefited from one-to-one coaching and a wider curriculum offer through the connection with our youth clubs. Next year, we will be launching even more focused educational interventions, as we build on existing programmes and partnerships. We also expanded our footprint, with the opening of our sixth club, Tudor Rose, in Fulham.

This year saw the completion of a fundamental re-woking of our internal management and reporting structure to better deliver our programmes and projects. The voluntary youth sector is both experiencing huge demand and is increasingly regulated. We completed an eighteen-month internal change process, leaving us far better equipped to deliver.

We have employed more of our youth workers on a full-time basis, in response to the increasing levels and complexity of needs of the young people they are working with. This requires more available time for liaising with other agencies to support complex cases and at times also working with parents, carers and wider family members.

We also recognised that we needed a better equipped and supported workforce, and employed our first Head of Training and increased our training budget markedly, so that our staff are not only supported in their current roles, but are gaining skills and qualifications for their future development.

I am particularly impredded by the Clubs ability to constantly improve and innovate to meet the growing needs of young people in our community. I am passionate to champion an organisation working to support children and young people who are most in need.

As this report shows, the work our people do is extraordinary, needed more than ever and the impact impressive.

Thank you for your ongoing interest and support.



PHILIPPE CHAPPATTE, CHAIR

Harrow Club

Our Approach to Supporting Young People

The Harrow Club is a longstanding community-based youth organisation, operating six youth clubs in West London. Each year we run a range of projects covering sports, performing arts, media, music, digital arts and more. Over the school holidays we run camps, taking children out of the urban environment to discover the delights of the countryside and coast, breaking down barriers and building lasting friendships. In addition, we run targeted programmes focused on educational support and gang culture. We deliver innovative and at times difficult and challenging interventions, to a vulnerable segment of society, that too often is overlooked, misunderstood and underserved.

The Club is in many ways a second home for many young people; it is also a place for firsts. A first trip to the beach, a night-time walk in the woods, an overnight stay without parents.

This is a place, proud, of second chances. We support children who struggle to stay in the classroom to continue in their education and we work with young people who are excluded from regular youth clubs or sports clubs, so that they can still receive engagement and support, even if they are on the periphery. We allow young people to make mistakes, learn and move forward.

We are also a safe space; for the many children who do not always find happiness in their home or school lives.

There is no better testament to what the Harrow Club can achieve than some of our current youth workers, who have turned their lives around and are now working to keep young people away from criminality and harm. They can show, with immediacy and authenticity, that there can be Another Way, to live life.



Programmes and Projects

Youth Clubs:

Harrow Club
(North Kensington)

Chelsea
(Chelsea Riverside – Worlds End Estate)

Tudor Rose
(Fulham Court)

Sands End
(Fulham)

White City

Old Oak
(East Acton)



Education Projects:

'Moving on Up' – Primary to Secondary school support project for children with additional needs and life challenges.

GRiT life coaching – Secondary School Mentoring project focusing on children who will gain the most from one-on-one mentoring and support.



Youth Violence Reduction Projects:

"Another Way" Late-night safe space project – run in Chelsea, Fulham and White City.

Detached Youth Work – street youth work to support young people by providing advice and guidance to them, providing essentials where required and signposting them to our youth clubs and other services.

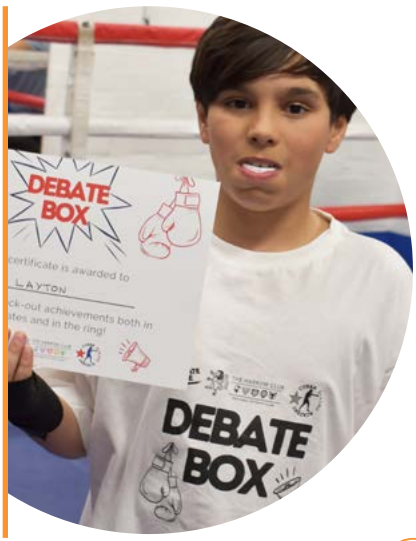
Targeted mentoring project – for young people referred by the social services and youth offending teams.

Special Projects

140th Anniversary celebrations – community BBQ and park event, Harrow School International residential, with groups from France, Germany and South African staying alongside groups from all our clubs.

'Real Talk' group mental health and wellbeing project – Group led discussion and conversation supported by workers from the charity Mind.

Debate Boxing – partnership project with the national education charity, Debate Mate, and the Cuban Boxing Academy.



Outputs from 2023/24

A snapshot of our reach and impact in 23/24



6
delivery Locations in west London



525
unique children worked with



800+
youth sessions delivered



120+
children attended camps outside of London

2000+
meals served

partnered with more than **50** schools, youth and community councils



85
young people benefited from 1:1 mentoring (for at least six months)

Full Youth Group Survey Results.

1. Feeling of Safety and Identity:

85% of participants agree or strongly agree that the Harrow Club is a place where they can be themselves, feel safe, and explore their identity.

2. Opportunities to Try New Things:

82% agree or strongly agree that the club gives them a chance to try new things that they wouldn't be able to do otherwise.

3. Staff Support:

76% of participants feel that the staff respects their struggles, understands their neurodiversity, and creates a calm environment.

4. Social Impact:

81% said the club has helped them meet new friends through its activities.

80% believe the club has helped improve their confidence in various areas (e.g., communication skills, teamwork, and collaboration).

5. Impact on Well-Being:

79% of participants feel that the Harrow Club has helped improve their well-being by offering positive and healthy activities.

Why we Champion Youth Work

Youth clubs and their workers can play a transformational role in young people's lives. Over the years, we have seen countless examples of why attending and working at these clubs are such valuable assets for our communities

Many of our staff grew up locally attending youth clubs, including the Harrow Club itself, and their children and grandchildren have also attended. They attest to the long-term value that an institution like the Harrow Club creates in a neighbourhood and community.

Youth work plays a crucial role in supporting young people. It provides a safe space for them to express themselves, explore their identities, and develop essential life skills. Youth work fosters a sense of belonging and community, which is vital for the emotional and social development of young individuals and helps combat isolation, disenfranchisement and being groomed, which is an increasing issue due to the amount of time and access children have online.

Youth work addresses critical issues such as mental health, substance abuse, and social inequality. By providing targeted support and resources, youth workers can help mitigate these challenges, guiding young people towards healthier choices and brighter futures.

At the Harrow Club, we have spent eighteen months reengineering how we operate and implement our programmes. **Highlights include:**

- Appointment of an Executive Director, as joint CEO to support Michael Defoe, the long term CEO of the Club
- Recruitment of full time Head of Training
- Fundamental reworking of our Safeguarding Practices
- Implementation of annual external audits of our operations, to maintain best practice
- Significant increase in full time youth workers, matched by increasing training.



Educational Support – GRiT and Moving on Up



We are putting considerable focus on educational support.

Class Room Support

Our Moving on Up programme aims to build confidence, recognise strengths, and develop skills that can be transferred into the classroom, giving children a better chance to access and understand their education. We work with five primary schools who send us their most challenging children to work with during the school day. The project offers an alternative to exclusion and supports a child's human right to an education.

No child who has been in this programme has been excluded from school

All the children have been successfully reintegrated into their schools. The team works closely with social workers, family support workers, Special Educational Needs Co-ordinators (SEN-CO), class teachers, parents, and other professionals to provide a holistic approach to each young person's needs.

Mentoring

We also provided mentoring for young people within schools and outside schools through referrals from social service and family support teams. Mentoring can play a pivotal role in supporting young people who are facing challenges at school and at home.

Working on a one-to-one basis can help identify the causes of issues that lead to challenging and harmful behaviour and poor academic performance. By fostering a supportive relationship, mentors can create a safe space for students to express their concerns and aspirations, ultimately boosting their confidence and self-esteem.

With our partners GRiT, a specialist life-coaching charity, we provided in-school mentoring to 36 students from three secondary schools in Kensington & Chelsea over a six-month period.

Our targeted mentoring programme for children 'at risk' worked with a further 17 young people for at least 3 months.

Staying Safe

20%



In order for young people to achieve their potential and thrive in life they need to both be safe, and also, in someways just as importantly, feel safe.

Throughout all of our youth work we strive to create safe-spaces, in every way, both practically in terms of reducing any risks in activities that we do, and also in building trust and confidence in young people to be able to express their thoughts, feelings and emotions, so that they can be honest and are able to confide in our staff if they need help and support.

Over the last few years, a number of our young people have lost their lives to knife crime, had life changing injuries or have been perpetrators.

Given our operating environment, we are incredibly motivated to provide a safe space, positive activities and individual support to those young people, who are at the highest risk of youth violence being groomed and exploited.

Over the last year we have run **104 late night safe-space sessions** in **3 locations** in West London working with **73** young people **aged 14-21.**

The sessions ran until at least midnight, and we provided a range of activities such as access to the gym, music studio and games, as well as food, group workshops and individual advice and support.

We also ran **83 street youth work sessions** engaging over **190 young people** who we worked with and signposted to support services as well as our own youth sessions and to partner organisations.

Mental Health and Emotional Wellbeing



More broadly, our youth clubs provide a safe and nurturing space for young individuals to express their thoughts and feelings. Creating an environment where mental health is openly discussed can help to destigmatise these issues and whilst the home and school can play a part, we feel that it requires the broader community working together to ensure that young people feel safe and supported in seeking help.

We run Real Talk, a practitioner-led group conversation/ discussion project aimed at destigmatising mental health and supporting young people to gain the confidence to speak about emotions and feelings in a safe and inclusive space. By addressing individual needs and fostering a sense of belonging, we create a positive environment where our young people can thrive.

All our youth team have foundational mental health practitioner training so that they can both encourage open dialogue about emotional wellbeing and be on-hand and equipped to signpost and refer young people to specialist services when required.



Quality Time - Alternatives to online addiction



Surveys carried out between 2022 and 2024 in the UK put the average screen time for a 14-year-old at around 10 hours a day, with over 4 hours spent on social media.

Increased social media use negatively impacts traditional activities that develop young people's capacity to operate and interact in broader society. Consequently, the average time a child spends on extracurricular team activities has dropped from 10 hours a week a decade ago to just over two hours a week in 2024.

Screen time and social media usage, and reduced participation in extra-curricular activities are increasingly recognised as problematic to good mental and physical health, reducing opportunities to socialise in real life and increasing the risk of isolation and loneliness.

Our youth clubs, and the large variety of activities we offer, provide a free-to-access alternative to spending time online, in an environment which aims to foster friendships and provide opportunities to try new activities, improving fitness, gaining new skills and experience and not focused on screens.

At the Harrow Club we provide a variety of real-life 'first experiences, where children and young people can try new activities such as sports, music creation/production, and arts and crafts. While we do use technology, it is in a group setting that encourages young people to socialise and engage in team activities, rather than isolating themselves at home in their bedrooms.

We are especially keen to work with the younger age group of 8-13, to develop an interest in sports, arts, crafts and games as we understand that once that seed is planted, and for some a passion created, they are on the path to active and positive interaction with community and society.

Warm Meals – providing a basic need



Providing food is increasingly a centre point for our youth clubs and a necessity for us to provide.

Children who eat well are more likely to concentrate and engage in the activities we run. However, many parents are struggling with rising food costs and lack the time or resources to prepare fresh, nutritious meals. As a result, many of our young people do not eat well and often go hungry.

Our view is that it is not just enough to feed. Increasingly, we are getting our young people involved in selecting the food, budgeting and cooking. Healthy eating, by encouraging children to make nutritious food choices, not only supports their immediate health, but also instills habits that can prevent obesity and related health issues in the future.

Over the last year we have also strengthened our partnership with 'Eat Club' who are a specialist food and cooking charity, to provide more cooking and eating sessions across our clubs.

We are proud to run two Kitchen Social Hubs, in each of the London boroughs we work in, funded by the Mayor of London's Fund, providing meals throughout term time at these venues.



Training the next generation



Our role is not just to prevent harm, but to create opportunity.

As an organisation that has championed youth work for 140 years, we are passionate about playing our part in fostering the next generation. Growing up can be tough, especially for disadvantaged children and particularly today with the pressures and influences of social media, and if the support is not there at home or in school, or is not of the right type, then young people can easily fall victim to malign influences and end up harming their future career and life potential.

Unfortunately, the backdrop for the youth sector is exceptionally challenging. Youth centres continue to close and pare back services.

Nearly 70% of youth clubs have now closed in London since 2010.

The costs of delivering services have also impacted how many sessions we can run and the types of activities and services we can offer. Alongside pressures on the supply side, the demand for support has increased. The main pressure point is not overall numbers, workers are often presented with complex needs and challenging cases.

As a long-standing youth charity, we are trying to do what we can to continue to keep youth work relevant, accessible and a viable career choice for those interested in supporting young people. Over the last year we invested in a new Head of Training who has brought additional expertise and capacity to the charity which has enabled us to offer more youth work training placements to both our young people and those from partner organisations in West London. Over the last 12 months, we have successfully trained 42 youth workers, furthering our commitment to nurturing the next generation of youth leaders.

International Youth Work



Many young people find their horizons limited by the constraints of growing up in poverty and the negative influences they encounter online and through social media.

As part of our mission to create First Chances, the Harrow Club has developed links and partnerships with other youth organisations internationally, through visits, staff exchanges and more recently youth group visits. In the summer of 2023, as part of our 140th anniversary celebrations, we hosted 38 young people and staff from France, Germany and South Africa as part of a large summer camp, with more than 50 young people and staff from our youth clubs. It was an amazing week of sharing culture and experiences, through sport, music, art and games as well as eating and camping together and has created further opportunities to visit partners over the next few years.

We understand that being able to meet other young people from different parts of the world and to visit their countries and communities can have many benefits and a deep lasting impact that can shape future pathways both in work and also in broader life. Forging friendships and sharing experiences leads to better understanding, empathy and willingness to be positive about others.

As an organisation we are proud to promote global citizenship as a concept and against a backdrop, in some cases, of increased intolerance and division. By travelling and meeting new people we are building that understanding which is vital to combat falsehoods and ignorance.

Safeguarding at the Harrow Club

The Harrow Club is committed to the safeguarding and welfare of children, young people, and vulnerable adults as a core priority. Our safeguarding framework has been recently thoroughly upgraded and updated inclose collaboration with the safeguarding services of our local council RBKC, with policies informed by current legislation, best practices, and a thorough Section 11 Audit, to ensure the safety of all who interact with our services

We deliver a range of projects designed to engage young people, including those who are particularly vulnerable or at risk. Our activities take place both on-site, off-site, and overseas, and we run specialist initiatives such as our Serious Youth Violence Project. We have established robust safeguarding procedures tailored to the unique demands of these environments.

All staff, volunteers, and trustees must complete enhanced DBS checks every three years, and all personnel undertake comprehensive safeguarding training. The required training schedule ensures all staff receive Level 2 or 3 training depending on their roles, which is refreshed every two years. Our safeguarding system includes weekly updates, daily session reports, and robust incident reporting mechanisms to ensure real-time oversight.

Our safeguarding team is led by a Designated Safeguarding Lead (DSL), supported by safeguarding officers in each project. Safeguarding responsibilities are incorporated into all levels of management, ensuring a culture of vigilance across the Club. A Trustee Safeguarding Lead provides additional oversight, and regular audits, including annual Section 11 self-assessments, guarantee ongoing scrutiny and improvement of safeguarding practices.

In addition to safeguarding and child protection training, staff receive Off-Site Activities training annually, reflecting our commitment to maintaining the highest standards of care in all contexts. We continuously review and update our policies, integrating feedback from external evaluations, red team events, and user surveys.

The Harrow Club's safeguarding framework ensures that our teams are equipped to respond swiftly and effectively to any safeguarding concern, keeping the well-being of our young people at the heart of everything we do.



Stories from the Harrow Club



A young person who has got their life back on track through music and mentoring support from the club.

D, aged 15, has been an active club member for several years, but recently, he encountered difficulties at school, leading to multiple suspensions. Additionally, D has been in trouble with the police, which is a significant concern for his single mother. Living with several siblings and under the care of a social worker, there were significant concerns about D's behaviour in school and on the streets. D's association with a peer group frequently engaging in misconduct further fuelled these concerns.

D has experienced significant trauma in his life, which has greatly influenced his attitude towards authority figures and people in general. The combination of social deprivation, inadequate housing, and the pressure of assuming the role of the leading male figure at home has placed additional strain on him.

Various approaches were employed to build a relationship with D, including one-on-one discussions and engaging him in club projects such as music production, where he has recorded numerous tracks. During these sessions, challenges were made regarding the content of his lyrics, perspectives, and outlook on life. Although D has lived through some gang or street life, it did not mean D could not change the narrative of his future, which was vital for him to learn. It was important for D to engage in productive activities with clear targets and benefits, enabling him to develop a sense of self-worth. outlook on life.

There has been a remarkable change in his attitude and behaviour at the youth club and school, which is highly encouraging. Engaging in music and creative writing has proven to be a vital approach for D helping him manage his emotions and control his anger. He has gained confidence in interacting with the staff team and his peers, even challenging their behaviour within the club, which ultimately benefits everyone involved. His breakthrough is a significant achievement, but he still needs to do much work and maintain his ambition in becoming a youth worker.

Stories from the Harrow Club



A child with a challenging home situation who has experienced recent loss but has gained positive experiences.

Clara (assumed name), 11, comes from a single-parent household with 12 siblings. Her father passed away just days before she attended a summer camp. The family lives in a challenging socio-economic environment, with her older siblings involved with law enforcement.

Clara participated in the Junior Harrow Club's intervention scheme, which included a week-long summer camp designed for children from disadvantaged backgrounds. The camp aimed to provide these children with a positive and supportive environment where they could experience personal growth and escape from the difficulties at home.

Despite her father's recent passing, Clara showed remarkable resilience and actively engaged in the camp's activities. She took part in a variety of outdoor experiences, such as canoeing and team-building exercises, and quickly formed connections with peers and staff. The nurturing camp environment offered a much-needed contrast to her home life, where the atmosphere was tense due to her siblings' legal troubles and her recent loss.

The experience allowed Clara to develop greater self-confidence and social skills, which were reflected in her positive interactions with others at the camp. The camp not only gave Clara temporary reprieve from her difficult home circumstances but also helped her form lasting relationships with both her peers and the camp staff. This support network continued to influence her positively after returning home, equipping her with better social and coping skills.

Contents

Of the financial statements for the year ended 31 March 2024

Report of the Trustees	17-22
Report of the Independent Auditors	23-26
Statement of Financial Activities	27
Statement of Financial Position	28
Notes to the Statement of Cash Flow	29
Statement of Cash Flows	30
Notes to the Financial Statement	31-39

Report of the Trustees for year ended 31 March 2024

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024.

The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and Activities

Objectives and aims

In 1883, the Harrow Mission established the purpose and organisation of the Harrow Club, that is improve the lives of the disadvantaged young people of the Notting Dale and surrounding communities.

The objectives of the Harrow Club (or the Club) are the advancement of education, the promotion of health, the relief of poverty, distress and sickness, the promotion of racial harmony and the provision of recreation promoting the spiritual, social, moral and physical well-being of the youth of London W10 and the surrounding area, as set out in the Memorandum of Association.

Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Day to day management

The Trustees delegate day to day management of the Club to the Joint Chief Executive Officers, Michael Defoe and Ed Simpson.

Activities and Performance for the year

The key activities and related matters are included in the earlier sections of this report.

Organisational Structure

Organisational structure

The organisational structure of the Club has remained unchanged from the prior year.

The Senior Leadership Team consists of the Joint CEOs, the Finance Manager, the Head of Fundraising and Communications, The Head of Children and Families and a Head of Targeted Projects.

Report of the Trustees for year ended 31 March 2024

Company Information

Trustees
Philippe Chappatte - Chair
Tim Dalton
Leanda Fauset
Kevin Gilbert
Chris Martin
Rosalind Oxley
Charlotte Rossan (resigned 10th April 2024)
Tom Stoddart-Scott
Alexander Trotter
Katie Walker
Micah Watkis

Joint CEOs
Michael Defoe
Ed Simpson

Company Secretary
Rosalind Oxley

Charity No
1054757

Charity No
1054757

Company No
03161792

Charity Offices and Registered Address
Harrow Club
187 Freston Road
London,W10 6TH

Financial Review

Financial position
The financial position of the charity at the year-end is set out on page 28. The Trustees' objective is, in each financial year, to match expenditure on charitable activities with incoming resources, after setting aside, as designated funds, an appropriate amount of any surplus income. Donations and similar income amounted to £1,384,297 (2023: £1,433,309). Total income amounted to £1,473,299 (2023: £1,511,195). Expenditure for the year amounted to £1,443,941 (2023 -£1,403268). Net income at £29,358 (2023: £107,927) was lower than the previous year as a result of a combination of slightly lower total income and higher overall expenditure.

Resources
Income is split between restricted and unrestricted funds; restricted funds representing income received for specific programmes or purposes. At the year end the Club held £77,352 in restricted funding to be spent in 2024/2025.

The Trustees have agreed that the following amounts should be treated as designated funds for the following purposes:

£200,000 - to underpin programmes and core costs. £325,000 - as a reserve to meet unexpected costs

The reserve set aside to underpin programmes and core costs relates to the expectation that the Club will be able to run its present suite of programmes but with consideration given to those programmes which to date have yet to be funded or fully funded. The designated fund of £325,000 reflects the Trustees' objective of setting aside a reserve equivalent to approximately three months of average monthly expenditure which is considered to be a prudent and appropriate policy.

Report of the Trustees for year ended 31 March 2024

Reserves policy

The Trustees consider that the financial outcome for the year was satisfactory but will continue to encourage and support all actions to increase sources of funding for the Club's activities to ensure current projects are funded and, where appropriate, expanded to enable programmes to continue for the foreseeable future and, importantly, to secure additional funding to support the Club's core costs.

Total reserves at 31 March 2024 amounted to £983,380 of which £77,352 were restricted funds.

The Trustees' policy is to establish and then maintain free expendable reserves equal to, at least, three months' budgeted expenditure to provide a sound financial basis for the Club; a level also recommended by the Charity Commission. Free reserves at 31 March 2024 amounted to £297,730 (2023: £211,450).

Trustees have endeavoured to build up cash to enable the delivery of planned programmes, should future funding fall short of the cost of the programmes, and to ensure the Club is able to employ a team that must be remunerated fairly and competitively to avoid the loss of skills and experience that are key for the organisation.

Going concern

The charity meets its day to day working capital requirements from its various income resources. A significant proportion of this comes from a small number of funders. The more significant funders are mentioned earlier in this report. Certain key funders have confirmed that they will continue to support the Club going forward for the 2024/25 financial year representing approximately 20% of planned expenditure. The Trustees continue to actively support the Club's director of development in seeking further grants and donations from existing, past and new potential donors. The Trustees have set aside a designated fund of £200,000, which is represented by present cash funds, to support, if required, planned programmes for 2024/25. The policy of the Trustees is to ensure that planned programmes, either ongoing or new, are only continued or undertaken if adequate funding is available. The Trustees therefore consider that it is appropriate for these financial statements to be prepared on a going concern basis.

Principal risks and uncertainties

The Trustees have identified the major risks to which the Charity is exposed. These risks have been reviewed and the Trustees are satisfied that systems and procedures have been established to mitigate them. This includes appropriate insurance cover, an annual Health and Safety review and Criminal Records Bureau checks together with a regular review and update of a risk register and policies and procedures, both financial and others.

Report of the Trustees for year ended 31 March 2024

Trustees
The Trustees continued to review the needs of the charity for new trustees, aiming to recruit either those with close contact with the areas in which the charity operates, or who bring specific skills or contacts.

The Trustees determine the general policy of the Harrow Club. The trustees are members of the Board and are also the directors of the company.

The Trustees are elected by the members of the Charity at the Annual General Meeting. The Trustees have power to fill casual vacancies but any Trustee so appointed must stand for election at the next Annual General Meeting. Induction of new Trustees is mainly through discussion with the Chairman and the Chief Executive Officer, supplemented, as required, by specific training relating to the responsibilities and duties of trustees and a briefing pack which includes a copy of the governing documents, minutes of meetings and the annual report and financial statements for the last three years.

Trustees delegate day to day management to Michael Defoe and Ed Simpson, Co-Chief Executive Officers of the Club.

The remuneration of key management is discussed annually by the Trustees with reference to annual performance of the Club and market conditions generally. A personnel subcommittee has been formed to advise the Board and the Director on a wide range of human relations issues.

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of Harrow Club for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 charitable company will continue in business.

Report of the Trustees for year ended 31 March 2024

Statement of Trustees' Responsibilities - continued

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and

- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Haines Watts, will be proposed for re-appointment at the Annual General Meeting.

The report of the Trustees was approved by the trustees, as the company directors, on and signed on the board's behalf by:



Philippe Chappatte (Dec 4, 2024, 5:33pm)

04 Dec 2024

P P Chappatte - Chairman

Report of the Independent Auditors to the Members of Harrow Club

Opinion

We have audited the financial statements of Harrow Club (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its inco ing resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Report of the Independent Auditors to the Members of Harrow Club

Other information
The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or

- the financial statements are not in agreement with the accounting records and returns; or

- certain disclosures of Trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit.

Report of the Independent Auditors to the Members of Harrow Club

Responsibilities of Trustees
As explained more fully in the Statement of Trustees' Responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Mis-statements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the Trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the Trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:
- making enquires of Trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud.

- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

Report of the Independent Auditors to the Members of Harrow Club

Responsibilities of Trustees- continued

- assessing the risk of management override including identifying and testing journal entries.

- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb

Susan Plumb ACA (Senior Statutory Auditor)
for and on behalf of Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

Date: 10 December 2024

Statement of Financial Activities

(Incorporating an Income and Expenditure Account for the Year Ended 31 March 2024

	Notes	Unrestricted Funds	Restricted Funds	2024 Total funds	2023 Total funds
INCOME AND ENDOWMENTS FROM		£	£	£	£
Donations and Legacies	2	663,479	720,818	1,384,297	1,433,309
Charitable activities	4				
Sub-letting Income		71,539	-	71,539	74,855
Investment Income	3	17,463	-	17,643	3,031
Total		752,481	720,818	1,473,299	1,511,195
INCOME AND ENDOWMENTS FROM					
Raising Funds	5	75,894	40,000	115,894	110,458
Charitable activities	6				
Youth Programme		161,220	780,696	941,916	931,682
Adult Programme		-	-	-	-
Support Costs		384,511	-	384,511	361,128
Laptop Appeal		-	1,620	1,620	-
Total		621,625	822,316	1,443,941	1,403,268
NET INCOME/(EXPENDITURE)		130,856	(101,498)	29,358	107,927
Transfers between funds	15	39,389	39,389	-	-
Net movement in funds		91,467	(62,109)	29,358	107,927
RECONCILIATION OF FUNDS					
Total funds brought forward		814,561	139,461	954,022	846,095
TOTAL FUNDS CARRIED FORWARD		906,028	77,352	983,380	954,022

Statement of Financial Position

31 March 2024

	Notes	Unrestricted Funds	Restricted Funds	2024 Total funds	2023 Total funds
FIXED ASSETS		£	£	£	£
Tangible Assets	12	83,298	-	83,298	78,111
CURRENT ASSETS					
Debtors	13	92,419	-	92,419	39,084
Cash at Bank		848,802	77,352	926,154	976,416
		941,221	77,352	1,018,573	1,015,500
CREDITORS					
Amounts falling due within one year	14	(118,491)	-	(118,491)	(139,589)
NET CURRENT ASSETS		822,730	77,352	900,082	875,911
TOTAL ASSETS LESS CURRENT LIABILITIES		906,028	77,352	983,380	954,022
NET ASSETS		906,028	77,352	983,380	954,022
FUNDS	15				
Unrestricted Funds				906,028	814,561
Restricted Funds				77,352	139,461
TOTAL FUNDS				983,380	954,022

The financial statements were approved by the Board of Trustees and authorised for issue on and were signed on its behalf by:

04 Dec 2024

Philippe Chappatte (Dec 4, 2024, 5:33pm)
P P Chappatte - Chairman

Statement of Cash Flows

for the Year Ended 31 March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	(37,423)	266,838
Net cash (used in)/provided by operating activities		(37,423)	266,838
Cash flows from investing activities			
Purchase of tangible fixed assets		(30,302)	-
Interest received		17,463	3,031
Net cash (used in)/provided by investing activities		(12,839)	3,031
Change in cash and cash equivalents in the reporting period		(50,262)	269,869
Cash and cash equivalents at the beginning of the reporting period		976,416	706,547
Cash and cash equivalents at the end of the reporting period		926,154	976,416

Notes for Statement of Cash Flows

for the Year Ended 31 March 2024

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net income for the reporting period (as per the Statement of Financial Activities)	29,358	107,927
Adjustments for:		
Depreciation Charges	25,115	28,189
Interest Received	(17,463)	(3,031)
(Increase)/decrease in Debtors	(53,335)	77,695
(Decrease)/increase in Creditors	(21,098)	(56,058)
Net cash (used in)/provided by operations	(37,423)	266,838

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/23 £	Cash flow £	At 31/3/24 £
Net cash			
Cash at Bank	976,416	(50,262)	926,154
	976,416	(50,262)	926,154
Total	976,416	(50,262)	926,154

Notes to the Financial Statements

for the Year Ended 31 March 2024

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity, rounded to the nearest £.

Going concern
The company meets its day to day working capital requirements from its various incoming resources. A significant proportion, although less than in previous years, comes from two funders. The trustees have no reason to believe that this funding will be withdrawn. They do not include any adjustments that could result from a withdrawal of this funding. The Trustees therefore continue to adopt the going concern basis in preparing the financial statements.

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

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

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

Leasehold improvements	10 years straight line
Fixtures & fittings	25% reducing balance
Motor vehicles	25% straight line
Computer equipment	25% reducing balance

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

Notes to the Financial Statements

for the Year Ended 31 March 2024 - continued

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors
Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors
Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount.

2. DONATIONS AND LEGACIES

	2024 £	2023 £
Grants	856,477	910,093
Donations	527,820	523,216
	1,384,297	1,433,309

Donations received, included in the above, are as follows: -

	2024 £	2023 £
Winter Big Give	101,101	85,206
Summer Big Give	100,482	104,726
Harrow School - Long Ducker	20,000	46,337
Fundraising Dinner	206,830	151,596
RKT Charitable Trust	15,000	-
Leathersellers	25,000	25,000
Gift Aid	1,775	3,480
Fee Income	-	238
Training Income	6,220	6,682
Pembridge Hall Parents	10,000	8,000
Gosling Foundation	-	15,000
Other donations	41,412	76,951
	527,820	523,216

During the year Harrow School also donated through the 2 Big Give Appeals.

Notes to the Financial Statements

for the Year Ended 31 March 2024 - continued

2. DONATIONS AND LEGACIES - continued

Grants received, included in the above, are as follows:	2024 £	2023 £
Harrow Mission	170,000	165,000
John Lyon's Charity	54,000	60,000
Royal Borough of Kensington & Chelsea	110,432	131,764
London Borough of Hammersmith & Fulham	120,012	272,371
Hammersmith United Charities	-	7,500
Kensington & Chelsea Foundation	25,227	65,750
Garfield Weston Foundation	-	15,000
The London Community Foundation	-	17,352
Greater London Authority	-	6,769
The Grove Trust	31,714	30,000
Jack Petchey	-	600
Dr Edwards & Bishop King's Fulham Charity	4,000	3,400
Groundworks	1,125	-
Church Urban Fund	-	5,000
Other	-	4,000
Lightbulb Trust	-	8,248
Addison Youth	10,016	15,000
Trusthouse Charitable Foundation	13,433	13,443
LMP Action	109,575	30,840
Kickstart - Government Funding	-	17,316
London Sports	7,541	2,650
Shaftesbury Enterprise	10,000	5,000
Haberdasher's Benevolent Foundation	-	5,000
The Daisy Trust	-	3,000
Ealing Council	-	1,980
Young K & C	21,300	23,110
The Childhood Trust	50,000	-
Trapstar	5,049	-
Harrow Mission - Fire Safety Grant	30,302	-
Mayor of London	8,800	-
City Bridge Trust	22,600	-
The Space	10,455	-
Ealing Council	15,896	-
	856,477	910,093

3. INVESTMENT INCOME

	2024 £	2023 £
Grants received, included in the above, are as follows:	17,463	3,031

Notes to the Financial Statements

for the Year Ended 31 March 2024 - continued

4. INCOME FROM CHARITABLE ACTIVITIES

	2024 £	2023 £
Sub-letting Income	71,539	74,855

5. RAISING FUNDS

Raising donations and legacies	2024 £	2023 £
Fundraising Event Costs	115,894	110,458

6. CHARITABLE ACTIVITIES COSTS

	Direct costs £	Support costs (see note 7) £	Totals £
Youth Programme	941,916	-	941,916
Support Costs	379,761	4,750	384,511
Laptop Appeal	1,620	-	1,620
	1,323,297	4,750	1,328,047

7. SUPPORT COSTS

	Governance costs £
	4,750

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):	2024 £	2023 £
Auditors' Remuneration	4,750	4,500
Depreciation - Owned Assets	25,115	28,189

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no Trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Notes to the Financial Statements

for the Year Ended 31 March 2024 - continued

9. TRUSTEES' REMUNERATION AND BENEFITS - continued

The Trustees are entitled to reclaim reasonable out of pocket expenses. During the year no trustees claimed any expenses (2023: one Trustee claimed £11).

10. STAFF COSTS

	2024 £	2023 £
Wages and Salaries	714,321	682,260
Social Security Costs	52,241	52,677
Other Pension Posts	8,571	7,002
	775,133	741,939

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

2024	2023
14	6

In addition, the Club had 25 part time employees equivalent to approximately 6 equivalent full employees (2023 – 43 or 10 full time equivalents).

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

Key Management Personnel
Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £132,183 (2023: £65,314)

11. SUPPORT COSTS

Analysis of Support Costs	2024 £	2023 £
Premises Costs	132,105	125,607
Office Costs	55,729	57,668
Staff Training and Recruitment	17,375	17,818
Staff Costs	161,220	119,312
Professional Fees	18,082	28,342
Other	-	12,381
	384,511	361,128

Notes to the Financial Statements

for the Year Ended 31 March 2024 - continued

12. TANGIBLE FIXED ASSETS

COST	Leasehold improvements £	Fixtures and fittings £	Motor vehicle £	Computer equipment £	Totals £
At 1 April 2023	222,633	123,419	69,164	51,726	466,942
Additions	30,302	-	-	-	30,302
At 31 March 2024	252,935	123,419	69,164	151,726	497,244
DEPRECIATION					
At 1 April 2023	165,596	123,419	48,090	51,726	388,831
Charge for year	15,291	-	9,824	-	25,115
At 31 March 2024	180,887	123,419	57,914	51,726	413,946
NET BOOK VALUE					
At 31 March 2024	72,048	-	11,250	-	83,298
At 31 March 2023	57,037	-	21,074	-	78,111

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade Debtors	16,207	5,111
Prepayments and Accrued Income	76,212	33,973
	92,419	39,084

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade Creditors	375	375
Accruals and Deferred Income	118,116	139,214
	118,491	139,589

Included above is deferred income of £100,139 (2023 £90,716 which will all be released in 2024/2025).

Notes to the Financial Statements

for the Year Ended 31 March 2024 - continued

15. MOVEMENT OF FUNDS

	At 1/4/23	Net movement in funds	Transfer between funds	At 31/3/24
Unrestricted funds	£	£	£	£
General Fund	289,561	130,856	(39,389)	381,028
Charitable Activity Programmes	200,000	-	-	200,000
Contingency Fund	325,000	-	-	325,000
	814,561	130,856	(39,389)	906,028
Restricted funds				
Youth Programme	137,841	(130,180)	69,691	77,352
Laptop Appeal	1,620	(1,620)	-	-
Fire System Grant	-	30,302	(30,302)	-
	139,461	(101,498)	39,389	77,352
TOTAL FUNDS	954,022	29,358	-	983,380

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

	Incoming resources	Resources expended	Movement in funds
Unrestricted funds	£	£	£
General Fund	752,481	(621,625)	130,856
Restricted funds			
Youth Programme	650,516	(780,696)	(130,180)
Fundraisers Post	40,000	(40,000)	-
Laptop Appeal	-	(1,620)	(1,620)
Fire System Grant	30,302	-	30,302
	720,818	(822,316)	(101,498)
TOTAL FUNDS	1,473,299	(1,443,941)	29,358

Notes to the Financial Statements

for the Year Ended 31 March 2024 - continued

15. MOVEMENT OF FUNDS - continued

Comparatives for movement in funds Unrestricted funds	At 1/4/22 £	Net movement in funds £	Transfer between funds £	At 31/3/23 £
General Fund	225,018	93,613	29,070	289,561
Charitable Activity Programmes	200,000	-	-	200,000
Contingency Fund	300,000	-	25,000	325,000
	725,018	93,613	(4,070)	814,561
Restricted funds				
Youth Programme	119,457	14,314	4,070	137,841
Laptop Appeal	1,620	-	-	1,620
	121,077	14,314	4,070	139,461
TOTAL FUNDS	846,095	107,927	-	954,022

Comparative net movement in funds, included in the above are as follows:

Unrestricted funds	Incoming resources £	Resources expended £	Movement in funds £
General Fund	714,330	(620,717)	93,613
Restricted funds			
Youth Programme	756,865	(742,551)	14,314
Fundraisers Post	40,000	(40,000)	-
	796,865	(782,551)	14,314
TOTAL FUNDS	1,511,195	(1,403,268)	107,927

Designated Funds

Details of designated funds are given in the Trustees report on page 19.

Restricted Funds

The Club received funds that are restricted to delivering our youth programme across our youth clubs in the London Boroughs of Kensington & Chelsea and Hammersmith & Fulham, our Youth violence reduction project (Another Way) and for the provision of food and activities during the school holidays. The Club received a restricted grant for costs associated with the Senior Development Manager post.

The Club received £30,302 from Harrow Mission to upgrade its fire alarm system.

Notes to the Financial Statements

for the Year Ended 31 March 2024 - continued

16. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:	2024 £	2023 £
Within one year	15,000	10,000
Between one and five years	60,000	40,000
In more than five years	180,000	130,000
	255,000	180,000

17. RELATED PARTY DISCLOSURES

Two Trustees of the Club are also trustees of Harrow Mission.

The Harrow Mission made a substantial grant to the Club to support its activities (see note 2) and also owns the premises occupied by the Club under a formal lease at a rent of £15,000 per annum.

18. LIMITED LIABILITY

The company is limited by guarantee and does not have a share capital. The liability of each member is limited to a sum not exceeding £1 on the winding up of the company.

The word Limited is omitted by licence from the Department of Trade & Industry as the company has charitable status.



SINCERE THANKS TO OUR SUPPORTERS

THE HARROW CLUB

OUR FAMILY OF YOUTH CLUBS

For more information: info@harrowclub.org | 020 8969 2529

Charity registration number: 1054757 | Company number: 3161792 | Registered office: 187, Freston Road, London, W10 6TH

Signable

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Wed, 4th Dec 2024 17:33:21 GMT	Philippe Chappatte signed the envelope217.146.93.104
Wed, 4th Dec 2024 17:33:21 GMT	This envelope has been signed by all parties217.146.93.104
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HARROW CLUB

England & Wales - Charity number 1054757

Accounts

Company Registration number: 03161792



Harrow Club

REPORT OF THE TRUSTEES AND

AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

FOR

HARROW CLUB
(A COMPANY LIMITED BY GUARANTEE)

Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

CONTENTS OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

	Page
Company Information	1
Report of the Trustees	2 to 10
Report of the Independent Auditors	11 to 14
Statement of Financial Activities	15
Statement of Financial Position	16
Statement of Cash Flows	17
Notes to the Statement of Cash Flows	18
Notes to the Financial Statements	19 to 27

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

OBJECTIVES AND AIMS

In 1883, the Harrow Mission established the purpose and organisation of the Harrow Club, that is improve the lives of the disadvantaged young people of the Notting Dale and surrounding communities.

The objectives of the Harrow Club (or the Club) are the advancement of education, the promotion of health, the relief of poverty, distress and sickness, the promotion of racial harmony and the provision of recreation promoting the spiritual, social, moral and physical well-being of the youth of London W10 and the surrounding area, as set out in the Memorandum of Association.

We are a community-based youth organisation, offering innovative, accessible and high-quality opportunities, enabling young people from disadvantaged backgrounds, many with additional challenges, to maximise their life chances.

The Harrow Club is a place for firsts. A first trip to the beach, night-time walk in the woods, overnight stay without parents, and, for some, the first place where a child really feels at home and that they have a home. Firsts are very important - they are part of a child's development but, also, they build an outlook on life and shape pathways that will go on to determine futures as well as offering a chance to form new interests and friendships. We believe it is essential as a fundamental building block that children get to try new things, go to new places and meet new people.

We are also a place, proudly, of second chances. We support children who struggle to stay in the classroom to continue in their education, we work with young people who are not allowed in regular youth clubs/sports clubs so that they can still have some level of engagement and support even if they are on the periphery.

We allow young people to make mistakes, learn and move forward. There is no better testament to what the Harrow Club can achieve than some of our current workers who have turned their lives around and are now working to keep young people away from criminality and harm. They can show, with immediacy and authenticity, that there can be another way to live life.

To achieve all this, we offer the children and young people in our community with high-quality youth work in safe, supportive and accessible spaces. We encourage and support them to stay in mainstream education. We support vulnerable young people who are at risk of violence, providing routes for them to avoid and leave harmful lifestyles keeping them and the wider community safe.

The Harrow Club has a team of 40 youth workers and coaches who operate from the club's five locations, providing an incredible a range of projects covering sports, arts and performing arts, media, music, digital and specialist work such as our gangs project, motor vehicle workshops and

educational programmes aimed at reducing school exclusions. The Harrow Club engages an incredible three-hundred young people each week. For many, the effect is life changing.

Public Benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Day-to-Day Management

The trustees delegate day to day management of the Club to the Joint Chief Executive Officers, Michael Defoe and Ed Simpson.

ORGANISATIONAL STRUCTURE

Organisational Structure

The organisational structure of the Club has remained unchanged from the prior year.

The Senior Management Team consist of the Joint CEOs, the Finance Manager, the Business Development Manager and two Programme Managers.

FUNDERS

The principal sources of funding for this year were:

Royal Borough of Kensington and Chelsea
London Borough of Hammersmith and Fulham
Kensington + Chelsea Foundation
Harrow Mission
John Lyon's Charity
The Leathersellers' Foundation
Holiday Activities Fund - Dept of Education
Grove Trust

Various other Trusts, Foundations, Businesses and Local Donors

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

COMPANY INFORMATION

TRUSTEES
Philippe Chappatte - Chair
Tim Dalton
Leanda Fauset
Kevin Gilbert
Chris Martin
Rosalind Oxley
Charlotte Rossan
Tom Stoddart-Scott
Alexander Trotter
Katie Walker
Micah Watkis

JOINT CEOs
Michael Defoe
Ed Simpson

COMPANY SECRETARY
Rosalind Oxley

CHARITY NO
1054757

COMPANY NO
03161792

CHARITY OFFICES AND REGISTERED ADDRESS
Harrow Club
187 Freston Road
London
W10 6TH

SAFEGUARDING

The Harrow Club treats the safeguarding of children and young people as its primary concern and has a comprehensive policy to deal with identifying and dealing with any safeguarding issues.

We run a number of projects that work with particularly vulnerable or designated at risk young people as well as undertaking projects late at night, off-site and overseas and therefore have a number of policies, procedures and processes related to safeguarding for these projects, including a Serious Youth Violence Project.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

All staff, volunteers and trustees are required to obtain an enhanced DBS certificate which is renewed every three years. All staff are also required to attend Safeguarding and Child Protection Training every two years and Off-Site Activities Training annually.

The Club has a Safeguarding Lead who is a Senior Member of Staff and a Trustee Safeguarding Lead.

PROGRAMMES AND ACTIVITIES

A SUMMARY

- We offer
  - youth clubs in 5 locations in RBKC and LBHF
  - Short UK residential holidays
  - 20 different projects
  - 100+ off-site trips to museums, events and attractions
- We support
  - 500+ unique young people each year
- We raise
  - £300,000 from individual donors
  - £1.4 million raised in total in 2022/3

The Club's strategy is to focus its delivery on **four areas of work,** as follows:

1. YOUTH WORK

- **Youth Clubs**
  We provide the children and young people in our community with high-quality youth work in safe, supportive and accessible spaces. This includes activities such as football training, basketball, fencing, healthy eating club, beauty and well-being. Last year we delivered over 1,000 youth work and targeted sessions which were attended by 503 young people aged 8 to 19

- **School Holiday Trips**
  In our 2022-23 Summer Holiday Programme, we ran 70+ off-site activities, 84 days of activities and supported 220 unique individuals.

- **Residentials Holidays**
  Last year we took 100 of the most at-risk young people on camping trips outside London – often this being the only holiday they have all year and the only time they leave the city.

- **Sports, Music, Arts, Crafts, Performing Arts Projects**
  These are offered within our youth clubs and are put together with our young people, youth workers and other specialist partners.

- **The Motor Project**
  This project teaches car and bike maintenance.

- **The Notting Hill Carnival Project**

In 2022 more than 50 children and 30 parents were involved in the project and our team won the small-flat category in the competition. This is a key community project

2. Keeping Children In School

- **Moving On Up**
- Our Moving On Up programme has developed and grown this year and offers an alternative to exclusion and supports a child's human right to an education. The team works extremely closely with social workers, family support workers, SENCOs, class teachers, parents, and other professionals to provide a holistic approach to each young person's needs. The programme ran 45 weeks of the year, delivered 117 sessions, worked with 4 schools and has made a real impact on the lives of over 34 young people. It has had a zero-exclusion success rate.

- **Grit Life Coaching**
- The Harrow Club intervention programme delivered in partnership with Grit, launched in October 2022 worked with two local secondary schools (Kensington Aldridge Academy and All Saints) who identified a cohort of 13-year-olds most at risk of exclusion from school. These young people are offered life coaching by trained volunteers and receive a personal development programme. It challenges assumptions and biases and limiting beliefs, doubts, and fears. It gets to the root causes of why young people think, feel and act the way they do. It also explores self-limiting belief patterns, develops new and existing connections, and sets goals for young people. The Harrow Club works with some of the most vulnerable and underperforming students on behaviour, attendance, and performance.

- **Targeted Mentoring**
- Over the last three years we have built up a team of professional mentors who work with local schools, pupil referral units, youth offending teams and referrals from parents, to meet with young people aged 14+ on a weekly basis to focus on goals-based outcomes.

3. Keeping Young People And The Wider Community Safe

- **Late Night Safe Spaces**

We offer two sessions a week from 9 pm to midnight to provide young people with a safe space during these hours rather than them being on the streets and being involved in gang or criminal behaviour.

- **Detached Youth Work**

Our Outreach Programme, **Another Way,** specifically involves our youth workers patrolling the streets in some of the most troubled locations in West London, to engage young people who are regularly exposed to violence and criminality. Our team of five youth workers have extensive experience engaging young people in challenging environments.

- **Mentoring**

We provided mentoring to over 50 young people this year through funding from the London Violence Reduction Unit and the Children and Family Services in LB Hammersmith & Fulham. The mentoring was focused on young people at risk of school exclusion, supported by social services or referred by the youth offending teams.

- **Pathway To Earn**
  We supported more than 30 young people with job searches, CV writing and interview practice and accredited 13 of them through in-house training offers such as the CBT motorcycle training and SIA security courses – which are quick and effective paths to paid work.

4. SPECIAL PROJECTS

- **Parents Project** (from the Junior club and Moving On Up project)
  This project supports the parents of the young people in these projects.

- **Specific Work with Asylum Seekers and Refugees**
  We have provided weekend activities and sports opportunities for Afghans, Ukrainians and other new arrivals

- **Mental Health**
  Our **'Real Talk'** groups work to de-stigmatise talking about mental health emotions, feelings etc and is offered across all of our projects.

FINANCIAL REVIEW

Financial position

The financial position of the charity at the year-end is set out on page 16. The Trustees' objective is, overall, to match expenditure on charitable activities with incoming resources. Donations and similar income amounted to £1,433,309 (2022: £1,454,777). Total income amounted to £1,511,195 (2022: £1,536,053). Expenditure for the year amounted to £1,403,268 (2022 -£1,435,051). Net income at £107,927 was slightly higher than the year before which amounted to £101,002.

Resources

Income is split between restricted and unrestricted funds; restricted funds representing income received for specific programmes or purposes. At the year end the Club held £139,461 in restricted funding to be spent in 2023/2024.

The trustees have agreed that the following amounts should be treated as designated funds for the following purposes:

£200,000 - to underpin programmes and core costs.
£325,000 - as a reserve to meet unexpected costs

The reserve set aside to underpin programmes and core costs relates to the expectation that the Club will be able to run its present suite of programmes but with consideration given to those programmes which to date have yet to be funded or fully funded. The designated fund at £325,000 represents a further step towards the Trustees' objective of setting aside a reserve equivalent to approximately three months of average monthly expenditure which, with high levels of inflation during 2023, is considered to be a prudent step

Reserves policy

The Trustees consider that the financial outcome for the year was satisfactory but will continue to encourage and support all actions to increase sources of funding for the Club's activities to ensure current projects are funded and, where appropriate, expanded to enable programmes to continue for the foreseeable future and, importantly, to secure additional funding to support the Club's core costs.

Total reserves at 31 March 2023 amounted to £954,022 of which £139,461 were restricted funds.

The Trustees' policy is to establish and then maintain free expendable reserves equal to, at least, three months' budgeted expenditure to provide a sound financial basis for the Club; a level also recommended by the Charity Commission. Free reserves at 31 March 2023 amounted to £246,368 (2022 - £118,718).

We also have endeavoured to build up cash to ensure we are able to continue to deliver programmes at current levels whilst in the current higher inflationary environment. We are well aware of the cost pressures associated with running a large community building and employing a staff team that must be remunerated fairly and competitively to avoid the loss of skills and experience that are key for the organisation. The last full refurbishment of the building took place nearly 25 years ago and many essential elements such as the fire alarm system and lift are becoming increasingly outdated or uneconomical and will need to be replaced.

Going concern

The charity meets its day to day working capital requirements from its various income resources. A significant proportion of this comes from a small number of funders. The more significant funders are mentioned earlier in this report. A number of key funders have confirmed that they will continue to support the Club going forward for the 2023/24 financial year representing some 20% of planned expenditure. The trustees continue to actively support the Club's director of development in seeking further grants and donations from other existing, past and new potential donors. The trustees have also set aside a designated fund of £200,000, which is represented by present cash funds, to support, if required, planned programmes for 2023/24. The policy of the trustees is to ensure that planned programmes, either ongoing or new, are only continued or undertaken if adequate funding is available. The trustees therefore consider that it is appropriate for these financial statements to be prepared on a going concern basis.

Principal risks and uncertainties

The Trustees have identified the major risks to which the Charity is exposed. These risks have been reviewed and the Trustees are satisfied that systems and procedures have been established to mitigate them. This includes appropriate insurance cover, an annual Health and Safety review and Criminal Records Bureau checks together with a regular review and update of a risk register and policies and procedures, both financial and others.

Trustees

The trustees continued to review the needs of the charity for new trustees, aiming to recruit either those with close contact with the areas in which the charity operates, or who bring specific skills or contacts.

The Trustees determine the general policy of the Harrow Club. The trustees are members of the Board and are also the directors of the company.

The Trustees are elected by the members of the Charity at the Annual General Meeting. The Trustees have power to fill casual vacancies but any Trustee so appointed must stand for election at the next Annual General Meeting. Induction of new trustees is mainly through discussion with the Chairman and the Chief Executive Officer, supplemented, as required, by specific training relating to the responsibilities and duties of trustees and a briefing pack which includes a copy of the governing documents, minutes of meetings and the annual report and financial statements for the last three years.

Trustees delegate day to day management to Michael Defoe and Ed Simpson, Co-Chief Executive Officers of the Club.

The remuneration of key management is discussed annually by the Trustees with reference to annual performance of the Club and market conditions generally. A personnel subcommittee has been formed to advise the Board and the Director on a wide range of human relations issues.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Harrow Club for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 charitable company will continue in business.

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

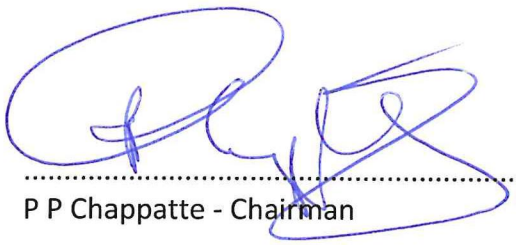
In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Haines Watts, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ..... and signed on the board's behalf by:



20.11.23

.....

P P Chappatte - Chairman

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARROW CLUB

Opinion

We have audited the financial statements of Harrow Club (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;

- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;

- assessing the risk of management override including identifying and testing journal entries;

- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARROW CLUB

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb ACA

Susan Plumb ACA (Senior Statutory Auditor)
for and on behalf of Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

Date: 29 Nov 2023

HARROW CLUB

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	636,444	796,865	1,433,309	1,454,777
Charitable activities	4				
Sub-letting income		74,855	-	74,855	81,242
Investment income	3	3,031	-	3,031	34
Total		714,330	796,865	1,511,195	1,536,053
EXPENDITURE ON					
Raising funds	5	70,458	40,000	110,458	40,207
Charitable activities	6				
Youth programme		189,131	742,551	931,682	903,467
Support costs		361,128	-	361,128	486,591
Laptop Appeal		-	-	-	4,786
Total		620,717	782,551	1,403,268	1,435,051
NET INCOME		93,613	14,314	107,927	101,002
Transfers between funds	16	(4,070)	4,070	-	-
Net movement in funds		89,543	18,384	107,927	101,002
RECONCILIATION OF FUNDS					
Total funds brought forward		725,018	121,077	846,095	745,093
TOTAL FUNDS CARRIED FORWARD		814,561	139,461	954,022	846,095

The notes form part of these financial statements

HARROW CLUB

STATEMENT OF FINANCIAL POSITION
31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	12	78,111	-	78,111	106,300
CURRENT ASSETS					
Debtors	13	39,084	-	39,084	116,779
Cash at bank		836,955	139,461	976,416	706,547
		876,039	139,461	1,015,500	823,326
CREDITORS					
Amounts falling due within one year	14	(139,589)	-	(139,589)	(83,531)
NET CURRENT ASSETS		736,450	139,461	875,911	739,795
TOTAL ASSETS LESS CURRENT LIABILITIES		814,561	139,461	954,022	846,095
NET ASSETS		814,561	139,461	954,022	846,095
FUNDS	16				
Unrestricted funds				814,561	725,018
Restricted funds				139,461	121,077
TOTAL FUNDS				954,022	846,095

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

20.11.23

.....
P P Chappatte - Trustee

The notes form part of these financial statements

HARROW CLUB

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	266,838	(99,798)
Net cash provided by/(used in) operating activities		266,838	(99,798)
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(69,910)
Interest received		3,031	34
Net cash provided by/(used in) investing activities		3,031	(69,876)
Change in cash and cash equivalents in the reporting period		269,869	(169,674)
Cash and cash equivalents at the beginning of the reporting period		706,547	876,221
Cash and cash equivalents at the end of the reporting period		976,416	706,547

The notes form part of these financial statements

NOTES TO THE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	107,927	101,002
Adjustments for:		
Depreciation charges	28,189	19,398
Interest received	(3,031)	(34)
Decrease/(increase) in debtors	77,695	(83,122)
Increase/(decrease) in creditors	56,058	(137,042)
Net cash provided by/(used in) operations	266,838	(99,798)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/22	Cash flow	At 31/3/23
	£	£	£
Net cash			
Cash at bank	706,547	269,869	976,416
	706,547	269,869	976,416
Total	706,547	269,869	976,416

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity, rounded to the nearest £.

Going concern
As set out in the trustees report the company meets its day to day working capital requirements from its various incoming resources. A significant proportion, although less than in previous years, comes from two funders. The trustees have no reason to believe that this funding will be withdrawn. They do not include any adjustments that could result from a withdrawal of this funding. The trustees therefore continue to adopt the going concern basis in preparing the financial statements.

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

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

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

Leasehold improvements	10 years straight line
Fixtures & fittings	25% reducing balance
Motor vehicles	25% straight line
Computer equipment	25% reducing balance

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

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

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

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

continued...

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors
Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount.

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Grants	910,093	1,079,544
Donations	523,216	375,233
	1,433,309	1,454,777

Donations received, included in the above, are as follows:-

	2023	2022
	£	£
Winter Big Give	85,206	106,315
Summer Big Give	104,726	99,008
Harrow School - Long Ducker	46,337	29,000
Fundraising dinner	151,596	-
Donation of Minibus - Leus Family Foundation	-	27,000
Leathersellers	25,000	-
Gift Aid	3,480	3,165
Fee income	238	9,720
Training income	6,682	41,595
Pembridge Hall parents	8,000	-
Gosling Foundation	15,000	-
Other donations	76,951	59,430
	523,216	375,233

continued...

2. DONATIONS AND LEGACIES - continued

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

	2023	2022
	£	£
Harrow Mission	165,000	165,000
John Lyon's Charity	60,000	30,000
Royal Borough of Kensington & Chelsea	131,764	219,620
London Borough of Hammersmith & Fulham	272,371	188,256
Hammersmith United Charities	7,500	1,978
Kensington & Chelsea Foundation	65,750	31,846
Garfield Weston Foundation	15,000	-
The London Community Foundation	17,352	13,512
Greater London Authority	6,769	47,268
Grove Trust	30,000	-
Jack Petchey	600	907
Dr Edwards & Bishop King	3,400	6,107
Paddington Development Trust	-	4,645
National Foundation For Youth	-	9,797
Church Urban Fund	5,000	-
Other	4,000	10,100
Lightbulb Trust	8,248	25,000
Addison Youth	15,000	8,248
Trusthouse Charitable Foundation	13,443	9,244
Kusuma Trust	-	9,784
Government support - furlough income	-	7,661
Let Me Play	30,840	29,900
Kickstart - government funding	17,316	152,331
Chelsea Theatre	-	8,340
Harrow Mission - heating system grant	-	80,000
Harrow Mission - Community Engagement post grant	-	20,000
London Sports Trust	2,650	-
Shaftesbury Enterprise	5,000	-
Haberdasher's Benevolent Foundation	5,000	-
The Daisy Trust	3,000	-
Ealing Council	1,980	-
Young K & C	23,110	-
	910,093	1,079,544

3. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	3,031	34

continued...

4. INCOME FROM CHARITABLE ACTIVITIES

Activity	2023 £	2022 £
Sub-letting income	74,855	81,242

5. RAISING FUNDS

Raising donations and legacies

	2023 £	2022 £
Fundraising event costs	110,458	40,207

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	Totals £
Youth programme	931,682	-	931,682
Support costs	356,628	4,500	361,128
	1,288,310	4,500	1,292,810

7. SUPPORT COSTS

	Governance costs £
Support costs	4,500

8. NET INCOME/(EXPENDITURE)

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

	2023 £	2022 £
Auditors' remuneration	4,500	3,700
Depreciation - owned assets	28,189	19,398

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

continued...

9. TRUSTEES' REMUNERATION AND BENEFITS - continued

Trustees' expenses

The trustees are entitled to reclaim reasonable out of pocket expenses. No trustees reclaimed any expenses during the year. (2022: nil.).

10. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	682,260	782,005
Social security costs	52,677	48,436
Other pension costs	7,002	8,026
	741,939	838,467

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

2023	2022
5	6

In addition the Club had 43 part time employees equivalent to approximately 10 equivalent full employees (2022 – 54 or 13 full time equivalents).

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
£60,001 - £70,000	-	1

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £65,314 (2022:£69,108)

11. SUPPORT COSTS

Analysis of support costs

	2023	2022
	£	£
Premises/depreciation costs	125,607	119,157
Office costs	57,668	47,337
Staff training/recruitment	17,818	4,431
Staff costs	119,312	250,542
Professional fees	28,342	41,198
Other	12,381	46,426
	361,128	509,091

Following a review and analysis of staff costs an appropriate percentage has been reallocated to programme costs. The equivalent amount for the previous year would have been £150,325.

continued...

12. TANGIBLE FIXED ASSETS

	Leasehold improvements £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST					
At 1 April 2022 and 31 March 2023	222,633	123,419	69,164	51,726	466,942
DEPRECIATION					
At 1 April 2022	150,305	123,419	35,192	51,726	360,642
Charge for year	15,291	-	12,898	-	28,189
At 31 March 2023	165,596	123,419	48,090	51,726	388,831
NET BOOK VALUE					
At 31 March 2023	57,037	-	21,074	-	78,111
At 31 March 2022	72,328	-	33,972	-	106,300

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade debtors	5,111	91,787
Prepayments and accrued income	33,973	24,992
	39,084	116,779

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	375	2,759
Accruals and deferred income	139,214	80,772
	139,589	83,531

Included above is deferred income of £120,409 (2022 £59,658 which will all be released in 2023/2024.

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2023 £	2022 £
Within one year	10,000	10,000
Between one and five years	50,000	50,000
In more than five years	380,000	390,000
	440,000	450,000

continued...

16. MOVEMENT IN FUNDS

	At 1/4/22 £	Net movement in funds £	Transfers between funds £	At 31/3/23 £
Unrestricted funds				
General fund	225,018	93,613	29,070	289,561
Charitable activity programmes	200,000	-	-	200,000
Contingency fund	300,000	-	25,000	325,000
	725,018	93,613	(4,070)	814,561
Restricted funds				
Youth programme	119,457	14,314	4,070	137,841
Laptop Appeal	1,620	-	-	1,620
	121,077	14,314	4,070	139,461
TOTAL FUNDS	846,095	107,927	-	954,022

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	714,330	(620,717)	93,613
Restricted funds			
Youth programme	756,865	(742,551)	14,314
Fundraisers post	40,000	(40,000)	-
	796,865	(782,551)	14,314
TOTAL FUNDS	1,511,195	(1,403,268)	107,927

continued...

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/4/21 £	Net movement in funds £	Transfers between funds £	At 31/3/22 £
Unrestricted funds				
General fund	182,282	(24,411)	67,147	225,018
Charitable activity programmes	200,000	-	-	200,000
Contingency fund	250,000	-	50,000	300,000
	632,282	(24,411)	117,147	725,018
Restricted funds				
Youth programme	106,405	60,289	(47,237)	119,457
Laptop Appeal	6,406	(4,786)	-	1,620
Mini Bus donation	-	27,000	(27,000)	-
Heating System grant	-	42,910	(42,910)	-
	112,811	125,413	(117,147)	121,077
TOTAL FUNDS	745,093	101,002	-	846,095

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	435,297	(459,708)	(24,411)
Restricted funds			
Youth programme	953,972	(893,683)	60,289
Debate box programme	9,784	(9,784)	-
Fundraisers post	30,000	(30,000)	-
Laptop Appeal	-	(4,786)	(4,786)
Mini Bus donation	27,000	-	27,000
Heating System grant	80,000	(37,090)	42,910
	1,100,756	(975,343)	125,413
TOTAL FUNDS	1,536,053	(1,435,051)	101,002

Designated Funds
Details of designated funds are given in the Trustees report on page 5.

Restricted Funds

The Club runs a structured youth programme for both junior and senior children.

The Club runs a Debate Box programme is run in partnership with Cuban Boxing.

Fundraisers post. Monies have been received to fund the costs of employment of a fundraiser for one year.

An appeal to raise monies to purchase and distribute laptops to children home schooling was undertaken during last year.

continued...

16. MOVEMENT IN FUNDS - continued

The Club received £80,000 from Harrow Mission to fund a replacement heating system during last year.

A mini bus with a value of £27,000 was donated to the Club during last year.

17. RELATED PARTY DISCLOSURES

Andrew Stebbings was the Honorary Secretary of the Harrow Mission during part of the year which owns the premises occupied by the Club under a formal lease at a rent of £15,000 per annum. Rosalind Oxley, a trustee of the Club, took over from Andrew Stebbings.

In addition 2 trustees of the Club are also trustees of Harrow Mission.

The Harrow Mission made a substantial grant to the Club to support its activities (see note 2).

18. LIMITED LIABILITY

The company is limited by guarantee and does not have a share capital. The liability of each member is limited to a sum not exceeding £1 on the winding up of the company.

The word Limited is omitted by licence from the Department of Trade & Industry as the company has charitable status.

HARROW CLUB

England & Wales - Charity number 1054757

Accounts

Company Registration number: 03161792



Harrow Club

REPORT OF THE TRUSTEES AND

AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

FOR

HARROW CLUB
(A COMPANY LIMITED BY GUARANTEE)

Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

CONTENTS OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

	Page
Company Information	1
Report of the Trustees	2 to 8
Report of the Independent Auditors	9 to 12
Statement of Financial Activities	13
Statement of Financial Position	14
Statement of Cash Flows	15
Notes to the Statement of Cash Flows	16
Notes to the Financial Statements	17 to 27

Company Information

Trustees

Philippe Chappatte - Chair
Tim Dalton
Leanda Fauset
Kevin Gilbert
Chris Martin
Charlotte Rossan
Tom Stoddart-Scott
Alex Trotter
Katie Walker
Micah Watkis

Chief Executive Officer

Michael Defoe

Company Secretary

Rosalind Oxley

Charity Number

1054757

Company Number

03161792

Charity Offices and Registered Address

Harrow Club
187 Freston Road
London
W10 6TH

Auditors

Haines Watts
Old Station House
Newport Street
Swindon
SN1 3DU

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022.The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and Aims

In 1883 The Harrow Mission opened the building and established the organisation of the Harrow Club with the purpose of improving the lives of the disadvantaged young people of the Notting Dale and surrounding communities.

The objectives of the Harrow Club (or The Club) are the advancement of education, the promotion of health, the relief of poverty, distress and sickness, the promotion of racial harmony and the provision of recreation promoting the spiritual, social, moral and physical well-being of the youth of London W10 and the surrounding area, as set out in the Memorandum of Association.

Public Benefit

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Day-to-Day Management

The trustees delegate day to day management of the club to the Chief Executive Officer (CEO), Michael Defoe.

ORGANISATIONAL STRUCTURE AND LOCATIONS

ORGANISATIONAL STRUCTURE

The organisational structure of the Club has remained unchanged from the prior year.

The Senior Management Team consists of the CEO, the Chief Operating Officer (COO), the Finance Manager, the Business Development Manager and three Programme Managers.

LOCATIONS

Since the last report, we decided to stop delivery at the North Hub in Lancaster Road. We continue to deliver from 2 locations in the Royal Borough of Kensington & Chelsea (RBKC) - Harrow Club, Freston Road, W10 and South Hub, World End Estate, SW10).

We continue to operate from 3 locations in the London Borough of Hammersmith & Fulham (LBHF) - Old Oak, Braybrook St, W12; Sands End, Marinefield Road, SW6 and White City, Canada Way, W12).

COVID

For most of the financial year, we were unaffected by covid as most clubs and projects were back to normal by April 2021

FUNDERS

The principal sources of funding for this year were:

Royal Borough of Kensington and Chelsea
London Borough of Hammersmith and Fulham
Kensington and Chelsea Foundation
The Greater London Authority
Harrow Mission
The Big Give
Grove Trust
Kickstart – Government funding

SAFEGUARDING

The Harrow Club treats the safeguarding of children and young people as its primary concern and has a comprehensive policy to deal with identifying and dealing with any safeguarding issues.

We run a number of projects that work with particularly vulnerable or designated at risk young people as well as undertaking projects late at night, off-site and overseas and therefore have a number of policies, procedures and processes related to safeguarding for these projects, including a Serious Youth Violence Project.

All staff, volunteers and trustees are required to obtain an enhanced DBS certificate which is renewed every three years. All staff are also required to attend Safeguarding and Child Protection Training every two years and Off-Site Activities Training annually.

The Club has a designated Safeguarding Lead and also a designated Trustee Safeguarding Lead.

PROGRAMMES AND ACTIVITIES

Our five clubs currently run over 29 sessions each week, with a throughput of over 400 young people weekly. Our locations are in:

- Freston Road in North Kensington
- World's End Estate in Chelsea
- Sands End in Fulham
- Old Oak in East Acton

- White City Estate in Shepherd's Bush

We run youth clubs and other projects, sometimes within the youth club and sometimes as entirely separate projects.

The Club's strategy is to focus its delivery on four areas of work, as follows:

Championing High Quality Youth Work and Clubs – these include our generic youth club work for seniors that takes place in all our clubs. Within them, focus has been on creating 6-12-week specialist projects, frequently decided upon in conjunction with our Youth Committees. These might include an art project, a fitness project or a film project, for example.

Keeping Children in Mainstream Education – these are programmes targeted our Junior Members. Our intervention project takes Juniors who are at risk of exclusion and we work with them on behaviour and confidence over 3 day time sessions each week. Our Juniors Youth Club provides a range of activities including a focussed on retaining our Junior Members as they transition to Senior School which is a time when many young people cease to be engaged in youth clubs and can become involved in unsuitable activities. We also have a Family Support Project.

Keeping Young People Safe – we have structured programmes working with more challenging and marginalised young people such as those close to exclusion from school, 'gang' members) aged 12-18. Programmes include our late-night programme, Another Way, which we run in 3 locations, our Outreach Programme and our Mentoring Programme.

Weekend and Holiday Programmes - these tend to be driven by how much funding we secure each year or if there is a specific need, such as the Afghan Refugee Programme.

Our individual programmes include:

- School Exclusion Intervention
- Detached And Outreach Youth Work
- Another Way Late Night Safe Space
- Mentoring
- Workshops On Mental Health
- Afghans / Travellers Programmes
- Workshops And Support With Employment
- Homework Support
- Youth Club Games And Activities (Pool, Table Tennis, Board Games, Consoles)
- Football League
- Music And Music Production In Our Media Suite And Music Studio
- Arts & Performing Arts
- Special Projects – ie Girls Football, Peer Education

FINANCIAL REVIEW

Financial position

The financial position of the charity at the year-end is set out on page 14. The Trustees' objective is, overall, to match expenditure on charitable activities with incoming resources. Donations and similar income amounted to £1,454,777 (2021: £1,373,573). Total income amounted to £1,536,053 (2021: £1,383,594). Total income was higher than the previous year as a result of an increase in donations, mainly reflecting grants and donations for additional programmes and the number of locations from which the Club now operates. Sub-letting income, which suffered badly in the previous year due to lockdowns as a result of the covid pandemic, improved significantly, although not to levels experienced historically.

Expenditure was higher than the previous year at £1,435,051 (2021 - £1,109,349) as the Club was able to expand its programmes following the easing of the lockdowns and the increased locations from which the Club operated.

Resources

Income is split between restricted and unrestricted funds; restricted funds representing income received for specific programmes or purposes. At the year end the Club held £121,077 in restricted funding to be spent in 2022/2023.

The trustees have agreed that the following amounts should be treated as designated funds for the following purposes:

£200,000 - to underpin programmes and core costs.
£300,000 - as a reserve to meet unexpected costs

The reserve set aside to underpin programmes and core costs relates to the expectation that the Club will be able to run its present suite of programmes but with consideration given to those programmes which to date have yet to be funded or fully funded. The designated fund, increased by £50,000 to £300,000 represents a further step towards the Trustees' objective of setting aside a reserve equivalent to approximately three months of average monthly annual expenditure. For the year ended 31 March 2022 average quarterly expenditure was a little over £360,000 However, as noted below, that is expected to increase particularly in the second half of the 2022/23 financial year. The Club had a satisfactory cash position at the end of the financial year although as expected, significantly below the cash available at the end of the previous year The trustees consider, given the increasingly high level of inflation and energy costs in particular and taking into account the recently announcement of Government support for charities, that it is appropriate to set aside a further amount to meet these challenges in the expectation that funders will face the same pressures and therefore available resources to fund programmes.

Reserves policy

The Trustees consider that the financial outcome for the year was satisfactory but will continue to encourage and support all actions to increase sources of funding for the Club's activities to ensure they are fully reinstated and, where appropriate, expanded to enable programmes to continue for the foreseeable future and, importantly, to secure additional funding to support the Club's core costs.

Total reserves at 31 March 2022 amounted to £846,095 of which £121,077 were restricted funds.

The Trustees' policy is to establish and then maintain free expendable reserves equal to three months' budgeted expenditure to provide a sound financial basis for the Club; a level also recommended by the Charity Commission. Free reserves at 31 March 2022 amounted to £118,718 (2021 - £126,494).

Going concern

The charity meets its day to day working capital requirements from its various incoming resources. A significant proportion of this comes from a small number of funders; the more significant funders are mentioned earlier in this report. The trustees have no reason to believe that this funding will be withdrawn in the foreseeable future and accordingly the accounts have been prepared on a going concern basis.

Principal risks and uncertainties

The Trustees have identified the major risks to which the Charity is exposed. These risks have been reviewed and the Trustees are satisfied that systems and procedures have been established to mitigate them. This includes appropriate insurance cover, a Health and Safety review and Criminal Records Bureau checks together with a regular review and update of a risk register and policies and procedures, both financial and others.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

Trustees

The trustees continued to review the needs of the charity for new trustees, aiming to recruit either those with close contact with the areas in which the charity operates, or who bring specific skills or contacts.

The Trustees determine the general policy of the Harrow Club. The trustees are members of the Board and are also the directors of the company.

The Trustees are elected by the members of the Charity at the Annual General Meeting. The Trustees have power to fill casual vacancies but any Trustee so appointed must stand for election at the next Annual General Meeting. Induction of new trustees is mainly through discussion with the Chairman and the Chief Executive Officer, supplemented, as required, by specific training relating to the responsibilities and duties of trustees and a briefing pack which includes a copy of the governing documents, minutes of meetings and the annual report and financial statements for the last three years.

Trustees delegate day to day management to Michael Defoe, the Chief Executive Officer.

The remuneration of key management is discussed annually by the Trustees with reference to annual performance of the Club and market conditions generally. A personnel subcommittee has been formed to advise the Board and the Director on a wide range of human relations issues.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Harrow Club for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 charitable company will continue in business.

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Haines Watts, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on .....10th October 2022..... and signed on the board's behalf by:

.....
P P Chappatte - Chairman

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARROW CLUB

Opinion

We have audited the financial statements of Harrow Club (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;

- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;

- assessing the risk of management override including identifying and testing journal entries;

- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARROW CLUB

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

SPlumb ACA

Susan Plumb ACA (Senior Statutory Auditor)
for and on behalf of Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

Date: 28 Oct 2022

HARROW CLUB

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	354,021	1,100,756	1,454,777	1,373,573
Charitable activities					
Sub-letting income	4	81,242	-	81,242	9,930
Investment income	3	34	-	34	91
Total		435,297	1,100,756	1,536,053	1,383,594
EXPENDITURE ON					
Raising funds	5	10,207	30,000	40,207	46,509
Charitable activities	6				
Youth programme		-	893,683	893,683	521,599
Debate Box programme		-	9,784	9,784	14,946
Support costs		449,501	37,090	486,591	478,598
Laptop Appeal		-	4,786	4,786	47,697
Total		459,708	975,343	1,435,051	1,109,349
NET INCOME/(EXPENDITURE)		(24,411)	125,413	101,002	274,245
Transfers between funds	16	117,147	(117,147)	-	-
Net movement in funds		92,736	8,266	101,002	274,245
RECONCILIATION OF FUNDS					
Total funds brought forward		632,282	112,811	745,093	470,848
TOTAL FUNDS CARRIED FORWARD		725,018	121,077	846,095	745,093

The notes form part of these financial statements

HARROW CLUB

STATEMENT OF FINANCIAL POSITION
31 MARCH 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	12	106,300	-	106,300	55,788
CURRENT ASSETS					
Debtors	13	116,779	-	116,779	33,657
Cash at bank		585,470	121,077	706,547	876,221
		702,249	121,077	823,326	909,878
CREDITORS					
Amounts falling due within one year	14	(83,531)	-	(83,531)	(220,573)
NET CURRENT ASSETS		618,718	121,077	739,795	689,305
TOTAL ASSETS LESS CURRENT LIABILITIES		725,018	121,077	846,095	745,093
NET ASSETS		725,018	121,077	846,095	745,093
FUNDS	16				
Unrestricted funds				725,018	632,282
Restricted funds				121,077	112,811
TOTAL FUNDS				846,095	745,093

The financial statements were approved by the Board of Trustees and authorised for issue on 10/10/22 and were signed on its behalf by:

P P Chappatte - Chairman

The notes form part of these financial statements

HARROW CLUB

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	(99,798)	372,806
Net cash (used in)/provided by operating activities		(99,798)	372,806
Cash flows from investing activities			
Purchase of tangible fixed assets		(69,910)	-
Interest received		34	91
Net cash (used in)/provided by investing activities		(69,876)	91
Change in cash and cash equivalents in the reporting period		(169,674)	372,897
Cash and cash equivalents at the beginning of the reporting period		876,221	503,324
Cash and cash equivalents at the end of the reporting period	**2**	706,547	876,221

The notes form part of these financial statements

NOTES TO THE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	101,002	274,245
Adjustments for:		
Depreciation charges	19,398	17,150
Interest received	(34)	(91)
(Increase)/decrease in debtors	(83,122)	10,339
(Decrease)/increase in creditors	(137,042)	71,163
Net cash (used in)/provided by operations	(99,798)	372,806

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/2021	Cash flow	At 31/3/2022
	£	£	£
Net cash			
Cash at bank	876,221	(169,674)	706,547

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention. The financial statements are prepared in sterling, which is the functional currency of the entity, rounded to the nearest £.

Going concern

The company meets its day to day working capital requirements from its various incoming resources. A significant proportion in the present and prior year came from six funders. The trustees have no reason to believe that this funding will be withdrawn. The financial statements do not include any adjustments that could result from a withdrawal of this funding. The trustees therefore continue to adopt the going concern basis in preparing the financial statements.

Income

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

Expenditure

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

Tangible fixed assets

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

Leasehold improvements	10 years straight line
Fixtures & fittings	25% straight line
Motor vehicles	25% straight line
Computer equipment	25% straight line

The trustees agreed to change to the depreciation policy relating to Fixtures &fittings and Computer equipment from 25% reducing balance per annum to 4 years straight line. There was no effect on the current or prior financial year.

Taxation

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

Fund accounting

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

continued...

1. ACCOUNTING POLICIES - continued

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

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors
Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount.

2. DONATIONS AND LEGACIES

	2022	2021
	£	£
Grants	1,079,544	1,004,310
Donations	375,233	369,263
	1,454,777	1,373,573

Donations received, included in the above, are as follows:-

	2022	2021
	£	£
Winter Big Give	106,315	108,381
Summer Big Give	99,008	67,787
Harrow School - Long Ducker	29,000	33,500
Donation of Mini Bus – Leus Family Foundation	27,000	-
Gift Aid	3,165	6,250
Fee income	9,720	73,457
Training income	41,595	
Laptop Appeal	-	54,103
Other donations	59,430	25,785
	375,233	369,263

continued...

2. DONATIONS AND LEGACIES - continued

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

	2022	2021
	£	£
Harrow Mission	165,000	163,750
John Lyon's Charity	30,000	50,500
Royal Borough of Kensington & Chelsea	219,620	199,131
London Borough of Hammersmith & Fulham	188,256	133,950
BBC Children in Need	-	38,158
Hammersmith United Charities	1,978	2,150
Kensington & Chelsea Foundation	31,846	88,595
Westway Community Trust	-	2,341
The London Community Foundation	13,512	14,692
Big Lottery	-	32,840
Greater London Authority	47,268	43,339
Jack Petchey	907	1
Dr Edwards & Bishop King	6,107	5,543
Paddington Development Trust	4,645	-
National Foundation For Youth	9,797	8,718
The Gate Theatre	-	2,817
Other	10,100	108
Lightbulb Trust	25,000	25,000
Addison Youth	8,248	-
Trusthouse Charitable Foundation	9,244	-
Kusuma Trust	9,784	13,328
Government support - furlough income	7,661	166,189
Harrow Mission - electrical work grant	-	13,160
Let Me Play	29,900	-
Kickstart - Government funding	152,331	-
Chelsea Theatre	8,340	-
Harrow Mission - heating system grant	80,000	-
Harrow Mission - Community Engagement post grant	20,000	-
	1,079,544	1,004,310

continued...

3. INVESTMENT INCOME

	2022	2021
	£	£
Deposit account interest	34	91

4. INCOME FROM CHARITABLE ACTIVITIES

	2022	2021
	£	£
Sub-letting income	81,242	9,930

5. RAISING FUNDS

Raising donations and legacies

	2022	2021
	£	£
Fundraising event costs	40,207	46,509

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Total
	£	£	£
Youth programme	893,683	-	893,683
Debate Box programme	9,784	-	9,784
Support costs	482,891	3,700	486,591
Laptop Appeal	4,786	-	4,786
	1,391,144	3,700	1,394,844

continued...

7. SUPPORT COSTS

	Governance costs
	£
Support costs	3,700

8. NET INCOME/(EXPENDITURE)

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

	2022	2021
	£	£
Auditors' remuneration	3,700	3,500
Depreciation - owned assets	19,398	17,150

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

The trustees are entitled to reclaim reasonable out of pocket expenses. During the year no trustees claimed travel expenses. (2021 - nil).

10. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	782,005	504,192
Social security costs	48,436	34,900
Other pension costs	8,026	7,737
	838,467	546,829

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

	2022	2021
Full time	6	6

In addition the Club had 54 part time employees equivalent to approximately 13 equivalent full employees (2021 – 36 or 8 full time equivalents).

One employee received emoluments in excess of £60,000 (£60,000 - £69,999) (2021 – nil).

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £69,108 (2021:£57,909)

continued...

11. SUPPORT COSTS

Analysis of support costs

	2022	2021
	£	£
Premises costs	119,157	109,579
Office costs	47,337	47,730
Staff training/recruitment	4,431	1,075
Staff costs	250,542	216,210
Professional fees	41,198	29,764
Other	23,926	74,240
	486,591	478,598

12. TANGIBLE FIXED ASSETS

	Leasehold improvements	Fixtures and fittings	Motor vehicles	Computer equipment	Totals
	£	£	£	£	£
COST					
At 1 April 2021	179,723	123,419	42,164	51,726	397,032
Additions	42,910	-	27,000	-	69,910
At 31 March 2022	222,633	123,419	69,164	51,726	466,942
DEPRECIATION					
At 1 April 2021	139,305	123,419	26,794	51,726	341,244
Charge for year	11,000	-	8,398	-	19,398
At 31 March 2022	150,305	123,419	35,192	51,726	360,642
NET BOOK VALUE					
At 31 March 2022	72,328	-	33,972	-	106,300
At 31 March 2021	40,418	-	15,370	-	55,788

continued...

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade debtors	91,787	24,327
Prepayments and accrued income	24,992	9,330
	116,779	33,657

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade creditors	2,759	63,129
Accruals and deferred income	80,772	157,444
	83,531	220,573

Included above is deferred income of £59,658 (2021 £138,447) which will all be released in 2022/2023.

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2022	2021
	£	£
Within one year	10,000	10,000
Between one and five years	50,000	50,000
In more than five years	390,000	400,000
	450,000	460,000

continued...

16. MOVEMENT IN FUNDS

	At 1/4/21 £	Net movement in funds £	Transfers between funds £	At 31/3/22 £
Unrestricted funds				
General fund	182,282	(24,411)	67,147	225,018
Charitable activity programmes	200,000	-	-	200,000
Contingency fund	250,000	-	50,000	300,000
	632,282	(24,411)	117,147	725,018
Restricted funds				
Youth programme	106,405	60,289	(47,237)	119,457
Laptop Appeal	6,406	(4,786)	-	1,620
Mini Bus donation	-	27,000	(27,000)	-
Heating System grant	-	42,910	(42,910)	-
	112,811	125,413	(117,147)	121,077
TOTAL FUNDS	745,093	101,002	-	846,095

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	435,297	(459,708)	(24,411)
Restricted funds			
Youth programme	953,972	(893,683)	60,289
Debate box programme	9,784	(9,784)	-
Fundraisers post	30,000	(30,000)	-
Laptop Appeal	-	(4,786)	(4,786)
Mini Bus donation	27,000	-	27,000
Heating System grant	80,000	(37,090)	42,910
	1,100,756	(975,343)	125,413
TOTAL FUNDS	1,536,053	(1,435,051)	101,002

continued...

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund	105,109	183,173	(106,000)	182,282
Charitable activity programmes	194,000	-	6,000	200,000
Contingency fund	150,000	-	100,000	250,000
	449,109	183,173	-	632,282
Restricted funds				
Youth programme	21,739	84,666	-	106,405
Laptop Appeal	-	6,406	-	6,406
	21,739	91,072	-	112,811
TOTAL FUNDS	470,848	274,245	-	745,093

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	668,280	(485,107)	183,173
Restricted funds			
Youth programme	606,265	(521,599)	84,666
Debate box programme	14,946	(14,946)	-
Fundraisers post	40,000	(40,000)	-
Laptop Appeal	54,103	(47,697)	6,406
	715,314	(624,242)	91,072
TOTAL FUNDS	1,383,594	(1,109,349)	274,245

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/20 £	Net movement in funds £	Transfers between funds £	At 31/3/22 £
Unrestricted funds				
General fund	105,109	158,762	(38,863)	255,018
Charitable activity programmes	194,000	-	6,000	200,000
Contingency fund	150,000	-	150,000	300,000
	449,109	158,762	117,147	725,018
Restricted funds				
Youth programme	21,739	144,955	(47,237)	119,457
Laptop Appeal	-	1,620	-	1,620
Mini Bus donation	-	27,000	(27,000)	-
Heating System grant	-	42,910	(42,910)	-
	21,739	216,485	(117,147)	121,077
TOTAL FUNDS	470,848	375,247	-	846,095

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,103,577	(944,815)	158,762
Restricted funds			
Youth programme	1,560,237	(1,415,282)	144,955
Debate box programme	24,730	(24,730)	-
Fundraisers post	70,000	(70,000)	-
Laptop Appeal	54,103	(52,483)	1,620
Mini Bus donation	27,000	-	27,000
Heating System grant	80,000	(37,090)	42,910
	1,816,070	(1,599,585)	216,485
TOTAL FUNDS	2,919,647	(2,544,400)	375,247

Designated Funds
Details of designated funds are given in the Trustees report on page 5.

continued...

16. MOVEMENT IN FUNDS - continued

Restricted Funds

The Club runs a structured youth programme for both junior and senior children.

The Club runs a Debate Box programme is run in partnership with Cuban Boxing.

Fundraisers post. Monies have been received to fund the costs of employment of a fundraiser for one year.

An appeal to raise monies to purchase and distribute laptops to children home schooling was undertaken during the year.

The Club received £80,000 from Harrow Mission to fund a replacement heating system.

A mini bus with a value of £27,000 was donated to the Club during the year.

17. RELATED PARTY DISCLOSURES

Andrew Stebbings is the Honorary Secretary and Kevin Gilbert a trustee of the Harrow Mission which owns the premises occupied by the Club under a formal lease at a rent of £10,000 per annum. The Harrow Mission made a substantial grant to the Club to support its activities (see note 2).

18. LIMITED LIABILITY

The company is limited by guarantee and does not have a share capital. The liability of each member is limited to a sum not exceeding £1 on the winding up of the company.

The word Limited is omitted by licence from the Department of Trade & Industry as the company has charitable status.

HARROW CLUB

England & Wales - Charity number 1054757

Accounts

REGISTERED COMPANY NUMBER: 03161792 (England and Wales)
REGISTERED CHARITY NUMBER: 1054757

REPORT OF THE TRUSTEES AND

AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

FOR

HARROW CLUB
(A COMPANY LIMITED BY GUARANTEE)

Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

HARROW CLUB

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

	Page
Report of the Trustees	1 to 11
Report of the Independent Auditors	12 to 15
Statement of Financial Activities	16
Statement of Financial Position	17
Statement of Cash Flows	18
Notes to the Statement of Cash Flows	19
Notes to the Financial Statements	20 to 31

HARROW CLUB

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and Aims

In 1883 the Harrow Mission opened the building and established the organisation of the Harrow Club, with the purpose of improving the lives of the disadvantaged young people of the Notting Dale and surrounding communities.

The objectives of the Harrow Club (or the Club) are the advancement of education, the promotion of health, the relief of poverty, distress and sickness, the promotion of racial harmony and the provision of recreation promoting the spiritual, social, moral and physical well-being of the youth of London W10 and the surrounding area, as set out in the Memorandum of Association.

Public Benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Day-to-Day Management

The trustees delegate day to day management of the Club to the Chief Executive Officer, (CEO), Michael Defoe.

OVERVIEW OF 2021 AND THE PLANS AHEAD

Organisational Structure

The organisational structure of the Club has remained unchanged from the prior year. However, we increased the number of delivery staff as we have increased the number of locations from which we operate and are therefore offering more sessions and projects.

Geographic Focus

Since the last report, we have added a new location to our clubs and now operate in 3 locations in the Royal Borough of Kensington & Chelsea (RBKC) - Harrow Club, Freston Road, W10; North Hub, Lancaster Road, W10 and South Hub, World End Estate, SW10).

We continue to operate from 3 locations in the London Borough of Hammersmith & Fulham (LBHF) - Old Oak, Braybrook St, W12; Sands End, Marinefield Road, SW6 and White City, Canada Way, W12).

In addition, we continued to run our Detached Programme (a street-based programme to engage young people) twice a week during most of the year, whether or not we were in lockdown, either in RBKC or LBHF.

COVID-19

20-21 was a frustrating year in terms of delivery due to the stop-start scenario we faced, alternating as required between to-face delivery and online services. A timeline summary is provided below.

March - July 2020

- The Club was closed on 24 March 2020, one week before the end of our prior financial year, due to COVID-19.
- Most of the delivery team and office staff were put on furlough at that time.
- During this period the Senior Youth Workers, who were not furloughed ran various online programmes including an Art Competition and an Express Yourself Competition, which attracted over 60 entries, online FIFA competitions and much else.
- Our afore-mentioned Detached Programme ran three times a week in RBKC during this period and we were engaging up to 70 young people each week. This included also running fitness sessions in local parks.
- We remained in touch with most of our young people via What's App and supported parents where possible.
- We took our food donations to St Francis and Venture Centre, giving them the list of our families that were in need and they handled the distribution.
- We asked for donations of books and games and distributed over 200 books.
- We launched a new website, with a COVID-19 page, with a drop-down menu of links to organisations providing support in various categories including education, mental health, food, fitness during lockdown.

July - August 2020

- Most delivery staff were brought back from furlough in July when we were able to run an extensive outdoor summer programme, largely based at a farm of 24 acres in Surrey, giving young people the opportunity to escape from the confines of the City. In total we were able to bring over 150 young people to the farm.
- Activities included our motor project, adventure trails, tennis, rounders, football, a water slide, an obstacle challenge, bike trekking, horse riding, fieldcraft and more.
- We also organised beach trips, park trips and climbing sessions.
- Working in partnership with artist, Joy Gregory, we ran a summer art programme with young people's work being exhibited locally.
- We also ran out a Detached Programme in LBHF working in partnership with the council engaging over 45 young people each night

September - December 2020

- We re-opened all the buildings for our clubs (excluding Old Oak) in the week of 21 September 202, but had to close again on 5 November with a brief time of re-opening before Christmas.
- We re-started all our regular programmes but were limited due to COVID-19 restrictions in the number of young people we could work with.
- The owners of our Old Oak site were not willing to re-open their building, so we operated an outdoor programme until the weather became too cold.

January – April 2021

- Lockdown returned in January 2021 but, working in compliance with NYA (National Youth Alliance) guidelines, we were able to operate in person, with limited numbers, in all our clubs apart from Old Oak.
- We put some office staff and some delivery staff on furlough again.
- We changed the way in which we operated to create two shorter sessions each evening so that the 15-person bubble limit could be met whilst still having up to 30 young people per evening in total access our service.
- We were also able to launch our Intervention Programme (for primary aged young people who are close to exclusion) for thee days a week.
- The Detached Programme continued.
- During this period we ran a very successful laptop appeal and were able to distribute over 100 laptops to young people who were struggling to do schoolwork due to a lack of suitable device.

For almost all of the 2020/21 financial year, we were unable to rent out our building space, which sharply impacted our income, nor were we able to hold our Annual Fundraising Dinner in November 2021.

Programme Focus in Normal Times

Our six clubs currently run over 38 sessions each week, with a throughput of over 650 young people weekly. We run youth clubs and other projects, sometimes within the youth club and sometimes as entirely separate projects.

The Club's Strategy is to focus its delivery on three categories of programme, each of which has different objectives. The categories are, as follows:

Engagement Programmes – these include our generic youth club work that takes place in all our clubs. Within them, focus has been on creating 6-12 week specialist projects, frequently decided upon in conjunction with our Youth Committees. These might include an art project, a fitness project or a film project, for example.

Transitional Programmes – these are specialist programmes targeted at retaining our Junior Members as they transition to Senior School which is a time when many young people cease to be engaged in youth clubs and can become involved in unsuitable activities. We have worked with partner organisations for many of these projects and secure specific funding for this.

Development Programmes – these are structured programmes working with more challenging and marginalised young people (for example Travellers, those close to exclusion from school and 'gang' members) aged 12-18. Programmes include our late-night programme, Another Way, our Detached and Mentoring Programme, our Motor Project, Travellers Homework Club and the Debate Box project, amongst others.

ENGAGEMENT PROGRAMMES

We run seven engagement programmes which include Harrow Club Senior and Junior Youth club, Old Oak, Sands End and White City Youth clubs, as well as the North and South Hub Youth clubs

HARROW CLUB SENIOR YOUTH CLUB which runs two nights a week has a throughput of about 85 young people a week

Some of the typical activities in the year included:

Cooking – This is really popular with our young people and provides an opportunity to teach them about nutrition as well as learning cooking skills.
Music - We ran a steel pan session twice a week.
Sport – We ran very successful basketball sessions with about 20 young people each week and boxing, in partnership with the Cuban Boxing Academy

FOOTBALL CLUB – The teams train weekly at Harrow Club and Westway and play matches at Wormwood Scrubs on Sunday. Teams are comprised of young people from areas such as Ladbroke Grove, White City, Harrow Road, Worlds End, Earls Court, Pimlico and the Moroccan community on Golborne Road. This provision is unique in today's climate of youth violence and has encouraged unity across postcodes through team sport.

OLD OAK SENIORS CLUB runs 3-times a week and has a throughput of about 125 people a week.

Some of the many activities this year included:

Sports – Sports continue to be a key tool to engage young people in this area and, in particular, with those that are far harder to reach. Football has helped us develop many more positive relationships and has encouraged these young people to engage in other sessions in the youth club. Boxing is also popular.
Dance – This is particularly popular with the girls and provides opportunities to showcase their work to the club.
Video Magazine – each month the club creates a video magazine, filmed and edited by the young people and includes interviews related to relevant topics and videos of activities.

HARROW CLUB

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

WHITE CITY YOUTH CLUB runs three times a week and has a throughput of about 105 people a week.

Some of the many activities include:

Film & Media – We have seen a growing interest in young people wanting to engage with media, whether it be in front of the camera or behind it. They have thereby learnt about camera control and editing and also learnt valuable skills through producing short comedy videos and music videos for which they have developed the concepts.
Imperial College Joint Project – operating on a Saturday, this project aims to introduce young people to various STEM (Science, Technology, Engineering and Maths) projects.
Discussion Groups – these are fantastic sessions covering topical areas for debate and helps young people articulate their views on a range of subjects.
Sport – Football remains eternally popular.

SANDS END YOUTH CLUB runs three times a week and has a throughput of about 50 young people a week.

Projects include:

Cooking – This is a very important project, not only providing young people with food, but educating them in cooking, nutrition and fitness.
Artistic Projects - We have seen a large increase in young people willing to engage in creative and artistic projects.
Sports – We have a partnership with the Chelsea Foundation and have established a weekly football session for the young people that Chelsea run using the youth club as a base. This has been a great way of attracting new members to the club.
Discussion Groups – These are fantastic sessions covering topical areas for debate and help young people articulate their views on a range of subject.

HARROW CLUB JUNIOR YOUTH CLUB has been reduced to running only once a week due to funding challenges and has a throughput of about 25-30 young people each week.

Some of the many activities include:

- **Sports** - Multi sports support young people in gaining communication and team skills with football being particularly popular and boxing sessions well attended.
- **Art** – a variety of artistic projects are offered throughout the year.

JUNIOR INTERVENTION - we work with up to 10 young people over the year, providing vital intervention to either return the young person to education or to support them in being able to stay in education at school. They come to the club 3 times a week for 4 hours.

Some of the many activities include:

- **Education** – We follow key areas of the curriculum where we know they are struggling.
- **Sport** – We provide time for them to use the sports hall for a variety of physical activities.
- **Behaviour** - We have group and 1-2-1 discussions with the young people addressing their behaviour issues.

SPECIALIST TRANSITION PROGRAMMES

We run several transition programmes in music where we included the older set of the Juniors club and the younger set of the Seniors club.

This includes a Beats For Life music project, with young people gaining basic skills in percussion and performance, working towards the Arts Award Scheme and the highly popular Steel Pan project.

DEVELOPMENT PROGRAMMES

We run development programmes including Debate Boxing, Another Way, The Travellers Homework Club, the Motor Project, a Detached Programme and a Mentoring Programme.

DEBATE BOXING - this programme has continued to be a highly successful intervention programme with pupils close to exclusion being referred in by a number of local schools. It is run as a joint project with the Harrow Club, London Sports Trust and Debate Mate. The outcomes of this unique programme for young people have continued to be greater control over behaviour, improved discipline in structured environments, better engagement in lessons, greater ability to express themselves and improved skills at constructing arguments.

ANOTHER WAY provides young people from 14 – 21 a safe space where they can socialise, learn, change attitudes, thinking and get support with stepping into the right direction to reaching one's full potential and is a key service contributing towards the reduction of serious youth violence (SYV) in the community. Working specifically with those engaged or at risk of SYV and in accordance with the Violence Reduction Unit within RBKC, staff have been handpicked based on their skills and experience and then trained on the trauma-informed approach by the Science of Violence. It runs from 20.00-midnight on a Monday and from 22.00-02.00am on a Friday at the Harrow Club and on a Friday from 21.00-midnight at the South Hub. The project has been successful in returning young people to education or assisting them to find legal employment.

Activities include sessions on boxing, fitness, music production and recording sessions, cooking skills and food, employability and sexual health awareness and we also run a drop off service.

THE MOTOR PROJECT - This course equips participants with the skills and knowledge to develop their understanding of the workings of motor vehicles. It includes a Health and Safety Workshop, Road User Education Workshop, Go Kart Challenge, Motocross Challenge, Motor Maintenance, day events at Motorcross and a Compulsory Motorbike/Moped Bike Test (CBT). The project provides character-building opportunities, as participants work in teams and develop their communication skills.

THE DETACHED PROGRAMME – This programme runs twice a week and entails two or three of our workers taking our minibus to areas where there are young people on the street or where the council or police ask us to go. The aim is to engage with them, signpost them to services and encourage them to come to one of our clubs.

THE MENTORING PROGRAMME – A local council initiative, we are asked to mentor specific young people where particular issues or challenges have been identified. The young person is assigned a mentor who works with them over a period of time to address their issues.

TRAVELLER HOMEWORK CLUB - Many of the Club's services cater to marginalised, disadvantaged and vulnerable groups including travellers. Harrow Club is the only mainstream youth service providing for the travelling community who are permanently situated under the Westway in W10; a notoriously hard demographic to engage. Evidence has been gathered confirming that as a direct result of attending the Harrow Club's homework club members of this community are remaining longer in formal education and integrating better with non-travellers.

Financial review

Financial position

The financial position of the charity at the year-end is set out on page 17. The Trustees' objective is, overall, to match expenditure on charitable activities with incoming resources. Donations and similar income amounted to £1,373,573 (2020: £899,537), and total income amounted to £1,383,594 (2019: £1,012,305). Total income was higher than the previous year as a result of a significant increase in donations, mainly reflecting grants and donations for additional programmes. Although offset by a significant reduction in sub-letting income, primarily due to lockdowns as a result of the covid pandemic which meant that the Club was unable to let its premises to third parties.

Expenditure was only marginally below the level in the previous year as despite some programmes having to be curtailed or cancelled the Club was very successful in running many programmes despite, but within, the covid lockdown requirements.

Resources

Income is split between restricted and unrestricted funds; restricted funds representing income received for specific programmes or purposes. All amounts received for specific programmes were expended during the year with the exception of £138,447 which is expected to be utilised in the coming financial year.

The trustees have agreed that the following amounts should be treated as designated funds for the following purposes:

£200,000 - to underpin programmes and core costs.
£250,000 - as a reserve to meet unexpected costs.

The reserve set aside to underpin programmes relates to the expectation of the resumption of the Club's suite of programmes as carried out pre the COVID-19 pandemic which to date have yet to be fully funded. The designated fund of £250,000 represents a significant step towards the Trustees' revised objective of setting aside a reserve equivalent to approximately three months of average monthly annual expenditure.

Whilst the Club had a relatively large cash position at the end of the financial year, based on present programmes, including expectations of fully restoring all previous programmes cut or curtailed by the covid pandemic and also ambitions to expand those programmes, that position in the absence of large new donations and grants, is expected to reverse significantly over the course of the new financial year.

Reserves policy

The Trustees consider that the financial outcome for the year was satisfactory but will continue to encourage and support all actions to increase sources of funding for the Club's activities to ensure they are fully reinstated and, where appropriate, expanded to enable programmes to continue for the foreseeable future and, importantly, to secure additional funding to support the Club's core costs.

The Trustees' policy is to establish and maintain free expendable reserves equal to three months' budgeted expenditure. This is a revision, which is the recommended level by the Charity Commission, of the previous policy of two months. The Trustees consider this is a level of this reserve that is appropriate to provide a sound financial base. Free reserves at 31 March 2021 amounted to £126,494 (2020 £32,171).

Going concern

The charity meets its day to day working capital requirements from its various incoming resources. A significant proportion of this comes from a small number of funders which include the Harrow Mission and two of the London boroughs within which the Club operates. The trustees have no reason to believe that this funding will be withdrawn in the foreseeable future and accordingly the accounts have been prepared on a going concern basis.

Principal risks and uncertainties

The Trustees have identified the major risks to which the Charity is exposed. These risks have been reviewed and the Trustees are satisfied that systems and procedures have been established to mitigate them. This includes appropriate insurance cover, a Health and Safety review and Criminal Records Bureau checks together with a regular review and update of a risk register and policies and procedures, both financial and others.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Harrow Club W10 (the "Harrow Club" or "Club") was incorporated as a company limited by guarantee and registered in England on 20 February 1996, Company No 3161792, and registered as a charity on 20 April 1996 under Charity No 1054757.

The trustees resolved in early 2021 to change the name of the Harrow Club W10 to Harrow Club to reflect the fact that the Club now operates outside the W10 postcode. This change has been registered and reflected by Companies House but not, as at the date of this report, by the Charity Commission.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

Trustees, Officers and Advisers

Details are set out on page 10.

The Board have continued with the phased introduction of new trustees, aiming to recruit either those with close contact with the locality, or who bring specific skills or contacts. The Board was delighted to welcome Alexander Trotter as a new trustee.

The Trustees aim to enhance their relationship with the local community and build on the trust shown to the Club during and following the Grenfell tragedy, aiming for the development of a board of trustees that is visibly able to engage with the needs of the young people in the locality and show where we stand.

Organisational structure
The Board determines the general policy of the Harrow Club. The members of the Board are the directors of the company and also the Charity Trustees (and referred to in this report as the "Trustees").

The Trustees are elected by the members of the Charity at the Annual General Meeting. The Trustees have power to fill casual vacancies but any Trustee so appointed must stand for election at the next Annual General Meeting. Induction of new trustees is mainly through discussion with the Chairman and the Chief Executive Officer, supplemented, as required, by specific training relating to the responsibilities and duties of trustees and a briefing pack which includes a copy of the governing documents, minutes of meetings and the annual report and financial statements for the last three years.

Trustees delegate day to day management to Michael Defoe, the Chief Executive Officer.

The remuneration of key management is discussed annually by the Trustees with reference to annual performance of the Club and market conditions generally. A personnel subcommittee has been formed to advise the Board and the Director on a wide range of human relations issues.

REFERENCE AND ADMINISTRATIVE DETAILS
Registered Company number
03161792 (England and Wales)

Registered Charity number
1054757

Registered office
187 Freston Road
London W10 6TH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

Trustees
P P Chappatte - chairman
T M Dalton
K W B Gilbert
C J Martin
C Rossan
T R M Stoddart-Scott
K M Walker
A J Trotter (appointed 19 January 2021)
L M R S Fauset
M Watkis

Company Secretary
R J M Oxley

Auditors
Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Harrow Club for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Haines Watts, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 1st December 2021 and signed on the board's behalf by:

P P Chappatte – Chairman

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARROW CLUB

Opinion

We have audited the financial statements of Harrow Club (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funders, suppliers and wider economy. The trustees' view on the impact of COVID-19 is disclosed in the accounting policies note 1.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;

- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;

- assessing the risk of management override including identifying and testing journal entries;

- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARROW CLUB

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb ACA

Susan Plumb ACA (Senior Statutory Auditor)
for and on behalf of Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

Date: 7 Dec 2021

HARROW CLUB

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	658,259	715,314	1,373,573	899,537
Charitable activities	4				
Sub-letting income		9,930	-	9,930	112,467
Investment income	3	91	-	91	301
Total		668,280	715,314	1,383,594	1,012,305
EXPENDITURE ON					
Raising funds	5	6,509	40,000	46,509	77,377
Charitable activities	6				
Youth programme		-	521,599	521,599	533,358
Debate Box programme		-	14,946	14,946	32,852
Support costs		478,598	-	478,598	441,239
Dance programme		-	-	-	18,033
Drama programme		-	-	-	15,526
Windrush programme		-	-	-	8,000
Laptop Appeal		-	47,697	47,697	-
Total		485,107	624,242	1,109,349	1,126,385
NET INCOME/(EXPENDITURE)		183,173	91,072	274,245	(114,080)
RECONCILIATION OF FUNDS					
Total funds brought forward		449,109	21,739	470,848	584,928
TOTAL FUNDS CARRIED FORWARD		632,282	112,811	745,093	470,848

The notes form part of these financial statements

HARROW CLUB

STATEMENT OF FINANCIAL POSITION
31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	12	55,788	-	55,788	72,938
CURRENT ASSETS					
Debtors	13	33,657	-	33,657	43,996
Cash at bank		763,410	112,811	876,221	503,324
		797,067	112,811	909,878	547,320
CREDITORS					
Amounts falling due within one year	14	(220,573)	-	(220,573)	(149,410)
NET CURRENT ASSETS		576,494	112,811	689,305	397,910
TOTAL ASSETS LESS CURRENT LIABILITIES		632,282	112,811	745,093	470,848
NET ASSETS		632,282	112,811	745,093	470,848
FUNDS	16				
Unrestricted funds				632,282	449,109
Restricted funds				112,811	21,739
TOTAL FUNDS				745,093	470,848

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

7st December 2021

.....
P P Chappatte - Trustee

HARROW CLUB

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	372,806	147,892
Net cash provided by operating activities		372,806	147,892
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(24,594)
Interest received		91	301
Net cash provided by/(used in) investing activities		91	(24,293)
Change in cash and cash equivalents in the reporting period		372,897	123,599
Cash and cash equivalents at the beginning of the reporting period		503,324	379,725
Cash and cash equivalents at the end of the reporting period		876,221	503,324

The notes form part of these financial statements

NOTES TO THE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	274,245	(114,080)
Adjustments for:		
Depreciation charges	17,150	14,074
Interest received	(91)	(301)
Decrease in debtors	10,339	181,807
Increase in creditors	71,163	66,392
Net cash provided by operations	372,806	147,892

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/20 £	Cash flow £	At 31/3/21 £
Net cash			
Cash at bank	503,324	372,897	876,221
	503,324	372,897	876,221
Total	503,324	372,897	876,221

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity, rounded to the nearest £.

Going concern

The company meets its day to day working capital requirements from its various incoming resources. A significant proportion, although less than in previous years, comes from two funders. The trustees have no reason to believe that this funding will be withdrawn. They do not include any adjustments that could result from a withdrawal of this funding.

In addition, the COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funding, suppliers and wider economy.

The Trustees' view on the impact of COVID-19 is that, given the measures that could be undertaken to mitigate the current adverse conditions, the current resources available and the funding position outline above, they can continue to adopt the going concern basis in preparing the financial statements.

Income

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

Expenditure

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

Tangible fixed assets

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

Leasehold improvements	10 years straight line
Fixtures & fittings	25% reducing balance
Motor vehicles	25% straight line
Computer equipment	25% reducing balance

continued...

1. ACCOUNTING POLICIES - continued

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

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

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

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

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors
Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount.

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Grants	1,004,310	657,115
Donations	369,263	242,422
	1,373,573	899,537

continued...

2. DONATIONS AND LEGACIES - continued

Donations received, included in the above, are as follows:-

	2021	2020
	£	£
Another Way fundraiser	-	123,648
Winter Big Give	108,381	-
Summer Big Give	67,787	-
Harrow School - Long Ducker	33,500	37,340
Gift aid	6,250	18,482
Fee income	73,457	8,109
Laptop appeal	54,103	-
Other donations	25,785	54,843
	369,263	242,422

continued...

2. DONATIONS AND LEGACIES - continued

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

	2021	2020
	£	£
Harrow Mission	163,750	150,000
John Lyon's Charity	50,500	54,500
Royal Borough of Kensington & Chelsea	199,131	37,504
London Borough of Hammersmith & Fulham	133,950	141,501
BBC Children in Need	38,158	49,574
Hammersmith United Charities	2,150	-
Kensington & Chelsea Foundation	88,595	50,000
Westway Community Trust	2,341	-
London Youth grant	-	2,550
The London Community Foundation	14,692	8,880
Big Lottery	32,841	2,550
Greater London Authority	43,339	67,416
Jack Petchey	-	2,493
Dr Edwards & Bishop King	5,543	4,331
Paddington Development Trust	-	13,934
National Foundation For Youth	8,718	9,365
Young H & F Foundation	-	1,251
Community Organisers	-	2,807
The Gate Theatre	2,817	2,800
Groundworks	-	13,862
London Youth Grant	-	251
Car Giant	-	10,766
Church Urban Fund	-	8,000
Harrow Mission - lighting grant	-	9,301
Other	108	13,479
Lightbulb Trust	25,000	-
Kusuma Trust	13,328	-
Government support - furlough income	166,189	-
Harrow Mission - electrical work grant	13,160	-
	1,004,310	657,115

continued...

3. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	91	301

4. INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
Sub-letting income	9,930	112,467

5. RAISING FUNDS

Raising donations and legacies

	2021	2020
	£	£
Fundraising event costs	46,509	77,377

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Youth programme	521,599	-	521,599
Debate Box programme	14,946	-	14,946
Support costs	475,098	3,500	478,598
Laptop Appeal	47,697	-	47,697
	1,059,340	3,500	1,062,840

continued...

7. SUPPORT COSTS

	Governance costs
	£
Support costs	3,500

8. NET INCOME/(EXPENDITURE)

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

	2021	2020
	£	£
Auditors' remuneration	3,500	3,300
Depreciation - owned assets	17,150	14,074

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

The trustees are entitled to reclaim reasonable out of pocket expenses. During the year no trustees claimed travel expenses. (2020: One trustee claimed £526).

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	544,192	494,236
Social security costs	34,900	30,819
Other pension costs	7,737	9,499
	586,829	534,554

The average (full time equivalent) monthly number of employees during the year was as follows:

2021	2020
21	19

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

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £57,909 (2020:£57,416)

continued...

11. SUPPORT COSTS

Analysis of support costs

	2021	2020
	£	£
Premises costs	109,579	138,641
Office costs	47,730	49,596
Staff training/recruitment	1,075	8,309
Staff costs	216,210	165,721
Professional fees	22,564	53,572
Other	81,440	25,399
	478,598	441,238

12. TANGIBLE FIXED ASSETS

	Leasehold improvements	Fixtures and fittings	Motor vehicles	Computer equipment	Totals
	£	£	£	£	£
COST					
At 1 April 2020 and 31 March 2021	179,723	123,419	42,164	51,726	397,032
DEPRECIATION					
At 1 April 2020	128,305	123,419	20,644	51,726	324,094
Charge for year	11,000	-	6,150	-	17,150
At 31 March 2021	139,305	123,419	26,794	51,726	341,244
NET BOOK VALUE					
At 31 March 2021	40,418	-	15,370	-	55,788
At 31 March 2020	51,418	-	21,520	-	72,938

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	24,327	42,330
Prepayments and accrued income	9,330	1,666
	33,657	43,996

continued...

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	63,129	3,056
Social security and other taxes	-	8,616
Accruals and deferred income	157,444	137,738
	220,573	149,410

Included above is deferred income of £138,447 (2020 £130,895) which will all be released in 2021/2022.

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021	2020
	£	£
Within one year	10,000	10,000
Between one and five years	50,000	50,000
In more than five years	390,000	400,000
	450,000	460,000

16. MOVEMENT IN FUNDS

	At 1/4/20	Net movement in funds	Transfers between funds	At 31/3/21
	£	£	£	£
Unrestricted funds				
General fund	105,109	183,173	(106,000)	182,282
Charitable activity programmes	194,000	-	6,000	200,000
Contingency fund	150,000	-	100,000	250,000
	449,109	183,173	-	632,282
Restricted funds				
Youth programme	21,739	84,666	-	106,405
Laptop Appeal	-	6,406	-	6,406
	21,739	91,072	-	112,811
TOTAL FUNDS	470,848	274,245	-	745,093

continued...

16. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	668,280	(485,107)	183,173
Restricted funds			
Youth programme	606,265	(521,599)	84,666
Debate box programme	14,946	(14,946)	-
Fundraisers post	40,000	(40,000)	-
Laptop Appeal	54,103	(47,697)	6,406
	715,314	(624,242)	91,072
TOTAL FUNDS	1,383,594	(1,109,349)	274,245

	At 1/4/19 £	Net movement in funds £	Transfers between funds £	At 31/3/20 £
Unrestricted funds				
General fund	241,656	(120,547)	(16,000)	105,109
Charitable activity programmes	162,000	-	32,000	194,000
Contingency fund	150,000	-	-	150,000
	553,656	(120,547)	16,000	449,109
Restricted funds				
Youth programme	31,272	(9,533)	-	21,739
Mini Bus Appeal	-	16,000	(16,000)	-
	31,272	6,467	(16,000)	21,739
TOTAL FUNDS	584,928	(114,080)	-	470,848

continued...

16. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	530,709	(651,256)	(120,547)
Restricted funds			
Youth programme	377,667	(387,200)	(9,533)
Debate box programme	8,330	(8,330)	-
Dance programme	18,033	(18,033)	-
Fundraisers post	40,000	(40,000)	-
Drama programme	2,800	(2,800)	-
Windrush Project	8,000	(8,000)	-
Motor Project	10,766	(10,766)	-
Mini Bus Appeal	16,000	-	16,000
	481,596	(475,129)	6,467
TOTAL FUNDS	1,012,305	(1,126,385)	(114,080)

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/19 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund	241,656	62,626	(122,000)	182,282
Charitable activity programmes	162,000	-	38,000	200,000
Contingency fund	150,000	-	100,000	250,000
	553,656	62,626	16,000	632,282
Restricted funds				
Youth programme	31,272	75,133	-	106,405
Mini Bus Appeal	-	16,000	(16,000)	-
Laptop Appeal	-	6,406	-	6,406
	31,272	97,539	(16,000)	112,811
TOTAL FUNDS	584,928	160,165	-	745,093

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,198,989	(1,136,363)	62,626
Restricted funds			
Youth programme	983,932	(908,799)	75,133
Debate box programme	23,276	(23,276)	-
Dance programme	18,033	(18,033)	-
Fundraisers post	80,000	(80,000)	-
Drama programme	2,800	(2,800)	-
Windrush Project	8,000	(8,000)	-
Motor Project	10,766	(10,766)	-
Mini Bus Appeal	16,000	-	16,000
Laptop Appeal	54,103	(47,697)	6,406
	1,196,910	(1,099,371)	97,539
TOTAL FUNDS	2,395,899	(2,235,734)	160,165

Designated Funds
Details of designated funds are given in the Trustees report on page 7.

Restricted Funds

The Club runs a structured youth programme for both junior and senior children.

The Club runs a Debate Box programme. This is run in partnership with Cuban Boxing.

Grenfell programme, following the fire donations were received from individuals, charitable trusts, companies and public service sponsored events. The funds supported the initial relief effort including donations to support survivors and bereaved families. A donation centre was set up to sort store and distribute the clothing, bedding, food, toiletries and relief items donated. The club extended its summer programme and residentials to support traumatised local young people and their families.

The dance programme runs weekly dance sessions for members and involves local secondary school pupils.

Fundraisers post. Monies have been received to fund the costs of employment of a fundraiser for one year.

The Club runs a dance programme for both junior and senior children.

continued...

16. MOVEMENT IN FUNDS - continued

An appeal to raise monies to purchase and distribute laptops to children home schooling was undertaken during the year.

17. RELATED PARTY DISCLOSURES

Andrew Stebbings is the Honorary Secretary of the Harrow Mission which owns the premises occupied by the Club under a formal lease at a rent of £10,000 per annum. The Harrow Mission made a substantial grant to the Club to support its activities (see note 2).

18. LIMITED LIABILITY

The company is limited by guarantee and does not have a share capital. The liability of each member is limited to a sum not exceeding £1 on the winding up of the company.

The word Limited is omitted by licence from the Department of Trade & Industry as the company has charitable status.

REGISTERED COMPANY NUMBER: 03161792 (England and Wales)
REGISTERED CHARITY NUMBER: 1054757

REPORT OF THE TRUSTEES AND

AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

FOR

HARROW CLUB
(A COMPANY LIMITED BY GUARANTEE)

Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

HARROW CLUB

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

	Page
Report of the Trustees	1 to 11
Report of the Independent Auditors	12 to 15
Statement of Financial Activities	16
Statement of Financial Position	17
Statement of Cash Flows	18
Notes to the Statement of Cash Flows	19
Notes to the Financial Statements	20 to 31

HARROW CLUB

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and Aims

In 1883 the Harrow Mission opened the building and established the organisation of the Harrow Club, with the purpose of improving the lives of the disadvantaged young people of the Notting Dale and surrounding communities.

The objectives of the Harrow Club (or the Club) are the advancement of education, the promotion of health, the relief of poverty, distress and sickness, the promotion of racial harmony and the provision of recreation promoting the spiritual, social, moral and physical well-being of the youth of London W10 and the surrounding area, as set out in the Memorandum of Association.

Public Benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Day-to-Day Management

The trustees delegate day to day management of the Club to the Chief Executive Officer, (CEO), Michael Defoe.

OVERVIEW OF 2021 AND THE PLANS AHEAD

Organisational Structure

The organisational structure of the Club has remained unchanged from the prior year. However, we increased the number of delivery staff as we have increased the number of locations from which we operate and are therefore offering more sessions and projects.

Geographic Focus

Since the last report, we have added a new location to our clubs and now operate in 3 locations in the Royal Borough of Kensington & Chelsea (RBKC) - Harrow Club, Freston Road, W10; North Hub, Lancaster Road, W10 and South Hub, World End Estate, SW10).

We continue to operate from 3 locations in the London Borough of Hammersmith & Fulham (LBHF) - Old Oak, Braybrook St, W12; Sands End, Marinefield Road, SW6 and White City, Canada Way, W12).

In addition, we continued to run our Detached Programme (a street-based programme to engage young people) twice a week during most of the year, whether or not we were in lockdown, either in RBKC or LBHF.

COVID-19

20-21 was a frustrating year in terms of delivery due to the stop-start scenario we faced, alternating as required between to-face delivery and online services. A timeline summary is provided below.

March - July 2020

- The Club was closed on 24 March 2020, one week before the end of our prior financial year, due to COVID-19.
- Most of the delivery team and office staff were put on furlough at that time.
- During this period the Senior Youth Workers, who were not furloughed ran various online programmes including an Art Competition and an Express Yourself Competition, which attracted over 60 entries, online FIFA competitions and much else.
- Our afore-mentioned Detached Programme ran three times a week in RBKC during this period and we were engaging up to 70 young people each week. This included also running fitness sessions in local parks.
- We remained in touch with most of our young people via What's App and supported parents where possible.
- We took our food donations to St Francis and Venture Centre, giving them the list of our families that were in need and they handled the distribution.
- We asked for donations of books and games and distributed over 200 books.
- We launched a new website, with a COVID-19 page, with a drop-down menu of links to organisations providing support in various categories including education, mental health, food, fitness during lockdown.

July - August 2020

- Most delivery staff were brought back from furlough in July when we were able to run an extensive outdoor summer programme, largely based at a farm of 24 acres in Surrey, giving young people the opportunity to escape from the confines of the City. In total we were able to bring over 150 young people to the farm.
- Activities included our motor project, adventure trails, tennis, rounders, football, a water slide, an obstacle challenge, bike trekking, horse riding, fieldcraft and more.
- We also organised beach trips, park trips and climbing sessions.
- Working in partnership with artist, Joy Gregory, we ran a summer art programme with young people's work being exhibited locally.
- We also ran out a Detached Programme in LBHF working in partnership with the council engaging over 45 young people each night

September - December 2020

- We re-opened all the buildings for our clubs (excluding Old Oak) in the week of 21 September 202, but had to close again on 5 November with a brief time of re-opening before Christmas.
- We re-started all our regular programmes but were limited due to COVID-19 restrictions in the number of young people we could work with.
- The owners of our Old Oak site were not willing to re-open their building, so we operated an outdoor programme until the weather became too cold.

January – April 2021

- Lockdown returned in January 2021 but, working in compliance with NYA (National Youth Alliance) guidelines, we were able to operate in person, with limited numbers, in all our clubs apart from Old Oak.
- We put some office staff and some delivery staff on furlough again.
- We changed the way in which we operated to create two shorter sessions each evening so that the 15-person bubble limit could be met whilst still having up to 30 young people per evening in total access our service.
- We were also able to launch our Intervention Programme (for primary aged young people who are close to exclusion) for thee days a week.
- The Detached Programme continued.
- During this period we ran a very successful laptop appeal and were able to distribute over 100 laptops to young people who were struggling to do schoolwork due to a lack of suitable device.

For almost all of the 2020/21 financial year, we were unable to rent out our building space, which sharply impacted our income, nor were we able to hold our Annual Fundraising Dinner in November 2021.

Programme Focus in Normal Times

Our six clubs currently run over 38 sessions each week, with a throughput of over 650 young people weekly. We run youth clubs and other projects, sometimes within the youth club and sometimes as entirely separate projects.

The Club's Strategy is to focus its delivery on three categories of programme, each of which has different objectives. The categories are, as follows:

Engagement Programmes – these include our generic youth club work that takes place in all our clubs. Within them, focus has been on creating 6-12 week specialist projects, frequently decided upon in conjunction with our Youth Committees. These might include an art project, a fitness project or a film project, for example.

Transitional Programmes – these are specialist programmes targeted at retaining our Junior Members as they transition to Senior School which is a time when many young people cease to be engaged in youth clubs and can become involved in unsuitable activities. We have worked with partner organisations for many of these projects and secure specific funding for this.

Development Programmes – these are structured programmes working with more challenging and marginalised young people (for example Travellers, those close to exclusion from school and 'gang' members) aged 12-18. Programmes include our late-night programme, Another Way, our Detached and Mentoring Programme, our Motor Project, Travellers Homework Club and the Debate Box project, amongst others.

ENGAGEMENT PROGRAMMES

We run seven engagement programmes which include Harrow Club Senior and Junior Youth club, Old Oak, Sands End and White City Youth clubs, as well as the North and South Hub Youth clubs

HARROW CLUB SENIOR YOUTH CLUB which runs two nights a week has a throughput of about 85 young people a week

Some of the typical activities in the year included:

Cooking – This is really popular with our young people and provides an opportunity to teach them about nutrition as well as learning cooking skills.
Music - We ran a steel pan session twice a week.
Sport – We ran very successful basketball sessions with about 20 young people each week and boxing, in partnership with the Cuban Boxing Academy

FOOTBALL CLUB – The teams train weekly at Harrow Club and Westway and play matches at Wormwood Scrubs on Sunday. Teams are comprised of young people from areas such as Ladbroke Grove, White City, Harrow Road, Worlds End, Earls Court, Pimlico and the Moroccan community on Golborne Road. This provision is unique in today's climate of youth violence and has encouraged unity across postcodes through team sport.

OLD OAK SENIORS CLUB runs 3-times a week and has a throughput of about 125 people a week.

Some of the many activities this year included:

Sports – Sports continue to be a key tool to engage young people in this area and, in particular, with those that are far harder to reach. Football has helped us develop many more positive relationships and has encouraged these young people to engage in other sessions in the youth club. Boxing is also popular.
Dance – This is particularly popular with the girls and provides opportunities to showcase their work to the club.
Video Magazine – each month the club creates a video magazine, filmed and edited by the young people and includes interviews related to relevant topics and videos of activities.

HARROW CLUB

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

WHITE CITY YOUTH CLUB runs three times a week and has a throughput of about 105 people a week.

Some of the many activities include:

Film & Media – We have seen a growing interest in young people wanting to engage with media, whether it be in front of the camera or behind it. They have thereby learnt about camera control and editing and also learnt valuable skills through producing short comedy videos and music videos for which they have developed the concepts.
Imperial College Joint Project – operating on a Saturday, this project aims to introduce young people to various STEM (Science, Technology, Engineering and Maths) projects.
Discussion Groups – these are fantastic sessions covering topical areas for debate and helps young people articulate their views on a range of subjects.
Sport – Football remains eternally popular.

SANDS END YOUTH CLUB runs three times a week and has a throughput of about 50 young people a week.

Projects include:

Cooking – This is a very important project, not only providing young people with food, but educating them in cooking, nutrition and fitness.
Artistic Projects - We have seen a large increase in young people willing to engage in creative and artistic projects.
Sports – We have a partnership with the Chelsea Foundation and have established a weekly football session for the young people that Chelsea run using the youth club as a base. This has been a great way of attracting new members to the club.
Discussion Groups – These are fantastic sessions covering topical areas for debate and help young people articulate their views on a range of subject.

HARROW CLUB JUNIOR YOUTH CLUB has been reduced to running only once a week due to funding challenges and has a throughput of about 25-30 young people each week.

Some of the many activities include:

- **Sports** - Multi sports support young people in gaining communication and team skills with football being particularly popular and boxing sessions well attended.
- **Art** – a variety of artistic projects are offered throughout the year.

JUNIOR INTERVENTION - we work with up to 10 young people over the year, providing vital intervention to either return the young person to education or to support them in being able to stay in education at school. They come to the club 3 times a week for 4 hours.

Some of the many activities include:

- **Education** – We follow key areas of the curriculum where we know they are struggling.
- **Sport** – We provide time for them to use the sports hall for a variety of physical activities.
- **Behaviour** - We have group and 1-2-1 discussions with the young people addressing their behaviour issues.

SPECIALIST TRANSITION PROGRAMMES

We run several transition programmes in music where we included the older set of the Juniors club and the younger set of the Seniors club.

This includes a Beats For Life music project, with young people gaining basic skills in percussion and performance, working towards the Arts Award Scheme and the highly popular Steel Pan project.

DEVELOPMENT PROGRAMMES

We run development programmes including Debate Boxing, Another Way, The Travellers Homework Club, the Motor Project, a Detached Programme and a Mentoring Programme.

DEBATE BOXING - this programme has continued to be a highly successful intervention programme with pupils close to exclusion being referred in by a number of local schools. It is run as a joint project with the Harrow Club, London Sports Trust and Debate Mate. The outcomes of this unique programme for young people have continued to be greater control over behaviour, improved discipline in structured environments, better engagement in lessons, greater ability to express themselves and improved skills at constructing arguments.

ANOTHER WAY provides young people from 14 – 21 a safe space where they can socialise, learn, change attitudes, thinking and get support with stepping into the right direction to reaching one's full potential and is a key service contributing towards the reduction of serious youth violence (SYV) in the community. Working specifically with those engaged or at risk of SYV and in accordance with the Violence Reduction Unit within RBKC, staff have been handpicked based on their skills and experience and then trained on the trauma-informed approach by the Science of Violence. It runs from 20.00-midnight on a Monday and from 22.00-02.00am on a Friday at the Harrow Club and on a Friday from 21.00-midnight at the South Hub. The project has been successful in returning young people to education or assisting them to find legal employment.

Activities include sessions on boxing, fitness, music production and recording sessions, cooking skills and food, employability and sexual health awareness and we also run a drop off service.

THE MOTOR PROJECT - This course equips participants with the skills and knowledge to develop their understanding of the workings of motor vehicles. It includes a Health and Safety Workshop, Road User Education Workshop, Go Kart Challenge, Motocross Challenge, Motor Maintenance, day events at Motorcross and a Compulsory Motorbike/Moped Bike Test (CBT). The project provides character-building opportunities, as participants work in teams and develop their communication skills.

THE DETACHED PROGRAMME – This programme runs twice a week and entails two or three of our workers taking our minibus to areas where there are young people on the street or where the council or police ask us to go. The aim is to engage with them, signpost them to services and encourage them to come to one of our clubs.

THE MENTORING PROGRAMME – A local council initiative, we are asked to mentor specific young people where particular issues or challenges have been identified. The young person is assigned a mentor who works with them over a period of time to address their issues.

TRAVELLER HOMEWORK CLUB - Many of the Club's services cater to marginalised, disadvantaged and vulnerable groups including travellers. Harrow Club is the only mainstream youth service providing for the travelling community who are permanently situated under the Westway in W10; a notoriously hard demographic to engage. Evidence has been gathered confirming that as a direct result of attending the Harrow Club's homework club members of this community are remaining longer in formal education and integrating better with non-travellers.

Financial review

Financial position

The financial position of the charity at the year-end is set out on page 17. The Trustees' objective is, overall, to match expenditure on charitable activities with incoming resources. Donations and similar income amounted to £1,373,573 (2020: £899,537), and total income amounted to £1,383,594 (2019: £1,012,305). Total income was higher than the previous year as a result of a significant increase in donations, mainly reflecting grants and donations for additional programmes. Although offset by a significant reduction in sub-letting income, primarily due to lockdowns as a result of the covid pandemic which meant that the Club was unable to let its premises to third parties.

Expenditure was only marginally below the level in the previous year as despite some programmes having to be curtailed or cancelled the Club was very successful in running many programmes despite, but within, the covid lockdown requirements.

Resources

Income is split between restricted and unrestricted funds; restricted funds representing income received for specific programmes or purposes. All amounts received for specific programmes were expended during the year with the exception of £138,447 which is expected to be utilised in the coming financial year.

The trustees have agreed that the following amounts should be treated as designated funds for the following purposes:

£200,000 - to underpin programmes and core costs.
£250,000 - as a reserve to meet unexpected costs.

The reserve set aside to underpin programmes relates to the expectation of the resumption of the Club's suite of programmes as carried out pre the COVID-19 pandemic which to date have yet to be fully funded. The designated fund of £250,000 represents a significant step towards the Trustees' revised objective of setting aside a reserve equivalent to approximately three months of average monthly annual expenditure.

Whilst the Club had a relatively large cash position at the end of the financial year, based on present programmes, including expectations of fully restoring all previous programmes cut or curtailed by the covid pandemic and also ambitions to expand those programmes, that position in the absence of large new donations and grants, is expected to reverse significantly over the course of the new financial year.

Reserves policy

The Trustees consider that the financial outcome for the year was satisfactory but will continue to encourage and support all actions to increase sources of funding for the Club's activities to ensure they are fully reinstated and, where appropriate, expanded to enable programmes to continue for the foreseeable future and, importantly, to secure additional funding to support the Club's core costs.

The Trustees' policy is to establish and maintain free expendable reserves equal to three months' budgeted expenditure. This is a revision, which is the recommended level by the Charity Commission, of the previous policy of two months. The Trustees consider this is a level of this reserve that is appropriate to provide a sound financial base. Free reserves at 31 March 2021 amounted to £126,494 (2020 £32,171).

Going concern

The charity meets its day to day working capital requirements from its various incoming resources. A significant proportion of this comes from a small number of funders which include the Harrow Mission and two of the London boroughs within which the Club operates. The trustees have no reason to believe that this funding will be withdrawn in the foreseeable future and accordingly the accounts have been prepared on a going concern basis.

Principal risks and uncertainties

The Trustees have identified the major risks to which the Charity is exposed. These risks have been reviewed and the Trustees are satisfied that systems and procedures have been established to mitigate them. This includes appropriate insurance cover, a Health and Safety review and Criminal Records Bureau checks together with a regular review and update of a risk register and policies and procedures, both financial and others.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Harrow Club W10 (the "Harrow Club" or "Club") was incorporated as a company limited by guarantee and registered in England on 20 February 1996, Company No 3161792, and registered as a charity on 20 April 1996 under Charity No 1054757.

The trustees resolved in early 2021 to change the name of the Harrow Club W10 to Harrow Club to reflect the fact that the Club now operates outside the W10 postcode. This change has been registered and reflected by Companies House but not, as at the date of this report, by the Charity Commission.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

Trustees, Officers and Advisers

Details are set out on page 10.

The Board have continued with the phased introduction of new trustees, aiming to recruit either those with close contact with the locality, or who bring specific skills or contacts. The Board was delighted to welcome Alexander Trotter as a new trustee.

The Trustees aim to enhance their relationship with the local community and build on the trust shown to the Club during and following the Grenfell tragedy, aiming for the development of a board of trustees that is visibly able to engage with the needs of the young people in the locality and show where we stand.

Organisational structure
The Board determines the general policy of the Harrow Club. The members of the Board are the directors of the company and also the Charity Trustees (and referred to in this report as the "Trustees").

The Trustees are elected by the members of the Charity at the Annual General Meeting. The Trustees have power to fill casual vacancies but any Trustee so appointed must stand for election at the next Annual General Meeting. Induction of new trustees is mainly through discussion with the Chairman and the Chief Executive Officer, supplemented, as required, by specific training relating to the responsibilities and duties of trustees and a briefing pack which includes a copy of the governing documents, minutes of meetings and the annual report and financial statements for the last three years.

Trustees delegate day to day management to Michael Defoe, the Chief Executive Officer.

The remuneration of key management is discussed annually by the Trustees with reference to annual performance of the Club and market conditions generally. A personnel subcommittee has been formed to advise the Board and the Director on a wide range of human relations issues.

REFERENCE AND ADMINISTRATIVE DETAILS
Registered Company number
03161792 (England and Wales)

Registered Charity number
1054757

Registered office
187 Freston Road
London W10 6TH

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

Trustees
P P Chappatte - chairman
T M Dalton
K W B Gilbert
C J Martin
C Rossan
T R M Stoddart-Scott
K M Walker
A J Trotter (appointed 19 January 2021)
L M R S Fauset
M Watkis

Company Secretary
R J M Oxley

Auditors
Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Harrow Club for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards 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 charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Haines Watts, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 1st December 2021 and signed on the board's behalf by:

P P Chappatte – Chairman

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARROW CLUB

Opinion

We have audited the financial statements of Harrow Club (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funders, suppliers and wider economy. The trustees' view on the impact of COVID-19 is disclosed in the accounting policies note 1.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the trustees and other management. The most significant were identified as the Companies Act 2006, Charity SORP (FRS102) and Charities Act.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;

- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;

- assessing the risk of management override including identifying and testing journal entries;

- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HARROW CLUB

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb ACA

Susan Plumb ACA (Senior Statutory Auditor)
for and on behalf of Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

Date: 7 Dec 2021

HARROW CLUB

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	658,259	715,314	1,373,573	899,537
Charitable activities	4				
Sub-letting income		9,930	-	9,930	112,467
Investment income	3	91	-	91	301
Total		668,280	715,314	1,383,594	1,012,305
EXPENDITURE ON					
Raising funds	5	6,509	40,000	46,509	77,377
Charitable activities	6				
Youth programme		-	521,599	521,599	533,358
Debate Box programme		-	14,946	14,946	32,852
Support costs		478,598	-	478,598	441,239
Dance programme		-	-	-	18,033
Drama programme		-	-	-	15,526
Windrush programme		-	-	-	8,000
Laptop Appeal		-	47,697	47,697	-
Total		485,107	624,242	1,109,349	1,126,385
NET INCOME/(EXPENDITURE)		183,173	91,072	274,245	(114,080)
RECONCILIATION OF FUNDS					
Total funds brought forward		449,109	21,739	470,848	584,928
TOTAL FUNDS CARRIED FORWARD		632,282	112,811	745,093	470,848

The notes form part of these financial statements

HARROW CLUB

STATEMENT OF FINANCIAL POSITION
31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	12	55,788	-	55,788	72,938
CURRENT ASSETS					
Debtors	13	33,657	-	33,657	43,996
Cash at bank		763,410	112,811	876,221	503,324
		797,067	112,811	909,878	547,320
CREDITORS					
Amounts falling due within one year	14	(220,573)	-	(220,573)	(149,410)
NET CURRENT ASSETS		576,494	112,811	689,305	397,910
TOTAL ASSETS LESS CURRENT LIABILITIES		632,282	112,811	745,093	470,848
NET ASSETS		632,282	112,811	745,093	470,848
FUNDS	16				
Unrestricted funds				632,282	449,109
Restricted funds				112,811	21,739
TOTAL FUNDS				745,093	470,848

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

7st December 2021

.....
P P Chappatte - Trustee

HARROW CLUB

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	372,806	147,892
Net cash provided by operating activities		372,806	147,892
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(24,594)
Interest received		91	301
Net cash provided by/(used in) investing activities		91	(24,293)
Change in cash and cash equivalents in the reporting period		372,897	123,599
Cash and cash equivalents at the beginning of the reporting period		503,324	379,725
Cash and cash equivalents at the end of the reporting period		876,221	503,324

The notes form part of these financial statements

NOTES TO THE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	274,245	(114,080)
Adjustments for:		
Depreciation charges	17,150	14,074
Interest received	(91)	(301)
Decrease in debtors	10,339	181,807
Increase in creditors	71,163	66,392
Net cash provided by operations	372,806	147,892

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/20 £	Cash flow £	At 31/3/21 £
Net cash			
Cash at bank	503,324	372,897	876,221
	503,324	372,897	876,221
Total	503,324	372,897	876,221

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity, rounded to the nearest £.

Going concern

The company meets its day to day working capital requirements from its various incoming resources. A significant proportion, although less than in previous years, comes from two funders. The trustees have no reason to believe that this funding will be withdrawn. They do not include any adjustments that could result from a withdrawal of this funding.

In addition, the COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funding, suppliers and wider economy.

The Trustees' view on the impact of COVID-19 is that, given the measures that could be undertaken to mitigate the current adverse conditions, the current resources available and the funding position outline above, they can continue to adopt the going concern basis in preparing the financial statements.

Income

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

Expenditure

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

Tangible fixed assets

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

Leasehold improvements	10 years straight line
Fixtures & fittings	25% reducing balance
Motor vehicles	25% straight line
Computer equipment	25% reducing balance

continued...

1. ACCOUNTING POLICIES - continued

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

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

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

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

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors
Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are recognised at their settlement amount.

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Grants	1,004,310	657,115
Donations	369,263	242,422
	1,373,573	899,537

continued...

2. DONATIONS AND LEGACIES - continued

Donations received, included in the above, are as follows:-

	2021	2020
	£	£
Another Way fundraiser	-	123,648
Winter Big Give	108,381	-
Summer Big Give	67,787	-
Harrow School - Long Ducker	33,500	37,340
Gift aid	6,250	18,482
Fee income	73,457	8,109
Laptop appeal	54,103	-
Other donations	25,785	54,843
	369,263	242,422

continued...

2. DONATIONS AND LEGACIES - continued

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

	2021	2020
	£	£
Harrow Mission	163,750	150,000
John Lyon's Charity	50,500	54,500
Royal Borough of Kensington & Chelsea	199,131	37,504
London Borough of Hammersmith & Fulham	133,950	141,501
BBC Children in Need	38,158	49,574
Hammersmith United Charities	2,150	-
Kensington & Chelsea Foundation	88,595	50,000
Westway Community Trust	2,341	-
London Youth grant	-	2,550
The London Community Foundation	14,692	8,880
Big Lottery	32,841	2,550
Greater London Authority	43,339	67,416
Jack Petchey	-	2,493
Dr Edwards & Bishop King	5,543	4,331
Paddington Development Trust	-	13,934
National Foundation For Youth	8,718	9,365
Young H & F Foundation	-	1,251
Community Organisers	-	2,807
The Gate Theatre	2,817	2,800
Groundworks	-	13,862
London Youth Grant	-	251
Car Giant	-	10,766
Church Urban Fund	-	8,000
Harrow Mission - lighting grant	-	9,301
Other	108	13,479
Lightbulb Trust	25,000	-
Kusuma Trust	13,328	-
Government support - furlough income	166,189	-
Harrow Mission - electrical work grant	13,160	-
	1,004,310	657,115

continued...

3. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	91	301

4. INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
Sub-letting income	9,930	112,467

5. RAISING FUNDS

Raising donations and legacies

	2021	2020
	£	£
Fundraising event costs	46,509	77,377

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	Totals
	£	£	£
Youth programme	521,599	-	521,599
Debate Box programme	14,946	-	14,946
Support costs	475,098	3,500	478,598
Laptop Appeal	47,697	-	47,697
	1,059,340	3,500	1,062,840

continued...

7. SUPPORT COSTS

	Governance costs
	£
Support costs	3,500

8. NET INCOME/(EXPENDITURE)

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

	2021	2020
	£	£
Auditors' remuneration	3,500	3,300
Depreciation - owned assets	17,150	14,074

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

The trustees are entitled to reclaim reasonable out of pocket expenses. During the year no trustees claimed travel expenses. (2020: One trustee claimed £526).

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	544,192	494,236
Social security costs	34,900	30,819
Other pension costs	7,737	9,499
	586,829	534,554

The average (full time equivalent) monthly number of employees during the year was as follows:

2021	2020
21	19

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

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £57,909 (2020:£57,416)

continued...

11. SUPPORT COSTS

Analysis of support costs

	2021	2020
	£	£
Premises costs	109,579	138,641
Office costs	47,730	49,596
Staff training/recruitment	1,075	8,309
Staff costs	216,210	165,721
Professional fees	22,564	53,572
Other	81,440	25,399
	478,598	441,238

12. TANGIBLE FIXED ASSETS

	Leasehold improvements	Fixtures and fittings	Motor vehicles	Computer equipment	Totals
	£	£	£	£	£
COST					
At 1 April 2020 and 31 March 2021	179,723	123,419	42,164	51,726	397,032
DEPRECIATION					
At 1 April 2020	128,305	123,419	20,644	51,726	324,094
Charge for year	11,000	-	6,150	-	17,150
At 31 March 2021	139,305	123,419	26,794	51,726	341,244
NET BOOK VALUE					
At 31 March 2021	40,418	-	15,370	-	55,788
At 31 March 2020	51,418	-	21,520	-	72,938

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	24,327	42,330
Prepayments and accrued income	9,330	1,666
	33,657	43,996

continued...

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	63,129	3,056
Social security and other taxes	-	8,616
Accruals and deferred income	157,444	137,738
	220,573	149,410

Included above is deferred income of £138,447 (2020 £130,895) which will all be released in 2021/2022.

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021	2020
	£	£
Within one year	10,000	10,000
Between one and five years	50,000	50,000
In more than five years	390,000	400,000
	450,000	460,000

16. MOVEMENT IN FUNDS

	At 1/4/20	Net movement in funds	Transfers between funds	At 31/3/21
	£	£	£	£
Unrestricted funds				
General fund	105,109	183,173	(106,000)	182,282
Charitable activity programmes	194,000	-	6,000	200,000
Contingency fund	150,000	-	100,000	250,000
	449,109	183,173	-	632,282
Restricted funds				
Youth programme	21,739	84,666	-	106,405
Laptop Appeal	-	6,406	-	6,406
	21,739	91,072	-	112,811
TOTAL FUNDS	470,848	274,245	-	745,093

continued...

16. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	668,280	(485,107)	183,173
Restricted funds			
Youth programme	606,265	(521,599)	84,666
Debate box programme	14,946	(14,946)	-
Fundraisers post	40,000	(40,000)	-
Laptop Appeal	54,103	(47,697)	6,406
	715,314	(624,242)	91,072
TOTAL FUNDS	1,383,594	(1,109,349)	274,245

	At 1/4/19 £	Net movement in funds £	Transfers between funds £	At 31/3/20 £
Unrestricted funds				
General fund	241,656	(120,547)	(16,000)	105,109
Charitable activity programmes	162,000	-	32,000	194,000
Contingency fund	150,000	-	-	150,000
	553,656	(120,547)	16,000	449,109
Restricted funds				
Youth programme	31,272	(9,533)	-	21,739
Mini Bus Appeal	-	16,000	(16,000)	-
	31,272	6,467	(16,000)	21,739
TOTAL FUNDS	584,928	(114,080)	-	470,848

continued...

16. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	530,709	(651,256)	(120,547)
Restricted funds			
Youth programme	377,667	(387,200)	(9,533)
Debate box programme	8,330	(8,330)	-
Dance programme	18,033	(18,033)	-
Fundraisers post	40,000	(40,000)	-
Drama programme	2,800	(2,800)	-
Windrush Project	8,000	(8,000)	-
Motor Project	10,766	(10,766)	-
Mini Bus Appeal	16,000	-	16,000
	481,596	(475,129)	6,467
TOTAL FUNDS	1,012,305	(1,126,385)	(114,080)

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/19 £	Net movement in funds £	Transfers between funds £	At 31/3/21 £
Unrestricted funds				
General fund	241,656	62,626	(122,000)	182,282
Charitable activity programmes	162,000	-	38,000	200,000
Contingency fund	150,000	-	100,000	250,000
	553,656	62,626	16,000	632,282
Restricted funds				
Youth programme	31,272	75,133	-	106,405
Mini Bus Appeal	-	16,000	(16,000)	-
Laptop Appeal	-	6,406	-	6,406
	31,272	97,539	(16,000)	112,811
TOTAL FUNDS	584,928	160,165	-	745,093

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,198,989	(1,136,363)	62,626
Restricted funds			
Youth programme	983,932	(908,799)	75,133
Debate box programme	23,276	(23,276)	-
Dance programme	18,033	(18,033)	-
Fundraisers post	80,000	(80,000)	-
Drama programme	2,800	(2,800)	-
Windrush Project	8,000	(8,000)	-
Motor Project	10,766	(10,766)	-
Mini Bus Appeal	16,000	-	16,000
Laptop Appeal	54,103	(47,697)	6,406
	1,196,910	(1,099,371)	97,539
TOTAL FUNDS	2,395,899	(2,235,734)	160,165

Designated Funds
Details of designated funds are given in the Trustees report on page 7.

Restricted Funds

The Club runs a structured youth programme for both junior and senior children.

The Club runs a Debate Box programme. This is run in partnership with Cuban Boxing.

Grenfell programme, following the fire donations were received from individuals, charitable trusts, companies and public service sponsored events. The funds supported the initial relief effort including donations to support survivors and bereaved families. A donation centre was set up to sort store and distribute the clothing, bedding, food, toiletries and relief items donated. The club extended its summer programme and residentials to support traumatised local young people and their families.

The dance programme runs weekly dance sessions for members and involves local secondary school pupils.

Fundraisers post. Monies have been received to fund the costs of employment of a fundraiser for one year.

The Club runs a dance programme for both junior and senior children.

continued...

16. MOVEMENT IN FUNDS - continued

An appeal to raise monies to purchase and distribute laptops to children home schooling was undertaken during the year.

17. RELATED PARTY DISCLOSURES

Andrew Stebbings is the Honorary Secretary of the Harrow Mission which owns the premises occupied by the Club under a formal lease at a rent of £10,000 per annum. The Harrow Mission made a substantial grant to the Club to support its activities (see note 2).

18. LIMITED LIABILITY

The company is limited by guarantee and does not have a share capital. The liability of each member is limited to a sum not exceeding £1 on the winding up of the company.

The word Limited is omitted by licence from the Department of Trade & Industry as the company has charitable status.

HARROW CLUB

OLD OAK YOUTH CLUB · WHITE CITY YOUTH CLUB · SANDS END YOUTH CLUB

To: Haines Watts
Old Station Hose
Station Approach
Newport Street
Swindon
SN1 3DU

Harrow Club

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the charitable company's financial statements for the year ended 31 March 2021. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

General

1. We have fulfilled our responsibilities as directors / trustees as set out in the terms of your engagement letter under the Companies Act 2006 / Charities Act 2011 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.

2. All the transactions undertaken by the charitable company have been properly reflected and recorded in the accounting records.

3. All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the charitable company, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with the Charity Commission.

4. The financial statements are free of material misstatements, including omissions.

5. We acknowledge and are in agreement with all audit adjustmenst as set out in the attached reconciliation.

Internal control and fraud

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.

7. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others that could have a material effect on the financial statements.

8. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.

Assets and liabilities

9. The charitable company has satisfactory title to all assets and there are no liens or encumbrances on the charitable company's assets, except for those that are disclosed in the notes to the financial statements.

10. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.

11. We have no plans or intentions that may materially alter the carrying value and, where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Accounting estimates

12. The methods, data and significant assumptions used by us in making accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the applicable financial reporting framework.

13. The charitable company has not granted any advances or credits to, or made guarantees on behalf of, directors other than those disclosed in the financial statements.

Legal claims

14. We are not aware of any claims in connection with litigation that have been, or are expected to be, received.

Laws and regulations

15. We are not aware of any instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

Related parties

16. Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.

Subsequent events

17. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

Going concern

18. We believe that the charitable company's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charitable company's needs. We also confirm our plans for future action(s) required to enable the charitable company to continue as a going concern are feasible. We have considered a period of twelve months from the date of approval of the financial statements. We believe though that some further disclosures relating to the charitable company's ability to continue as a going concern need to be made in the financial statements – see note 1.

Grants and donations

19. All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware.

Each director has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully



.....

Signed on behalf of the Board of Directors / Trustees

Date.....