



Trustees' Report and Unaudited Financial Statements

For the year ended 30 June 2024 for the Harlequins Foundation (a company limited by guarantee)

Welcome

At the Harlequins Foundation, the power of sport and the spirit of Harlequins come together to fuel real, lasting change. Our purpose is clear: to empower young people with the essential skills they need to succeed.

Our programmes are aimed at improving outcomes in education and employability, wellbeing and inclusion.

We provide our young people with practical skills, access to positive development opportunities, and most importantly, we give them the confidence, resilience and self-esteem to reach their potential.

We take a holistic approach to measuring the benefit of our work, using a robust social value measuring tool to assess the total benefit to society of our programmes. Our annual Impact Report uses this data alongside other evidence of the impact of our work.



I'm so proud to have been part of this journey and feel immensely privileged to now Chair the Harlequins Foundation as we celebrate our 10th anniversary. The Foundation has made meaningful differences to an incredible number of young and underprivileged people across our heartlands.

Far too many people to thank for our progress to date, but a special mention to Malcolm Wall, Marc Leckie, and Andrew Carpenter for showing us the way, to our amazing Foundation team and my fellow trustees, and to our owners at Harlequin FC, Charles Jillings and Duncan Saville, for all their unwavering support.

Our ambition remains unchecked; we aim to uplift the lives of 25,000 young people, creating more than £12 million social value over the next three years. For every £1 kindly donated, we deliver £5.38 of social value – an incredible impact.

There are many ways you too can join the mission: from donating, fundraising, raising awareness of the work we do, opening doors for corporate partnership and sponsorship of our programmes, attending events, advising or pro bono work, and more. With your support, we can create lasting change and inspire new possibilities. Together, we can make a real difference.

- Dominic Coles, Chair of the Harlequins Foundation

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Trustees' Report for the year ended 30 June 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 30 June 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).

Trustees' Responsibilities

The trustees are responsible for preparing the Trustees' Annual 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the 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 these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- Prepare the accounts on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for maintaining 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 accounts 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.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom, governing the preparation and dissemination of financial statements, may differ from legislation in other jurisdictions.

Objectives and Aims

The exclusive charitable objectives for which the Charity is established are:

1. To advance education.
2. To relieve need in individuals arising from their youth, age, gender infirmity or disability, financial hardship, or social circumstances.
3. To develop the capacity and skills of the members of communities that are socially or socially and economically disadvantaged in such a way that they are better able to identify and help meet their needs and to participate more fully in society.

Such other exclusively charitable means as the trustees may from time to time determine.

Achievement and Performance

The following report highlights a few of our key achievements during the 2023/24 year, not least the result of our latest impact report, that demonstrates that our work has created over £3.4m of social value for our Heartlands in this season.

We are incredibly proud of what we have achieved in the last twelve months as we continue to evolve our strategic approach and operational delivery to maximise the impact we have for our communities.

None of what we have achieved will have been possible without our incredibly committed and passionate Board of Trustees, team of staff and the support of our historic club and its supporters.

Public Benefit

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aim and objectives and in planning future activities. Further details on how the Charity has benefited the public are contained within this report.

Awards

In the 2023/24 year, we collected two awards in recognition for our work. SUEZ UK secured the 'Social Value' award at the MRW National Recycling Awards 2023 for its partnership with the Harlequins Foundation. The Club won an award for "Best CSR" at the Richmond Chamber of Commerce Business Awards for the work of the Harlequins Foundation in the Richmond Borough.



Who We Are

Our purpose

To harness sport and the spirit of Harlequins, empowering young people to acquire the essential skills they need to succeed.

Our ambition

To have created more than £12m of social value for our focus boroughs and directly impacted over 25,000 young people by 2027.

TRUE

As an organisation the way we work will always be guided by our identity:

TEMPO

Deliberate in what we do, and when. At the forefront of addressing societal challenges and barriers on behalf of our club and its supporters, creating long lasting impact off the pitch.

RELATE

Connected to our culturally diverse communities, inclusive in our approach and responsive to their needs.

UNCONVENTIONAL

Innovative and agile in tackling key societal challenges, empowering our communities.

ENJOYMENT

Central to everything we do, taking pride and enjoyment in being a force for good.



The voice of young people

We will ensure that our programmes are people-centred and recognise the value of young people's lived experience.

Through establishing a youth advisory panel, as well as robust feedback on all our programmes, we will enable young people to share their views, insights, and ideas to affect positive change in their communities.

Supporting our community

We will continue to use benefit-related free school meals (FSM) as one of our indicators to target our programmes to ensure they are reaching those that need our support. We use this because we know that qualifying criteria for FSM include a net annual earned household income of no more than £7,400.



Our Strategic Principles

WE DELIVER, WHAT WE ARE UNIQUELY PLACED TO DO

We are the charitable arm of Harlequins, the most famous rugby club in the world. We use sport and the rich history and heritage of our club to deliver intentional and meaningful impact.

WE DELIVER FOR OUR COMMUNITIES

We will continue to focus our face-to-face delivery in the London boroughs closest to our home, to maintain consistency and maximise our impact. We will extend our reach through strategic partnerships, some of which international, where opportunities arise for us to meaningfully impact a wider audience.

IMPACT OVER SCALE

It is our ambition to deliver meaningful impact at scale, but we will not compromise on the quality and long-lasting impact of our deliverables to achieve it.

OUR PROGRAMMES ARE THERE TO SUPPORT THE MOST VULNERABLE IN SOCIETY

We will continue to develop projects and programmes that support young people who most need our support.



Our Strategic Targets

Over the next three years, we will...

12M

Deliver £12m social value for our community by 2027

1. Create £12m social value cumulatively for our communities.
2. Be creating £5m social value for our communities each year by the 2026-27 season.
3. Achieve an ROI of £5.50 for every pound invested in our programmes.



Extend our reach and deepen our impact to engage 25,000 young people by 2027

4. Ensure the voice of young people is represented in our work.
5. Deliver 16,000 hours of contact time for our communities.
6. Engage 25,000 young people in our programmes.
7. Expand our footprint to be operating in at least five London boroughs.



Continue to build an environment that supports an engaged and diverse team of staff and board of trustees, aligning with our identity to deliver success

8. Have an engaged and diverse workforce, with a culture of continual development.
9. Have an engaged and diverse board of trustees.
10. Embed good governance and financial sustainability.
11. Minimise our collective impact on the environment.



Increase awareness of our work, by being recognised as leaders in our sector

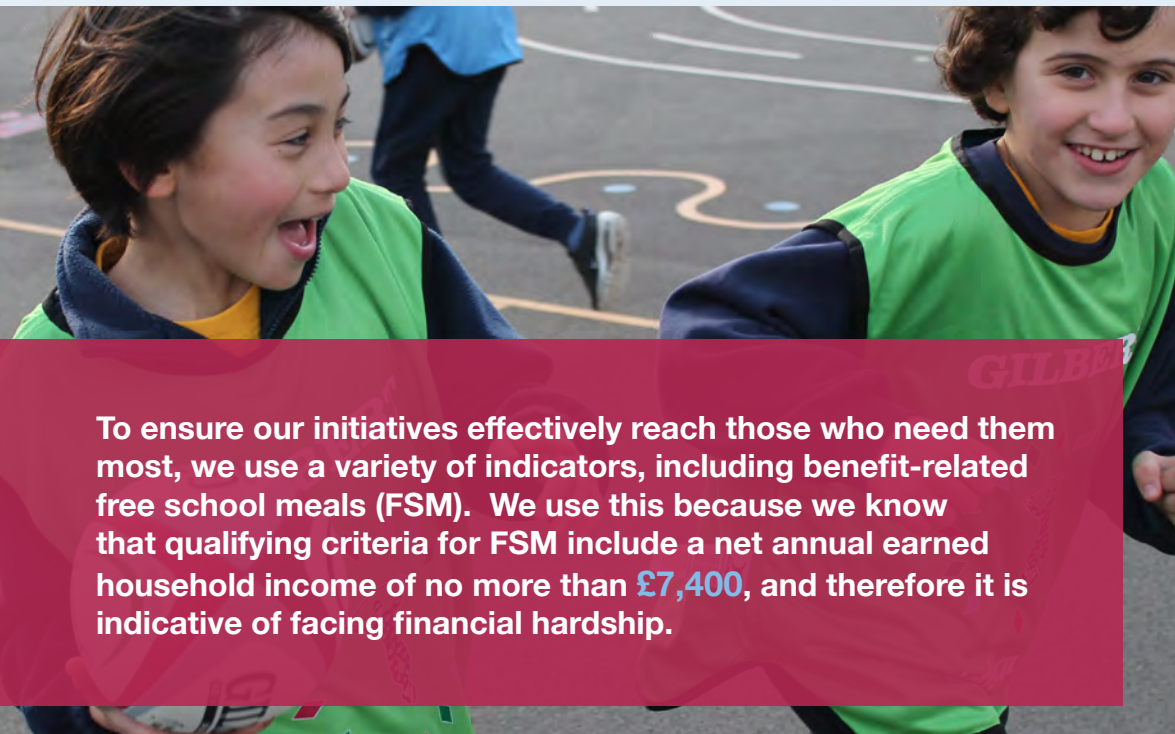
12. Increase awareness of our work, by being recognised as leaders in our sector.

Who do we support?

The Foundation's purpose is to harness sport and the spirit of Harlequins, empowering young people to acquire the essential skills they need to succeed.

61% of children and young people hold one or more Inequality Factor, with only 40% of those with two or more factors meeting the minimum recommended activity guidelines.

Through the power of sport, we aim to use our position to positively change this and provide opportunities for those most in need. Our programmes are primarily designed to engage young people who are most in need of support, focusing on the London boroughs surrounding our home The Stoop.



To ensure our initiatives effectively reach those who need them most, we use a variety of indicators, including benefit-related free school meals (FSM). We use this because we know that qualifying criteria for FSM include a net annual earned household income of no more than £7,400, and therefore it is indicative of facing financial hardship.

In addition to FSM eligibility, we utilise several other indicators to guide our programme delivery:

- ◆ Indices of Multiple Deprivation
- ◆ Not in Education, Employment or Training (NEET) rates and academic attainment statistics
- ◆ SEND schools, focusing on disabled young people and inclusion programmes
- ◆ Programme specific demographics, such as targeting girls for SWITCH
- ◆ Unemployment statistics

By using these indicators, we ensure our programmes are tailored to meet the specific needs of those we aim to support, making a meaningful impact in their lives.

Celebrating ten years

2024 sees the ten-year anniversary of the Harlequins Foundation. We're proud of our achievements to date, and excited for the future and the impact we can have on our communities.



NOVEMBER
Articles incorporated with the Charity Commission

NOVEMBER
Malcolm Wall appointed first Chair of Harlequins Foundation Board of Trustees

MAY
Launch of our mental resilience programme METTLE

SEPTEMBER
SWITCH, our girls rugby programme is launched

MARCH
Inaugural Rival Ride heads to Gloucester

SEPTEMBER
Host the first Imagination Café

APRIL
Foundation staff deliver essential packages to vulnerable people in our communities during lockdown

APRIL
Sport Value Bank launched

MARCH
Rugby In A Box is piloted in 20 schools

OCTOBER
Our first Impact Report launched

SEPTEMBER
Lend An Ear campaign

FEBRUARY
Piloted Try Time education programme

APRIL
Biggest ever Rival Ride returns to The Stoop for the first time!

JULY
Changing the Game, our three year strategy begins



MAY
The Harlequins Foundation begins to operate

JANUARY
Delivery of Premiership Rugby's Project Rugby programme

MAY
HITZ moves to The Stoop

DECEMBER
The Foundation becomes the charity partner at Big Game 10

JANUARY
Lesotho Rugby Academy partnership initiated

JULY
First ever strategy, Building Brighter Futures, is launched

SEPTEMBER
Partner with Skills Builder to develop the coaches handbook

OCTOBER
The Jesters are established

JANUARY
Launch of our Robot Rugby programme in schools

SEPTEMBER
Andy Carpenter appointed Head of Foundation

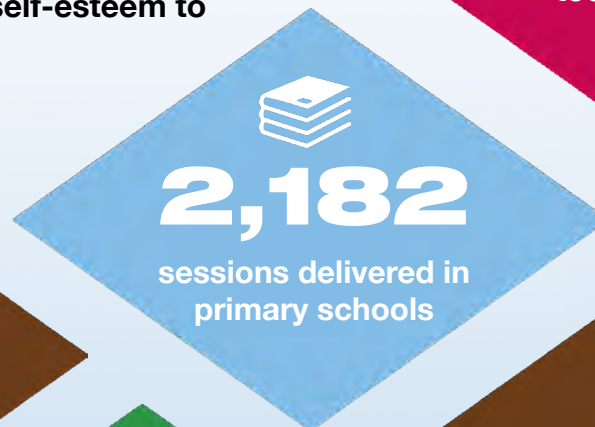
OCTOBER
Dom Coles appointed Chair of Harlequins Foundation Board of Trustees



Our Impact 2023-24

Throughout the year, delivery of our programmes achieved improved outcomes in education and employability, wellbeing and inclusion; harnessing the power of sport and the spirit of Harlequins to enrich the lives of those most in need.

We provide our young people with practical skills, qualifications, access to positive development opportunities, and most importantly, we give them the confidence, resilience and self-esteem to reach their potential.



Our Year

Our third annual Impact Report, demonstrating our delivery over the 2023/24 season, highlights the incredible impact we have had over the course of the year, and is a source of great pride to see the difference we have had on our local communities.

My thanks go to our dedicated team, who work tirelessly to deliver our programmes, our Club and our Board of Trustees, without whose expertise, support and dedication we wouldn't be able to make all this possible. Just as importantly, the generosity of all our supporters plays an important role in our ability to positively impact the lives of nearly 6,500 young people through our programmes last year.

This report concludes our Building Brighter Futures strategy and gives the chance to reflect on the overall accomplishments of our first ten years as a charity. We are extremely proud of what we have achieved and the impact we have had to date, and possess real excitement and enthusiasm for what is to come next.

Our three-year Changing the Game strategy is ambitious and clearly defines our identity and purpose and fills me with confidence that we will continue to grow and have a positive influence in our focus boroughs, giving young people the essential skills they need to succeed on and off the pitch. This document highlights the achievements of the season gone but also blends into the exciting future we look forward to.



Through our education and employability programmes, more young people have gained qualifications and valuable work experience. Seeing the success of partnerships with organisations like SUEZ that enable young people like Callum go into education, training or employment is inspiring, and we will continue to develop more connections with our local communities to the benefit of society.

We know our programmes have a positive impact on physical and mental wellbeing and knowing that over 2000 young people have participated in rugby for the first time through our programmes is a personal highlight. Not only growing our game, but most importantly providing them with the personal and social development sport can offer.

Thank you for your interest in our report, supporting the work of the Harlequins Foundation, and taking pride in the difference we make to our communities.

AE Carpenter

**- Andy Carpenter,
Head of the Harlequins Foundation**

My Foundation Story: Callum

Unable to get any hands-on work experience during the COVID-19 pandemic, Callum ended up feeling isolated at home and with no long-term career prospects. It took some persuading from his mum to head to the Job Centre, where he encountered the Foundation's Education and Employability Manager, George Green.

"I feel so much better within myself for having signed-up to the employability programme at the Foundation. Instead of just staying at home and not doing anything, my days now have a purpose." said Callum.

The Foundation's employability programme is run in partnership with one of the world's leading waste management companies SUEZ and provides participants with the opportunity to experience an exciting and growing industry with a variety of employment opportunities.

Over the two-week programme, participants gain hands on work experience combined with essential skills training from the Foundation team.

"I wasn't very good at working in a team when I started, so working on communication and how I can work well with others has really helped."

Unlike many similar programmes, this one provides all participants with a guaranteed interview with an employer – **generating genuine employment opportunities for those most in need.**

“

The Foundation team helped me when I was preparing for the interview. It's thanks to them and SUEZ that I got my first job. I felt a real sense of achievement when I was offered the role.

- Callum Chapman, SUEZ Employability Programme participant

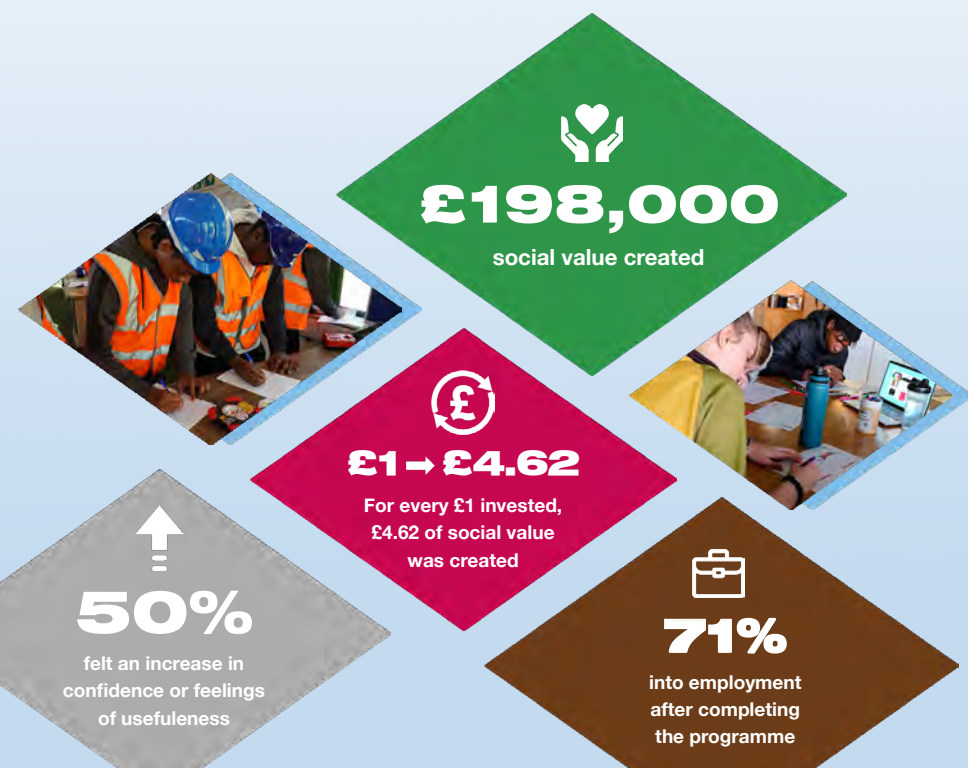


Providing employment opportunities

Our Impact: Education and Employability

Our education and employability pathway provides accessible opportunities for young people, whether that's gaining entry level qualifications, a university degree, or the opportunity to engage with local employers with the potential for employment. Our focus is to support young people to move demonstrably closer to the job market through development of the essential skills, experience, and aspirations they need to do so.

497 16-17 year olds in our focus boroughs were NEET in 2023.



“

We are incredibly proud to have played a role in such an impactful initiative. Seeing young people thrive, gain confidence, and secure employment is the most rewarding outcome we could hope for. We're excited to continue building on this success, reaching more individuals and delivering even greater social value in the years to come.

- Jack Barber, Partnership and Community Engagement Manager at SUEZ

SUEZ Employability Programme



SUEZ and the Harlequins Foundation are offering young people aged 16 – 24 who are not in education, employment or training (NEET) a practical approach to work experience and permanent employment. Working in partnership, during 2023/24 SUEZ have enabled the Harlequins Foundation to create and deliver life-changing opportunities for **22** people, of whom **71%** have now gone into employment.

Participants are either jobseekers across our focus boroughs, providing genuine job opportunities with SUEZ and partners at the end of the programme, or from our HITZ programme, giving the young people on the course valuable work experience and an opportunity to progress along our employment pathway to work.

My Foundation Story: Faissal

Faissal has a hearing impairment, his first language isn't English, and he struggled in mainstream education. "He was struggling with all aspects of the courses. It wasn't the right environment for him, he wasn't getting the right support," Faissal's mum Ruba told us.

An advisor at Richmond College recommended the Harlequins Foundation as they knew students can receive the right support in a more tailored education environment. One of Faissal's passions is sport and thanks to the qualifications he gained, including a BTEC Level 2 and the OCR Level 2 Technical Diploma in Sport, he is now in a position to develop a career in the industry.

The team at the Foundation have noticed a big difference since he joined the programme, and this positive change has also been noticed by his mum: "I've noticed a massive change in his self-esteem. He really struggled before but now he knows what he wants, and he's become more confident. The team at the Foundation are there supporting him all the way"

And the reason why according to Ruba that the programme has worked for her son: "Faissal benefited from working in smaller groups. The communication from the (Foundation) team is fantastic. They always keep us up to date. He receives one-to-one support that he needs.

I'm just grateful. They've made Faissal feel like a person again and they appreciate the work he does. It's like we have another member of the family who is also looking after Faissal."

“

I've been into sports and fitness from a young age. My dream is to gain my qualifications and to work as a personal trainer. I'm working very hard to get there. My communications skills have improved and that has helped me develop my teamwork too.

- Faissal Kahel, Hitz Student



A positive educational environment

Try Time

In 2023-24 we piloted an alternative provision aimed at students who are disengaged at school and are at risk of exclusion. Taking place over 12 weeks it includes both in-school mentoring with Foundation staff and full-time classroom-based learning at The Stoop.

Sessions include developing the essential skills all young people need, whilst crucially also developing positive behaviour and attitudes towards school to prepare learners for reintegration into the classroom and long-term behaviour change.

Research suggests that children who have been excluded are more likely to be unemployed and to go to prison, as well as to have mental health difficulties not only in the short-term, but potentially with a life-long impact.

“

A great programme to try and support students whilst also trying to reintegrate back into school and reengage with their learning. Commitment from the Harlequins staff has been superb. We will certainly use the programme again.

– Nikki Harrison, Teddington School



Foundation Degree

The Harlequins Foundation delivers a two year Foundation Degree programme designed for individuals wanting to attain a university qualification and are passionate about pursuing a career in the sports industry. Alongside the academic element of the course, students will complete over 400 hours of coaching within our communities, allowing them to apply and develop the coaching techniques learnt during the course.

Our education pathway now gives young people a clear progression path from post-16, starting with our HITZ programme through to a BSc in Sports Coaching and Development, via a BTEC and the Foundation Degree, with opportunities to gain additional work experience along the way.

My Foundation Story: Mya

Mya Owen is a seventeen-year-old whose journey with the Harlequins Foundation began in school, before the COVID-19 pandemic hit. Never having had an opportunity to play rugby, taking part in our SWITCH programme six years ago gave her a taste of the game and started to develop her confidence.

The youngster, who is also an aspiring rugby player, struggled in a mainstream education. The pandemic turned everyone's world upside down, and for Mya it had a severe negative impact on her anxiety.

In 2023-24, Mya joined the HITZ programme delivered by the Harlequins Foundation. "When I was at school, I didn't really care for anything, and I was in trouble a lot of the time. Being in smaller working groups on HITZ really helped me get the support that I needed. It helped me realise that there is a purpose to things."

"I think HITZ gives you opportunities to gain experience in roles and areas they want to go into, instead of the learning being solely theory based. Joining the programme presented me with a chance to help out and coach at (Foundation) events."

Over the last year staff at the Foundation have seen Mya's confidence increase. Having finished the HITZ programme and completing her qualifications, Mya has joined the team as a freelance coach! "Being a part of the Foundation has helped me have something to focus on. I know I'm working towards something and that I'm on the path that I need to be on to accomplish my goals. I no longer feel lost or like I don't know what I'm doing."

“

It's great to see how far I've come. Everyone at the Foundation has played a big part in who I am today and how much I have grown as a person. They've all been so supportive from the beginning.

- Mya Owen, HITZ graduate and now Foundation coach



An alternative approach to education

HITZ

HITZ is an award-winning education and employability programme, dedicated to helping young people find a better future. The programme works with 16-24 year olds and is delivered nationally by most of England's ten Premiership rugby clubs.

The programme helps young people who may have struggled in mainstream education environments and need support to gain qualifications and improve their education and employability prospects. In addition to formal qualifications, we focus on both developing essential skills and providing the opportunities the learners' need to ensure positive employability outcomes long-term.



156

participants on the HITZ on track programme



703

hours of learning for HITZ learners



£96,030

social value created



“

Mya is an incredible example of how the HITZ programme can provide life-changing opportunities. While she was exposed to the Foundation through other programmes, it's in the HITZ classroom where she has really grown as a person, and to now be developing a career in sport is testament to both herself and the team at The Stoop.

- Matt Shillabeer, Head of Programmes

HITZ On Track

HITZ on track is a six-week programme that has been designed as a short-term intervention option for young people between the ages of 14-16, who have been identified by schools as at risk of exclusion, or potentially not having a positive destination come the end of year 11.



Programme Highlights 2023-24



My Foundation Story: Brentford School for Girls

The benefits of sport to young people are well researched and the Harlequins Foundation and Brentford School for Girls (BSfG) are working together to deliver for the students. This has led to positive outcomes for several of their young people over the last year, as Foundation coaches have delivered rugby sessions aimed at getting their girls into rugby.

“The programme allows students to access rugby who would not necessarily have considered it before,” Sian Giddens, Head of Department at BSfG told us, “Seeing the children developing the essential skills, and then transferring these outside of rugby is brilliant.”

“I like to provide my students with as many different sporting opportunities as possible and this was one not to be passed up. It also encourages students to link up with local clubs and explore the possibilities outside of school. Most of our students engage well with the programme and try their hardest in every session, which is fantastic to see.”

The school is keen to ensure that being active is an important part of their girls lives. “Exercise is very important, and we try to encourage a healthy active lifestyle, and our students try to develop their understanding of how they can do this through what we offer in our department. The sessions from the Harlequins Foundation are a big contribution to this.”

“

Would I advise other schools to take part in Foundation programmes? 100%

**- Sian Giddens,
Brentford School for Girls**



Making rugby a sport for all

SWITCH

Developed by the Harlequins Foundation, SWITCH is a multi-tiered programme aimed at encouraging girls to get involved in rugby. With girls facing many barriers to accessing sports, and nearly two thirds of girls (64%) wanting to be more active in school, the programme gives primary and secondary school girls the chance to participate in rugby, often for the first time.

Over the six week programme, the focus on getting girls active and teaching fundamental rugby skills, showcasing the benefit of sport on their mental wellbeing, and introducing understanding of the career pathways they could have in the sports sector.

switch

1
71%

taking up rugby for
the first time

958
girls participated

£171,204
social value created



13%

had an increase
in confidence

1 in 10

had an improved attitude
in school following
the programme

£359,440
social value created

(PROJECT
RUGBY)

Project Rugby

During 2023-24, we delivered more than 500 Project Rugby sessions and engaged more than 1700 young people from traditionally underrepresented groups (diverse ethnic communities, low socio-economic groups and participants with disabilities).

With sessions delivered at a time and place that ensures it is accessible to participants, the sessions are designed to increase participants' levels of self-confidence and resilience as well as teaching essential skills that are crucial both on and off the pitch.

51% of girls want more support for girls' and women's teams.



Over 300 participants took part in our end of season rugby festivals at The Stoop in June 2024!

Developing the essential skills

Move. Learn. Grow.

Move. Learn. Grow. focuses on developing the essential skills young people need to succeed in life, using sport as the vehicle to engage them. The sessions are aligned with the Skills Builder framework, and each session has been tailored around the skills of staying positive, aiming high, speaking, listening, problem-solving, creativity, leadership, or teamwork.



We delivered a variety of sessions in schools throughout our focus boroughs, including tag rugby, robot rugby and rugby skills sessions. Designed to support and enhance the curriculum, the essential skills are delivered within any sporting framework and also included extracurricular clubs and inter-school sports competitions, as well as training for teachers who are less confident or experienced in delivering P.E.



Individuals with higher essential skill levels are 25-50% less likely to be out of employment or education.



Move.
Learn.
Grow.



448

sessions delivered



1,261

young people participated
in the programme



Learning coding skills

In a world where digital skills are essential for young people, we delivered introductory coding lessons themed around rugby! In partnership with Sphero, the world-first coding experience is carefully aligned with the curriculum. Our Robot Rugby sessions were delivered in both primary and secondary schools.



My Foundation Story: Omar

The Jesters wheelchair rugby team has previously been described by their coach Kylie Grimes as a 'lifeline'. That couldn't be truer for Omar Foster, a participant on the Harlequins Foundation programme aimed at providing opportunities in rugby for those with physical impairments.

"The team is important to me. Attending sessions breaks up my week really nicely, I enjoy catching up with my friends and it's a fitness opportunity too. There's always such a nice vibe at training. Harlequins is a place where I'm accepted," said Omar.

"I used to play sport when I was young, I mainly played rugby and football. As my condition got worse, I stopped playing. I then took up wheelchair rugby after I saw an advert. The more I participated, the more I realised that it's a sport I'm good at."

The sessions have a positive impact on both Omar's physical and mental wellbeing. "Physically if I don't keep active my condition gets worse, my muscles get weaker. Wheelchair rugby has played a massive difference in my life. The attributes that I have gained like my confidence, my voice and the determination I have. Without rugby I probably wouldn't be where I am today. I think I would be very unhappy, playing wheelchair rugby helps me improve my mood. I wouldn't be as positive as I am without the Jesters."

“

Harlequins is a place where I'm accepted...without rugby, I probably wouldn't be where I am today.

**- Omar Foster,
Jesters wheelchair rugby player**



The Jesters

The Harlequins wheelchair rugby team is fully inclusive for those who wish to be active and participate in a team sport. A mix of experienced and new players makes for a positive environment that is as much about community as it is about competitive sport. Over **70** sessions took place throughout the year, including weekly training and competitions.

Research shows that disabled people would be more active if given the opportunity to do so but a lack of inclusive and accessible options is a barrier to participation for many. The Harlequins Foundation support the wheelchair rugby side to provide an opportunity for many in the area to participate in sport where often no other opportunities exist.

77% of disabled people would like to be more active.



Our Impact: Inclusion

Rugby, and more broadly sport, is and should always be for everyone. This is why we will continue to design and deliver programmes that remove barriers to participation for marginalised groups and identities, inclusive of but not limited to women, girls and individuals with disabilities, people of colour, low socio-economic groups and the LGBTQ+ community. We will continue to advocate for our game to remain a sport for all and ensure we provide an environment for everyone to participate.

Positive physical and mental health

Sports and physical activity can have a positive impact on both physical and mental wellbeing, as well as being crucial for personal, social, community and economic development, particularly in young people. We know our programmes have a significant positive impact on the wellbeing of participants through the robust measurement of impact through the Sport Value Bank.

Building mental resilience

Our flagship mental health programme METTLE both raises awareness of mental health as well as challenging the stigma around it. Through the essential skills, particularly staying positive and aiming high, the programme builds mental resilience in young people to better equip them with dealing with their mental health challenges.



In 2023-24, we delivered **227** sessions to **857** young people, giving them the tools they need to build resilience and tackle the mental health challenges they face, now and in the future.



Our Impact: Wellbeing

We have designed and delivered programmes that give young people the tools they need to manage their emotions, overcome setbacks, and promote positive mental and physical health. Health and wellbeing are essential to an individual's ability to live a happy and fulfilled life, and have a positive impact on society as a whole. We believe in the power of sport, and our programmes, to positively impact the wellbeing of those in our local communities.



Around 20% of children aged 7 to 16 had a probable mental health condition in 2023, up from 12% in 2017.



Research has shown that the chemicals released during exercise can have a positive impact on the brain, with both a short-term benefit and the more gradual development of mental resilience.



“

It's massively important that programmes like METTLE are run. The more we can talk about mental health and curate open environments for everyone to share and be comfortable sharing, I think we will certainly change the way we look at mental health.

- Cadan Murley, Harlequins player

My Foundation Story: Phil

Phil Lawrence is a Harlequins supporter and a Foundation volunteer. “I wanted to do something that made a significant and measurable difference to the lives of young people, particularly those facing challenges and barriers.”

Volunteering with the team who deliver our HITZ programme, the award-winning education and employability programme delivered by the Foundation, Phil helps the 16–24 year-old learners in our classroom at The Stoop.

Phil is appreciative of the Foundation volunteering programme and the flexibility it provides. Volunteering

doesn't just benefit the students and the Foundation, it also makes a difference to Phil.

“It's satisfying to help students do something that they didn't think they would be able to do. I work with students in small groups and on a one-to-one basis. I help them with their English studies, providing support and helping with their understanding of the curriculum.”

“

I recently worked with a set of students who needed to give a group presentation as part of their course. They were all nervous and didn't believe they could do it. They smashed it! It was quite emotional to see them achieve that.

- Phil Lawrence, Volunteer



Volunteering Programme

Our volunteers make a huge difference to our work throughout the season, giving their time, expertise and enthusiasm to support the Foundation team to deliver both our fundraising activities and our programmes.

Through the 2023-24 year, we've had **40** active volunteers who help out across our matchdays, the Jesters, supporting programmes like HITZ and Try Time, as well as at events like our rugby festivals, and the administrative side of the Foundation.

We wouldn't have the impact we have without them!

Find out more about our volunteering opportunities:



SCAN ME



“

The team are very adaptable, which means that I can volunteer at times that work for me. They're also very welcoming, friendly and appreciative. The team make it easy to be a volunteer.”

- Phil, Foundation Volunteer

Fundraising and Engagement Highlights 2023-24



The Harlequins Foundation Match Day

50 WAFFLE



Fundraising and Engagement 2023-24

Our supporters are instrumental in helping us create an impact, generating awareness of our work and helping us raise the funds we rely on to deliver our programmes.

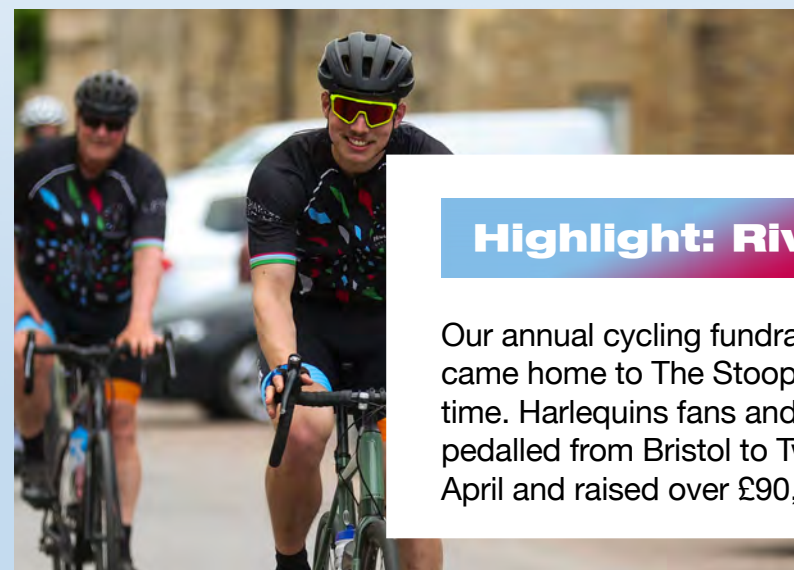
Our events, matchday activities and marketing campaigns are all aimed at raising awareness of the work we do in our local communities, engaging Harlequins fans and beyond with our work.



50/50
RAFFLE

Highlight: 50/50 Raffle

The 50/50 Raffle took place at both men's and women's matches, as well as at both Big Game and Big Summer Kick Off, with 15 lucky supporters taking home a cash prize! The Raffle raises vital funds, as well as awareness of our work.



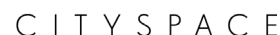
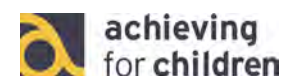
RIVAL RIDE

Highlight: Rival Ride

Our annual cycling fundraiser, Rival Ride, came home to The Stoop for the first time. Harlequins fans and rugby legends pedalled from Bristol to Twickenham in April and raised over £90,000!

With thanks to our partners

Our partners enable us to deliver our work and directly enhance the impact we have. From those who support delivery of our work, to the members of the First XV, we couldn't do it without you. Our heartfelt thanks to those who donate, volunteer, help deliver our programmes and advise and contribute to the positive impact we have in our communities.





Creating social value in our communities

SIMETRICA | Jacobs

It is clear that sport can play a pivotal role in contributing to society across a broad spectrum of social outcomes. Now more than ever it is important for us to continue to prove the impact we have by measuring the social value we create through our work.

Social value is a way of understanding the total impact of an activity or programme on people's quality of life. It goes beyond traditional economic metrics and accounts for a wide range of outcomes that have a positive impact on individuals and communities. A project that has a greater positive impact on people's lives generates more social value, and when the social value generated exceeds the resources invested, that programme represents a net benefit to society.

We take a holistic approach to measuring social value to consider the impact on an individual's quality of life and our wider society, and take into account both the short-term impact and the lifetime implications of successful interventions.

“

Having audited the calculation of social value within this report, we can confirm it has been reviewed by Simetrica-Jacobs and we are confident that, in our opinion, it represents an accurate reflection of the impact of the Harlequins Foundation's programmes.

The assurance process reviewed the selection and measurement of outcomes on programmes where survey data was collected as well as ensuring that the valuation estimates across the programme portfolio had been correctly conducted.

- Edward Dallas, Simetrica-Jacobs



How do we measure social value?

The Sport Value Bank is an online social value bank which enables sports organisations to accurately assess, record and value the impact of their community activity. It was developed when an increasing number of clubs, governing bodies and charitable organisations were seeking to establish the true value of sport to society. Developed by Simetrica-Jacobs in partnership with the Harlequins Foundation, the online tool allows organisations in the sports sector to easily access robust social value measurements for community projects.

Social value figures have been adjusted in line with best practice to account for what would have happened in the absence of the programme (deadweight and displacement), taking in to account the relative levels of deprivation in the areas where the programme operates.



Strategic Report

Financial Review

Financial Position

The Harlequins Foundation total income for the year amounted to **£791,944**, compared to **£885,020** in the previous year.

Total restricted income amounted to **£268,419**. This amount includes one major source of income from Premiership Rugby Ltd, along with other major programmes such as HAF and SUEZ Employability Programme.

Unrestricted income decreased from **£616,018** to **£523,525**.

Total resources expended were **£821,882** down from **£925,650**, principally due to decreased costs for decreased delivery.

As a result, the charity carried forward closing reserves of **£280,062** at the reporting date, all of which was unrestricted.

Reserves Policy

It is the policy of the charity to have enough funds available to meet ongoing fixed budgeted costs for a period of six months. In the year, as a result of extenuating circumstances, the charity had a closing reserve balance of **£280,062**, which is below its preferred reserve figure of **£322,688**.

The charity has a plan to address this relatively insignificant shortfall in the coming financial year, which includes:

- Increasing revenue through investment in additional fundraising resource
- Increasing the fundraising capability of our board of trustees, recruiting specifically for trustees with fundraising skills and experience
- Continue to manage our fixed cost base in line with our reserves
- Retain a freelance workforce in appropriate areas and have the agility to scale up and down in line with our capacity

The charity is currently forecasting to meet its reserve policy by the end of the next financial year (2024-25).



Principal Risks and Uncertainties

The trustees have considered the major risks to which the charity is exposed and have reviewed those risks and established systems and procedures to manage those risks.

The principal risks which have been identified are recorded and regularly monitored in the risk register are:

- **Governance** - Lack of strategic direction, relevant trustee skillset, loss of key staff and organisational structure
- **External Factors** - Public perception, changes in relationships with funders or change in government policy
- **Regulatory** - Compliance with regulations and legislation, reporting and legal/HR issues
- **Financial** - Inadequate reserve and cashflow, dependency on limited income
- **Operational** - Safeguarding, fundraising, staff recruitment, training, and retention

The trustees have considered the major risks to which the charity is exposed and have reviewed these risks and established systems and procedures to manage them. All significant risks are recorded in our risk register and the likelihood and impact of each is then quantified. The risk register is formally reviewed by trustees twice annually.

The most significant risks identified, and actions taken to mitigate or eliminate them include:

1. Safeguarding, which includes inadequate actions taken by staff to protect the welfare and safety of beneficiaries, the recruitment of staff suitable to work with children, young people and adults at risk and the appropriate induction, training and supervision of employees.

Mitigating actions include the appointment of a designated safeguarding lead who forms part of a safeguarding leadership group that encompasses colleagues from across Harlequin FC. The appointment of a Lead Trustee for Safeguarding. Regular training and staff development, including attaining the 'minimum standards' required by Premiership Rugby. Implementation of our safeguarding reporting tool 'MyConcern' through which all staff working for the Foundation have the ability to report concerns. Safer Recruitment policy in place and reviewed regularly alongside our safeguarding policy and procedure.

2. Appropriate staffing requirements to meet the needs of our beneficiaries and ensure safe practices.

Mitigating actions include agreed safe staffing ratios for appropriate programmes, clear role descriptions and defined responsibilities, clear recruitment, selection and induction process in place and regular staff supervision, training and development opportunities.

3. Financial, which includes accurate and appropriate financial information, inadequate reserves or cashflow, a dependency on limited income streams.

Mitigating actions include regular meetings with our lead trustee for finance, regular reporting to the Board of Trustees on financial performance, strategic and operational plans linked directly to budgets, implementation of a PO system with clearly defined process and levels of approval.

Structure, Governance and Management

The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee by its Memorandum and Articles of Association, as defined by the Companies Act 2006. It is registered as a charity with the Charity Commission.

Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year end were as follows:



Dominic Coles

Chair of The Harlequins Foundation Board of Trustees (appointed October 2023), and a trustee since 2015.

Over two decades of senior executive roles across sport, media and finance, including Chief Operating Officer roles in the BBC, Warner Bros Discovery and the Telegraph Media Group.

Founder and Managing Partner of DC Media Advisory, which advises on commercial and digital strategy across the sport, media, tech and entertainment sectors.



Laurie Dalrymple

Chief Executive Officer at Harlequins Football Club and Trustee for The Harlequins Foundation since 2020.

Former Managing Director of Wolverhampton Wanderers Football Club with over 20 years' experience in commercial affairs, sales and leadership.

A director on the board of Premiership Women's Rugby.



Sandra Pope

Trustee for The Harlequins Foundation since 2017 and Director of Harlequins Football Club since 2010.

Qualified chartered accountant with over 30 years of experience in corporate finance.

Director of ICM Investment Management and of several private companies.



Kevin Cahill

Trustee for The Harlequins Foundation since 2017.

Former Chief Executive and Life President of Comic Relief with over three decades of experience in education and charity. During his time at Comic Relief he created Sport Relief and played a key role in the Make Poverty History and Live 8 campaigns.

Also a founder trustee of The Talent Fund, which helps donors achieve their philanthropic aspirations and the Chair of Zero30media, a broadcast & digital consultancy specialising in creative ideas & film making for the charity sector.



Kelly Dooley

Trustee for the Harlequins Foundation since 2019; lead trustee for safeguarding.

Head Teacher of the Richmond upon Thames School since 2016, with over 20 years in comprehensive secondary education, including teaching English and Media, and holding senior leadership roles in three large London secondary schools.

Holds a Master's in Creative and Media Education and is a PhD researcher in Educational Leadership.

Member of the Richmond upon Thames School Trust is a trustee for St Christopher's Fellowship, a charity who provide children's homes, supported housing, and fostering across the UK and the Isle of Man.



Myles Marmion

Lifelong Harlequins supporter, and Trustee for The Harlequins Foundation since 2022; lead trustee for fundraising.

Retired accountant after 42-year career in finance which included both Chief Operating Officer and Chief Financial Officer positions in London and New York.

Also a Trustee of The Auckland Project which is a regeneration charity working to establish Bishop Auckland as a heritage visitor destination.

Governance and Management Structures

The Board of Trustees, which is the governing body, is responsible for the overall strategic direction of the charity.

The table below sets out the key differences between governance and management:

Governance	Management
Overview of organisation as a whole	Day to day operation of programmes or projects
Long-term strategy and policy	Short to medium-term implementation of plans
Processes and frameworks for effective working	Detailed planning and supervision
Accountable for actions and decisions made by the organisation	Responsible for delivery of actions and decisions
Compliance with current legislation	

Scheme of Delegation

The Scheme of Delegation sets out the respective responsibilities of the Board and Management in the key areas of:

- Strategic Planning
- Financial Management
- Risk Management
- People and Remuneration
- Board Administration

The trustees delegate it's day-to-day management of the charity to the following senior management personnel:

- Head of Foundation – Andy Carpenter (appointed October 2023)



Trustee Membership

The subscribers to our Memorandum (being our first Members) are also our first trustees and subsequent trustees are appointed by the trustees themselves. The trustees when complete consist of at least two persons who being individuals are over the age of 18, all of whom must support our Objects.

If any trustee is a corporate body, it must act through a named representative whose contact details are notified to the trustees and there must be at least one individual trustee. A trustee may not act as a trustee unless he/she:

- **Is a member; and**
- **Has signed a written declaration of willingness to act as a charity trustee of the Charity**

The Chief Executive Officer of Harlequin Football Club shall be a trustee of the Charity. Trustees (excluding the Chief Executive of Harlequin Football Club) shall be appointed to serve for a term of two years and at the end of the term must retire. A retiring trustee who is eligible, may be reappointed to serve another term.

The trustees may at any time co-opt any individual who is eligible as a trustee to fill a vacancy in their number or as an additional trustee, but a co-opted trustee holds office only for one year.





Trustee Appointment

The Harlequins Foundation Board of Trustees acknowledged that Dominic Coles' tenure exceeded nine years in April 2024. After the departure of founding trustee and Chair, Malcolm Wall, in 2023, the board agreed that Dominic be appointed as the new Chair of the Harlequins Foundation Board of Trustees.

The board felt that the Harlequins Foundation is best served by the experience and consistency which Dominic can provide. Dominic became a trustee when the Harlequins Foundation was a fledgling organisation and is key to supporting our continued strategic development, to help grow our impact across our communities.

To ensure the Board Effectiveness principle is not compromised, the Harlequins Foundation Board of Trustees are completing a full skills audit to assess the current and desired skills, knowledge, experience, and diversity of board members. This will provide us with a benchmark and help to identify the strengths and gaps of the board, align the board composition with strategic goals, and plan for future recruitment and development.

In January 2024 Myles Marmion was reappointed as a trustee.

The methods used to recruit and appoint new charity trustees

As per our Trustee Recruitment, Selection and Appraisal Process, when recruiting and appointing a new trustee, the board will:

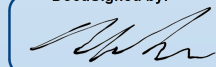
- Review the most recent Skills Audit, last completed in Q1 of 2024, in order to establish what skills and experience are required and agree to progress with the recruitment of a new trustee
- Following which a role description is produced outlining the requirements of the role and person specification
- Once approved, the role description is then advertised using a mixture of approaches in order to attract a wide pool of candidates. The adverts encourage potential candidates to contact the Foundation for an informal chat about the role
- All applications are acknowledged, and anonymised, with all identifiable information removed before being reviewed by the Chair of Trustees, the Head of Foundation and at least one other trustee against the role requirements and eligibility criteria
- Candidates are then interviewed by a panel of trustees and the Head of Foundation before recommendations being taken to the Board
- Once appointed new trustees are inducted following our Trustee Induction Process

Trustees' report, incorporating a strategic report, approved by order of the Board of Trustees, as the company directors, on:

18 March 2025 | 01:10 PDT

and were signed on its behalf by:

DocuSigned by:



1AFC78F063554E5

Dominic Coles
Chair of the Board of Trustees



Independent Examiner's Report

Independent examiner's report to the trustees of The Harlequins Foundation ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 June 2024.

Responsibilities and Basis of Report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

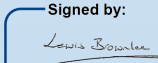
Independent Examiner's Statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. Accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. The accounts do not accord with those records; or
3. The accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed by: 
Signed: 0A10F6EE0478B46D.....

18 March 2025 | 08:59 GMT
Date:

Sam Ede BFP FCA FCCA
Lewis Brownlee (Chichester) Limited
Chartered Accountants
Appledram Barns
Birdham Road
Chichester
West Sussex
PO20 7EQ

Statement of Financial Activities

(Incorporating an Income and Expenditure Account) For the year ended 30 June 2024

	Notes	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £	2023 Total Funds £
INCOME AND ENDOWMENTS FROM Donations	4	129,162	-	129,162	197,885
Income from charitable activities	5	394,363	268,419	662,782	686,999
Other Income		-	-	-	136
TOTAL		523,525	268,419	791,944	885,020
EXPENDITURE ON Charitable Activities	6	553,463	268,419	821,882	925,650
NET INCOME/ EXPENDITURE		(29,938)	-	(29,938)	(40,630)
RECONCILIATION OF FUNDS Total funds brought forward		310,000	-	310,000	350,630
TOTAL FUNDS CARRIED FORWARD		280,062	-	280,062	310,000

The notes on pages 47 - 59 form part of these financial statements

Balance Sheet

30 June 2024

	Notes	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £	2023 Total Funds £
CURRENT ASSETS	12				
Debtors		154,707	52,553	207,260	202,745
Cash at bank and in hand		255,441	-	255,441	637,163
TOTAL CURRENT ASSETS		410,148	52,553	462,701	839,908
CREDITORS	13	(130,086)	(52,553)	(182,639)	(529,908)
Amounts falling due within one year					
NET CURRENT ASSETS		280,062	-	280,062	310,000
TOTAL ASSETS LESS CURRENT LIABILITIES		280,062	-	280,062	310,000
NET ASSETS		280,062	-	280,062	310,000
FUNDS	14			280,062	310,000
Unrestricted funds					
TOTAL FUNDS				280,062	310,000

The notes on pages 47 - 59 form part of these financial statements

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 June 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 June 2024 in accordance with Section 476 of the Companies Act 2006.

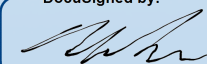
The trustees acknowledge their responsibilities for:

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

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

18 March 2025 | 01:10 PDT

and were signed on its behalf by:

DocuSigned by:

4APC70F983554E9...

Dominic Coles
Chair of the Board of Trustees

DocuSigned by:

349FCA0651E042F...

Myles Marmion
Chair of the Finance Committee

Cash Flow Statement

For the year ended 30 June 2024

	Notes	2024 £	2023 £
CASH FLOWS FROM OPERATING ACTIVITIES Cash generated from operations	16	(381,722)	(153,604)
Net cash used in operating activities		(381,722)	(153,604)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE REPORTING PERIOD		(381,722)	(153,604)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE REPORTING PERIOD		637,163	790,767
CASH AND CASH EQUIVALENTS AT THE END OF THE REPORTING PERIOD		255,441	637,163

The notes on pages 47 - 59 form part of these financial statements

Notes to the Financial Statements

For the year ended 30 June 2024

1. Statutory Information

The charity is an incorporated charity, registered with the Charity Commissioners for England and Wales (1161838) and a company incorporated in England, United Kingdom (09299973). The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee by its Memorandum and Articles of Association, as defined by the Companies Act 2006. The charity is limited by Guarantee to a maximum of £1 contribution per member. At the year end date there were six (2023: seven) members. Its principal objectives are; to advance education; to relieve need in individuals arising from their youth, age, gender, infirmity or disability, financial hardship or social circumstances; and to develop the capacity and skills of the members of the communities that are socially and/or economically disadvantaged. The registered office is; The Twickenham Stoop Stadium, Langhorn Drive, Twickenham, Middlesex, TW2 7SX.

2. 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) and the Companies Act 2006. The financial statements have been prepared under the historical cost conversion.

The financial statements have been prepared in Sterling. This is the charity's functional and presentation currency.

Monetary amounts in these financial statements are rounded to the nearest pound.

Going concern

The trustees believe there are no material uncertainties about the charity's ability to continue and accordingly the financial statements have been drawn up on a going concern basis. They do however note that the charity is reliant on the continuing support of Harlequins Football Club Limited and have received assurances that this support will not be withdrawn for a period of at least twelve months following the approval of these financial statements.



Incoming resources

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

Donations receivable

Donations are recognised in the SOFA when conditions for receipt have been complied with.

Resources expended

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.

Charitable activities costs

Charitable activities costs represent expenditure incurred directly for the delivery of the charity's programmes of activity, fundraising events and support costs in operating the charity.

Donations payable

Donations payable are recognised when they are approved by the trustees and the recipient of the donation has been informed of the amount paid. Any donations where the recipient has not been informed are noted as a contingent liability.

Governance costs

Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice.

Support costs

Support costs represent indirect charitable expenditure which is necessary in order to carry out the primary purposes of the charity and comprises provision of office and financial services.

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

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

Cash and cash equivalents

Cash at bank and in hand includes cash and short term deposits with a withdrawal notice period of no more than 90 days.

Financial instruments

The charity only has financial assets and financial liabilities that qualify as basic financial instruments which are recognised at transaction cost and subsequently carried forward at amortised cost.

3. Critical accounting judgements and key sources of estimation uncertainty

In the view of the trustees in applying the accounting policies, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

4. Donations and Legacies

	Unrestricted funds £	Restricted funds £	2024 Total Funds £	2024 Total Funds £
DONATIONS	113,993	-	113,993	185,504
GIFT AID	15,169	-	15,169	12,381
TOTAL	129,162	-	129,162	197,885

5. Income from Charitable Activities

	Unrestricted funds £	Restricted funds £	2024 Total Funds £	2024 Total Funds £
FUNDRAISING INCOME	302,882	51,889	354,771	273,967
EVENTS INCOME	91,481	216,530	308,011	413,032
TOTAL	394,363	268,419	662,782	686,999



6. Charitable Activities Costs

	Direct Costs £	Support Costs £	2024 Total £	2023 Total £
DONATIONS PAYABLE	-	-	-	5,230
EVENTS COSTS	124,659	-	124,659	90,828
STAFF COSTS	527,218	-	572,218	680,201
INDEPENDENT EXAMINATION FEES	-	4,000	4,000	5,128
OTHER COSTS	98,447	22,558	121,005	144,263
TOTAL	795,324	26,558	821,882	925,650

Direct donations payable includes £Nil (2023: £5,230), direct event costs include £32,444 (2023: £10,314), direct staff costs include £229,927 (2023: £277,547) and other costs includes £6,048 (2023: £12,369) that were paid of restricted funds. All other expenditure was unrestricted.

7. Support Costs

	Management £	Finance £	Other £	Governance Costs £	Totals £
CHARITABLE ACTIVITIES	3,562	1,388	10,993	10,615	26,558





8. Net Income/(Expenditure)

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

	2024 £	2023 £
INDEPENDENT EXAMINER'S REMUNERATION	4,000	5,128

9. Trustees' Remuneration and Benefits

There were no trustees' remuneration or other benefits for the year ended 30 June 2024 nor for the year ended 30 June 2023.

Trustees' Expenses

During the year, a trustee received a prize of £4,419 (2023: £Nil) from the matchday 50:50 raffle fundraising product organised by the charity.

10. Staff Costs

	2024 £	2023 £
WAGES AND SALARIES	502,231	606,212
SOCIAL SECURITY COSTS	45,399	51,929
OTHER PENSION COSTS	24,588	22,060
TOTAL	527,218	680,201

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

	2024 £	2023 £
NUMBER OF STAFF FTE RECHARGED	20	24

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

	2024	2023
70,001 - 80,000	-	1
80,001 - 90,000	1	-
TOTAL	1	1

The number of staff disclosed in the notes above relate to the full time equivalent staff that have been recharged by Harlequin Football Club Limited which are under dual employment contracts.

The trustees consider that key management personnel remuneration totalled **£82,476 (2023: £89,288)**.



11. Comparatives for the Statement of Financial Activities

	Unrestricted Funds £	Restricted Funds £	Total Funds £
INCOME AND ENDOWMENTS FROM Donations	197,885	-	197,885
Income from Charitable Activities	417,997	269,002	686,999
Other Income	136	-	136
TOTAL	616,018	269,002	885,020
EXPENDITURE ON Charitable Activities	625,420	300,230	925,650
NET INCOME / (EXPENDITURE)	(9,402)	(31,228)	(40,630)
RECONCILIATION OF FUNDS Total Funds Brought Forward	319,402	31,228	350,630
TOTAL FUNDS CARRIED FORWARD	310,000	-	310,000



12. Debtors

Amounts failing due within one year:

	2024 £	2023 £
TRADE DEBTORS	13,752	85,548
OTHER DEBTORS	38,451	55,911
VAT	6,150	4,447
PREPAYMENTS AND ACCRUED INCOME	148,907	56,839
TOTAL	207,260	202,745

Trade debtors include £Nil (2023: £54,195), VAT includes £805 (2023: £560) and prepayments and accrued income include £51,748 (2023: £8,900) that relate to restricted funds.

13. Creditors

Amounts failing due within one year:

	2024 £	2023 £
TRADE CREDITORS	32,350	19,481
VAT	4,022	11,271
OTHER CREDITORS	107,901	482,780
ACCRUALS AND DEFERRED INCOME	38,366	16,376
TOTAL	182,639	529,908

Trade creditors include £Nil (2023: £724), VAT includes £4,022 (2023: £11,271), other creditors include £38,452 (2023: £55,910) and accruals and deferred income include £10,079 (2023: £2,850) which relate to restricted funds.



14. Movement In Funds

	At 1/7/23 £	Net Movement In Funds £	At 30/6/24 £
UNRESTRICTED FUNDS Unrestricted Fund	310,000	(29,938)	280,062
TOTAL FUNDS	310,000	(29,938)	280,062



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

	Incoming Resources £	Resources Expended £	Movement In Funds £
UNRESTRICTED FUNDS Unrestricted Fund	523,525	(553,463)	(29,938)
RESTRICTED FUNDS			
METTLE	11,374	(11,374)	-
HITZ	33,002	(33,002)	-
Project Rugby (PRL)	85,901	(85,901)	-
FDN Degree	8,125	(8,125)	-
SUEZ	25,087	(25,087)	-
HAF	30,332	(30,332)	-
PRC App (PRL)	7,250	(7,250)	-
Ahead Of The Game (AOTG)	11,000	(11,000)	-
Maddy's Mark	12,500	(12,500)	-
RE-N-GAGE	12,000	(12,000)	-
Universal Neet	14,833	(14,833)	-
Jesters	17,015	(17,015)	-
TOTAL	268,419	(268,419)	-
TOTAL FUNDS	791,944	(821,882)	(29,938)

Comparatives for movement in funds

	At 1/7/22 £	Net Movement In Funds £	At 30/6/23 £
UNRESTRICTED FUNDS	319,402	(9,402)	310,000
Unrestricted Fund			
RESTRICTED FUNDS			
HITZ	12,052	(12,052)	-
Project Rugby (PRL)	600	(600)	-
Tackling Numbers	6,400	(6,400)	-
National Citizen Service	469	(469)	-
Kickstart	11,707	(11,707)	-
TOTAL	31,228	(31,228)	-
TOTAL FUNDS	350,630	(40,630)	310,000

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

	Incoming Resources £	Resources Expended £	Movement In Funds £
UNRESTRICTED FUNDS	616,018	(625,420)	(9,402)
RESTRICTED FUNDS			
HITZ	37,167	(49,219)	(12,052)
Project Rugby (PRL)	78,600	(79,200)	(600)
Tackling Numbers	-	(6,400)	(6,400)
National Citizen Service	-	(469)	(469)
Engage	15,747	(15,747)	-
Apprenticeship	11,700	(11,700)	-
Kickstart	19,124	(30,831)	(11,707)
TFL	1,999	(1,999)	-
FDN Degree	9,687	(9,687)	-
SUEZ	33,450	(33,450)	-
HAF	44,843	(44,843)	-
Future Proof	4,860	(4,860)	-
Tackling Character	1,700	(1,700)	-
Secondment	3,375	(3,375)	-
PRC App (PRL)	6,750	(6,750)	-
TOTAL	269,002	(300,230)	(31,228)
TOTAL FUNDS	885,020	(925,650)	(40,630)



SUEZ

An employability programme, delivered in partnership with SUEZ Recycling and Recovery UK Ltd that offers young people 16-24 a practical approach to gaining valuable work experience and the opportunity for permanent employment.

Engage

European Social Fund (ESF) programme (Positive Directions London South) is a short term education intervention for targeted NEET young people, offering Functional Skills in English and Maths and positive enrichment and progression opportunities.

Apprenticeship

A level 2 apprenticeship programme that offers young people the opportunity to gain the skills and knowledge and competencies to begin a career in coaching.

Kickstart

A government funded initiative to support NEET young people gain 6 months valuable work experience, to help them then gain employment, or go on to further training. 30 young people participated on the programme.

FDN Degree

A two year foundation degree programme delivered in partnership with The University of South Wales (USW). Students are enrolled on a Foundation Degree in Sports Coaching and Development and have the option of a 3rd year 'top-up' to leave the programme with a full undergraduate degree (BSc). The programme is specifically designed for those interested in gaining a university qualification while acquiring the experience of working in the sector.

PRC APP

An interactive curriculum-based teachers resource designed to support primary school aged children to get active while enjoying learning and improving digital literacy.

Project Rugby

A national PRL Funded programme designed to increase access opportunities for peoples from traditionally under-represented groups, including those from low socio-economic backgrounds, ethnically diverse communities, people with disabilities and women and girls.

Jesters

The Harlequins wheelchair rugby team, 'The Jesters', is fully inclusive for males and females 15+ who wish to be active, and competitive, learn new skills, make new friends and have loads of fun. All sessions are run by fully qualified Harlequins Foundation coaches.

HAF

Stands for Holiday and Food programme, The Harlequins Foundation calls it the Healthy Holiday Programme. It offers young people, aged 6-14 and in receipt of benefit related free school meals access to a range of free activities delivered by our experienced team of staff.

Ahead of the Game (AOTG)

A series of programmes which have been designed to improve youth mental health through community organised sport, and targets adolescent male mental health by engaging with the whole community around the local sports club.

Maddy's Mark

A charity set up in memory of Maddy Lawrence and fund organisations who deliver programmes engaging girls in rugby/sport and champion mental wellbeing. Maddy's Mark funded the Harlequins Foundation to deliver SWITCH in the London borough of Hounslow.

Re-N-Gage

Funded the Harlequins Foundation to co-deliver an intervention at Sunbury Manor School, working with students who were at-risk of exclusion. Foundation delivered essential skills sessions to help students understand their skills, abilities and strengths that may not currently be represented in their academic attainment.

Universal NEET

Greater London Authority funded programme, as a subcontractor of Runway Training. Universal NEETs or "Ignite" is a project focussed on supporting young people who are not in employment, education or training into sustained education or employment. The Harlequins Foundation are subcontracted to support between 30 and 45 young people through the course of the project, ending in April 2025.

METTLE

Supporting children and young people to be better equipped to look after their mental health and wellbeing and deal with stress, anxiety and setbacks.

HITZ

Post-16 study programme, designed to engage young people not in education employment or training (NEET). The programme uses the core values of rugby, alongside other sporting and enrichment opportunities to increase young people resilience, self-confidence and long-term employability.

TFL (Transport for London)

A programme for regular health walks for young people 16-19 at risk of becoming NEET and monthly walks for adults 55+ taking place before matchdays.

The other funds have specific restrictions and will be used for the purpose received.

15. Related Party Disclosures

During the year, Harlequin Football Club Limited (The Club), a connected party, paid for goods and services totalling £590,203 (2023: £731,403) and collected monies totalling £43,858 (2023: £66,176) on behalf of the charity. Donations receivable for the year, from The Club, amounted to £90,000 (2023: £108,955) of which £Nil (2023: £33,955) has been included in prepayments and accrued income. The balance due to The Club, included in other creditors at the year end, amounted to £60,468 (2023: £426,870), this balance is unsecured, repayable on demand and bears no interest.

During the year, The Foundation purchased services from The Club totalling £25,000 (2023: £25,000).

The Club provides facilities and services to The Foundation for which no charge is made. The level of these costs cannot be reliably estimated by The Foundation.



16. Reconciliation of net expenditure to net cash flow from operating activities

	2024 £	2023 £
NET EXPENDITURE FOR THE REPORTING PERIOD (AS PER THE STATEMENT OF FINANCIAL ACTIVITIES) ADJUSTMENTS FOR:	(29,938)	(40,630)
(INCREASE)/DECREASE IN DEBTORS	(4,940)	160,901
DECREASE IN CREDITORS	(346,844)	(273,875)
NET CASH USED IN OPERATIONS	(381,722)	(153,604)



17. Analysis of Changes In net Funds

	At 1/7/23 £	Cash Flow £	At 30/6/24 £
NET CASH	637,163	(381,722)	255,441
Cash at bank and in hand			
TOTAL	637,163	(381,722)	255,441



Reference and Administrative Details

Registered Company Number

09299973 (England and Wales)

Registered Charity Number

Registered Charity number: 1161838

Trustees

D Coles (Chair - appointed 1 October 2023)

K Cahill

S J Pope

L Dalrymple

K Dooley

M Marmion

M Wall (Resigned 1 October 2023)

Registered Office

Twickenham Stoop Stadium

Langhorn Drive

Twickenham

Middlesex

TW2 7SX

Bankers

Metro Bank

One Southampton Row

London

WC1B 5HA

Independent Examiner

Sam Ede BFP FCA FCCA

Lewis Brownlee (Chichester) Limited

Chartered Accountants

Appledram Barns

Birdham Road

Chichester

West Sussex

PO20 7EQ



Glossary

Alternative Provision

A term for educational arrangements for students who are unable to attend school for a variety of reasons.

BTEC

Business and Technology Education Council. BTECs are specialist work-related qualifications that combine practical learning with subject and theory content.

Changing the Game

Our three year strategy, delivered 2024-2027.

DEC

Diverse Ethnic Communities.

Essential Skills

We have produced the Sports Toolkit, which supports young people and coaches to develop the 8 Essential Skills that they need to succeed in life and sport. These skills underpin all our programme delivery.

Focus Boroughs

The London boroughs surrounding The Stoop, where we deliver most of our projects.

HAF

Holiday Activity and Food, a programme funded by the Department for Education aiming to keep children active and fed through the school holidays.

Harlequins

Harlequins are a professional rugby union club that plays in Premiership Rugby, the top level of English rugby union. Officially Harlequin Football Club, or Harlequin F.C. the Harlequins Foundation are the charitable arm of the Club.

HITZ

HITZ is Premiership Rugby's award-winning education and employability programme dedicated to helping young people find a better future.

Indices of Multiple Deprivation

The official measure of relative deprivation for small areas (or neighbourhoods) in England. We use this as one of the measures to guide our programme delivery to ensure we work with those most in need.

LSEG

Low Socio-Economic Groups.

Lend An Ear

A mental health campaign that promotes better listening skills to enable teammates, colleagues, friends and family to talk when times are tough.

METTLE

Developed for primary and secondary schools, METTLE raises awareness and challenge the stigma of mental health, while developing mental resilience in young people to develop the essential skills.

Move.Learn.Grow

Bespoke and wide-ranging support packages to primary and secondary schools across the Heartlands, delivering essential skill sessions within any sporting framework such as PPA cover, multi-sport provisions, rugby, and so much more!

NEET

Not in Education, Employment or Training. Frequently used in reference to young people, especially as studies show it can have a detrimental impact on individuals' future.

Project Rugby

A joint initiative with Premiership Rugby and the RFU designed to increase participation in the game by people from traditionally underrepresented groups.

RIAB

Rugby In a Box: our programme includes a box containing everything you need to deliver touch rugby sessions, including the plans and staff to deliver!

Rival Ride

Our annual fundraising cycle ride, undertaken by supporters.

SEND

Special Educational Needs and Disabilities.

Social return on investment

A method for measuring the value of our activities on society, taking into account the spend on a programme compared to the social value it creates.

Social value

Social value is a holistic way of understanding the total impact of an activity or programme on people's quality of life.

Sport Value Bank

An online social value measuring tool which enables sports organisations to accurately assess, record and value the impact of their community activity.

STEM

Science, Technology, Engineering, and Mathematics is an umbrella term used to group together the distinct but related subjects.

SWITCH

Developed by The Harlequins Foundation, SWITCH is a multi-tiered programme aimed at encouraging girls to get involved in rugby.

Universal Framework

The Skills Builder Universal Framework provides the national standard for teaching the essential skills. It breaks each skill into steps, supporting progress for students of all ages and abilities – including those with special educational needs.

References

Youth Sport Trust, 2023

Business and Technology Education Council. BTECs Women and girls face many barriers to accessing sports, resulting in nearly two-thirds of girls (64%) wanting to be more active in school but saying that there are barriers that are stopping them from taking part.

Gov. UK education statistics

497 16-17 year olds in our community (Hounslow, Richmond and Kingston) who were NEET/Activity unknown in 2023.

Skills Builder, 2024

Individuals with higher essential skill levels are 25-50% less likely to be out of employment or education.

Sport England

Sports and physical activity can have a positive impact on physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

NHS England

1 in 5 children and young people in England aged 8-25 had a probable mental disorder in 2023.

Baker and Kirk-Wade, 2024

Around 20% of children aged 7 to 16 had a probable mental health condition in 2023, up from 12% in 2017.

UCL

Research suggests that children who have been excluded are more likely to be unemployed and to go to prison, as well as to have mental health difficulties not only in the short-term, but potentially with a life-long impact.



Get in touch

Find out more about our plans and how you can support the life-changing work of the Harlequins Foundation.



www.quins.co.uk/the-harlequins-foundation



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