



## Trustee's Annual Report for the period

|      |                   |             |              |    |                 |             |              |
|------|-------------------|-------------|--------------|----|-----------------|-------------|--------------|
| From | Period start date |             |              | To | Period end date |             |              |
|      | Day<br>01         | Month<br>04 | Year<br>2024 |    | Day<br>31       | Month<br>03 | Year<br>2025 |

### Section A

### Reference and administration details

Charity name

Sport at the Heart

Other names charity is known by

SatH Community Sports & Wellbeing

Registered charity number (if any)

1168659

Charity's principal address

C/o Newfield Primary School

Longstone Avenue

London

Postcode

NW10 3UD

### Names of the charity trustees who manage the charity

|    | Trustee name      | Office (if any) | Dates acted if not for whole year | Name of person (or body) entitled to appoint trustee (if any) |
|----|-------------------|-----------------|-----------------------------------|---|
| 1  | Corrine Daley     |                 |                                   |   |
| 2  | Alesia Carrington |                 |                                   |   |
| 3  | Olga Mirzoyan     |                 |                                   |   |
| 4  | Steven Marshall   |                 | 21/12/2024                        |   |
| 5  | Harold Bennet     |                 | 21/12/2024                        |   |
| 6  |                   |                 |                                   |   |
| 7  |                   |                 |                                   |   |
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| 18 |                   |                 |                                   |   |
| 19 |                   |                 |                                   |   |
| 20 |                   |                 |                                   |   |

### Names of the trustees for the charity, if any, (for example, any custodian trustees)

| Name | Dates acted if not for whole year |
|------|-----------------------------------|
|      |                                   |
|      |                                   |

### Names and addresses of advisers (Optional information)

| Type of adviser | Name | Address |
|-----------------|------|---------|
|                 |      |         |
|                 |      |         |
|                 |      |         |
|                 |      |         |

### Name of chief executive or names of senior staff members (Optional information)

Nary Wijeratne

## Section B Structure, governance and management

### Description of the charity's trusts

|   |  |
|---|--|
| Type of governing document<br>(eg. trust deed, constitution)        | Constitution   |
| How the charity is constituted<br>(eg. trust, association, company) | Association  |
| Trustee selection methods<br>(eg. appointed by, elected by)         | Appointed or reappointed, and elected by members at the AGM. |

### Additional governance issues (Optional information)

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

Sport at the Heart (SatH) is a registered charity governed by its Board of Trustees, who are responsible for strategic direction, financial oversight and risk management. The charity operates in line with its constitution and charitable objects, with trustees ensuring compliance with all regulatory requirements including safeguarding, financial reporting, employment and public benefit obligations.

During 2024–25, SatH strengthened its governance framework and operational infrastructure. This included updating core policies across safeguarding, HR, equality, data protection and health and safety, improving internal financial systems, and embedding clearer staff structures, supervision processes and escalation routes. These developments support the charity's long-term sustainability and readiness for growth.

SatH's work is increasingly embedded within wider borough partnership structures, reflecting the organisation's role as a trusted community anchor.

SatH also contributed to borough-wide priorities through networks such as I AM Brent, Brent Health Matters, the VCS Forum and partnerships with local providers, as well as continuing to steward community use of Roundwood School & Community Centre in partnership with the Beckmead Trust.

These networks provide strategic alignment, shared insight and opportunities for collaboration that enhance SatH's reach and impact, and enable the charity to contribute to borough-wide priorities around health, wellbeing, safety and community power.

Trustees reviewed the charity's major risks during the year, including funding stability, safeguarding, staffing capacity and building operations,

and monitored mitigation processes put in place by senior leadership.

## Section C

## Objectives and activities

**Summary of the objects of the charity set out in its governing document**

To promote for the benefit of the inhabitants of the London Borough of Brent and the surrounding area, the provision of facilities for healthy recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances with the object of improving their conditions of life.

SatH's charitable purpose remains to advance health, wellbeing, education and community participation through sport, physical activity, leadership and creative programmes. The trustees confirm they have had regard to the Charity Commission's guidance on public benefit when planning the charity's activities.

The charity's work between April 2024 and March 2025 focused on five core aims:

- **Improving physical and mental wellbeing** through accessible sport and movement opportunities.
- **Providing safe, inclusive youth spaces** centred on belonging and positive relationships.
- **Developing young people's leadership, skills and confidence**, especially for those facing the greatest barriers.
- **Strengthening families and communities** through inclusive programmes and multi-agency partnerships.
- **Activating and stewarding local facilities**, such as Roundwood, to support locally-led provision and strengthen community access to youth and wellbeing.

Our activity portfolio continued to include:

- girls' and women's wellbeing programmes
- school partnerships and curriculum-aligned delivery
- Roundwood youth club for girls and mixed sessions
- multi-sport and physical activity programmes across local venues
- leadership, volunteering and accredited qualifications
- holiday activities and community events
- mentoring and targeted support for high-needs young people

SatH also delivered significant community engagement work as the anchor organisation in place at Roundwood School & Community Centre, co-producing activities and strengthening community voice in the development of youth and wellbeing provision. SatH also secured investment to upgrade facilities for long-term community use.

**Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)**

### Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related

investment;

- contribution made by volunteers.



## Section D

## Achievements and performance

Summary of the main achievements of the charity during the year

During 2024–25, SatH focused on sustaining high-quality provision while strengthening organisational capacity and expanding delivery in response to community need. This year was marked by steady growth in schools-based work, deepened targeted support for young people, progression in leadership pathways, and the early development of Roundwood School and Community Centre as a hub for community providers. Our ability to consolidate and diversify funding has further strengthened long-term sustainability.

### 1. Strategic Development and Organisational Growth

SatH continued to invest in its organisational foundations to support effective, high-impact delivery:

- The three-year strategic plan was refreshed, ensuring clear priorities aligned with the evolving needs of children, young people and families in Brent.
- A strengthened monitoring and evaluation framework was embedded across programmes, allowing better measurement of wellbeing, participation, and leadership outcomes.
- Policies, safeguarding processes and HR systems were reviewed and updated to support staff, volunteers and community partners.
- SatH continued its partnership with the Beckmead Trust, maintaining responsibility for the wraparound youth offer and day-to-day building operations at Roundwood School and Community Centre.

These developments have created greater organisational resilience and enabled the charity to respond more flexibly to increasing demand.

### 2. High-Quality Weekly Youth and Community Programmes

SatH sustained a broad range of weekly youth and community activities that promote belonging, wellbeing and positive relationships. These included:

- Junior and Senior Youth Clubs offering informal learning, mentoring, creative activities and social connection. This year, provision expanded across three new sites (Three Trees, St Raph's and Church Lane), reflecting increased demand and strengthened partnership activity.
- Pre-School Sports Clubs, supporting early years physical literacy and positive play.
- Multi-Sports Sessions encouraging confidence, movement and social interaction.
- StreetDance & Performing Arts, providing expressive, creative and wellbeing benefits.
- Women & Girls' sessions, including a new girls-only youth night, leaderships programmes, self-development sessions, fitness, sports and wellbeing workshops.
- SEND-inclusive activities delivered with partners such as Let's Unite for Autism.

Across the year, SatH delivered over 3,000 hours of community activities, engaging more than 1,500 children, young people and family members.

### 3. Strengthened Targeted Support for Young People

Targeted interventions continued to play a crucial role in supporting children and young people experiencing vulnerability.

- The Safer Through Activities Together (STAT) programme provided targeted mentoring, transition support and positive activities for 48 Year 6 pupils across six primary schools.
- Trauma-informed practice, strengthened through multi-year Thrive training, enabled early identification of need and appropriate intervention or referral.
- SatH delivered I AM Brent interventions for young people requiring additional support, addressing wellbeing, relationships, safety and confidence.
- GIRL (Growing Independent Resilient Leaders) mentoring provision specifically for girls and young women vulnerable to exploitation or harm.

These programmes continue to contribute to improved decision-making, resilience, and reduced risk at key stages of development for young people, as well as strengthened SatH's trauma-informed and early-intervention approach across the year.

### 4. Leadership, Volunteering and Skills Development

SatH expanded its leadership and training pathways, ensuring more young people and adults gained the skills and confidence to contribute to their communities.

Training delivered included:

- Sports Leaders Level 1 and 2 Qualifications
- Bronze Duke of Edinburgh Award
- Netball Leaders Award
- First Aid, Inclusion & Diversity, Health & Safety workshops

More than 80 young people and adults gained recognised training or qualifications through SatH this year. The youth leadership pathway continued to support young people to progress into volunteering and paid roles, reflecting sustained investment in local leadership development.

### 5. School Holiday Programmes

SatH delivered holiday provision during every school break, including HAF-funded and Kitchen Social programmes. These sessions provided:

- enriching activities (including trips & residentials)
- specialist workshops
- movement and play
- access to nutritious meals
- safe spaces during school closures

### 6. Roundwood School and Community Centre: Strengthening a Community Hub

## Section D

## Achievements and performance

SatH's partnership with the Beckmead Trust continued to support Roundwood School and Community Centre as an accessible, inclusive space for children, young people, families and local residents.

This year, SatH sustained weekly youth provision, expanded community use of the space, and began intentionally building a wider provider hub, collaborating with local organisations to bring a broader range of activities and support into the centre.

Roundwood's role as a trusted, safe and welcoming space has continued to grow, supporting:

- physical activity and wellbeing
- creative programmes and the arts
- leadership and skills development
- community connection
- family engagement
- access to wider support such as the food bank and welfare services

The centre remains a cornerstone for local cohesion and opportunity.

## Section E

## Financial review

### Brief statement of the charity's policy on reserves

The level of free reserves (excluding restricted funds) is reviewed annually by the trustees. In the current economic climate, the trustees consider that the most appropriate level of free reserves is between 3-6 months budgeted future operating expenditure; to be able to withstand a prolonged drop in funding over the coming year but also to help fund operations where funding is paid in arrears, rather than up front.

### Details of any funds materially in deficit

Not applicable

### Further financial review details (Optional information)

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

During the financial year, SatH received income from:

- Trusts and foundations (John Lyons Charity, City Bridge Trust, Henry Smith Foundation, Children in Need)
- Local authority funding and contracts (HAF, NCIL)
- Programme delivery in schools
- Partnership and Consortia (I AM Brent, Safer Neighbourhood Board)

Expenditure continued to reflect SatH's community focus, with the majority spent on:

- staff and sessional worker costs
- delivery and programme resources
- venue and facility expenses
- training and safeguarding
- organisational development and governance

SatH maintained a prudent reserves position in line with its policy, ensuring financial stability while continuing to invest in programme growth and staff capacity.

## Section F Other optional information

SatH's ability to create meaningful change is because we are, and have always been, a frontline, grassroots and delivery-focused organisation. Our daily presence in youth spaces, schools, community centres and local neighbourhoods gives us a deep, lived understanding of the experiences, strengths and challenges within our communities. This remains our primary focus and the core of our charitable purpose.

Our model has always been built on community power: relationships, trust, lived experience, and working alongside young people and families to design and grow opportunities that meet real needs. This year, we began to more intentionally recognise, articulate and build on that strength.

2024–25 has been a foundation year where SatH:

- strengthened its understanding of systems change, community power and place-based practice
- refined the language and frameworks to describe the work we have always done intuitively
- invested in staff development to embed shared approaches and deepen reflective practice
- positioned itself more clearly as an organisation that listens, responds and adapts with its community
- enhanced structures that support collaboration with residents, partners and local organisations

This groundwork enables us to elevate and exemplify our community-led approach in 2025–26, ensuring that our frontline delivery continues to inform wider improvements in youth work, wellbeing, leadership pathways and community infrastructure.

SatH will remain delivery-focused, that is our foundation, while increasingly using our insight, relationships and experience to contribute to positive change in the systems that shape young people's and our community's lives.

## Section G Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

|  |               |                   |
|--|---------------|-------------------|
| <b>Signature(s)</b>                        | <i>CDaley</i> | <i>AC</i>         |
| <b>Full name(s)</b>                        | Corrine Daley | Alesia Carrington |
| <b>Position (eg Secretary, Chair, etc)</b> | Trustee       |                   |
| <b>Date</b>                                | 27/01/2026    |                   |



|   |                   |                          |                    |
|---|-------------------|--------------------------|--------------------|
| Charity Name<br><b>Sport at the Heart</b> |                   | Number<br><b>1168659</b> |                    |
| <b>Annual Accounts</b>                    |                   |                          |                    |
| For the period<br>from                    | April 1st<br>2024 | To                       | March 31st<br>2025 |

## Section A Receipts and payments

|                                | Unrestricted<br>funds<br>to the nearest £ | Restricted<br>funds<br>to the nearest £ | Endowment<br>funds<br>to the nearest £ | Total funds<br>to the nearest £ | Last year<br>to the nearest £ |
|--------------------------------|---|---|--|---------------------------------|-------------------------------|
| <b>A1 Receipts</b>             |   |   |  |                                 |                               |
| Henry Smith                    | 15,000                                    | -                                       | -                                      | 15,000                          | 30,000                        |
| LB Brent                       | -   | 93,884                                  | -                                      | 93,884                          | 44,662                        |
| Sport England                  | -   | -                                       | -                                      | -                               | -                             |
| Wembley National Stadium Trust | 16,875                                    | -                                       | -                                      | 16,875                          | 11,250                        |
| Young Brent Foundation         | -   | -                                       | -                                      | -                               | 31,093                        |
| John Lyons Charity             | -   | 55,000                                  | -                                      | 55,000                          | 40,000                        |
| Sessional Income               | 7,203                                     | -                                       | -                                      | 7,203                           | 6,693                         |
| City of London                 | -   | 41,652                                  | -                                      | 41,652                          | 20,523                        |
| Mayors Fund                    | -   | 2,792                                   | -                                      | 2,792                           | 6,500                         |
| Jack Petchey Foundation        | -   | 900                                     | -                                      | 900                             | 900                           |
| London Sport                   | -   | 5,430                                   | -                                      | 5,430                           | -                             |
| StreetGames                    | -   | 1,500                                   | -                                      | 1,500                           | -                             |
| Children in Need               | -   | 30,000                                  | -                                      | 30,000                          | 30,000                        |
| London Community Foundation    | -   | 10,000                                  | -                                      | 10,000                          | -                             |
| UK Youth                       | 30,000                                    | 5,770                                   | -                                      | 35,770                          | 30,000                        |
| I AM Brent/ VRU                | -   | 21,715                                  | -                                      | 21,715                          | -                             |
| Garfield Weston                | -   | -                                       | -                                      | -                               | 20,000                        |
| Schools income                 | -   | 43,435                                  | -                                      | 43,435                          | 30,630                        |
| The National Lottery/ DCMS     | -   | 49,987                                  | -                                      | 49,987                          | 10,000                        |
| DofE Award                     | -   | -                                       | -                                      | -                               | 8,937                         |
| London Youth                   | -   | 6,505                                   | -                                      | 6,505                           | 13,900                        |
| Donations                      | 1,166                                     | -                                       | -                                      | 1,166                           | -                             |
| Other Revenue                  | 8,908                                     | -                                       | -                                      | 8,908                           | 17,808                        |
| <b>AR)</b>                     | <b>79,152</b>                             | <b>368,570</b>                          | <b>-</b>                               | <b>447,722</b>                  | <b>352,895</b>                |

|  |               |                |          |                |                |
|--|---------------|----------------|----------|----------------|----------------|
| <b>A2 Asset and investment sales,<br/>(see table).</b> | -             | -              | -        | -              | -              |
| <b>Sub total</b>                                       | <b>-</b>      | <b>-</b>       | <b>-</b> | <b>-</b>       | <b>-</b>       |
| <b>Total receipts</b>                                  | <b>79,152</b> | <b>368,570</b> | <b>-</b> | <b>447,722</b> | <b>352,895</b> |


|  |                |                |          |                |                |
|--|----------------|----------------|----------|----------------|----------------|
| <b>A3 Payments</b>                     |                |                |          |                |                |
| Community Programme Delivery           |                | £85,617        | -        | 85,617         | 87,736         |
| Venues                                 |                | £23,903        | -        | 23,903         | 8,333          |
| Staff Uniform & Kits                   |                | 2,567          | -        | 2,567          | 6,502          |
| Sports & Play Equipment & Resources    |                | 16,726         | -        | 16,726         | 4,292          |
| Insurance                              |                | 425            | -        | 425            | 425            |
| Travel & Transport                     |                | 2,339          | -        | 2,339          | 2,627          |
| Events & Community Outreach            |                | £13,564        | -        | 13,564         | 12,462         |
| Volunteer Expenses                     |                | 366            | -        | 366            | 743            |
| IT                                     |                | 4,879          | -        | 4,879          | 2,834          |
| Professional Memberships               |                | 360            | -        | 360            | 165            |
| Phone & Internet                       |                | 3,076          | -        | 3,076          | 2,477          |
| Office and stationary                  |                | 3,563          | -        | 3,563          | 4,176          |
| Marketing & Publicity                  |                | £581           | -        | 581            | 500            |
| Admin & Consultancy                    |                | 19,741         | -        | 19,741         | 53,990         |
| Workforce Development & Training Offer |                | 5,719          | -        | 5,719          | 2,496          |
| Food & Refreshments                    | 10,196         | -              | -        | 10,196         | 5,938          |
| Core Staff Costs                       | 57,285         | 179,188        | -        | 236,473        | 193,799        |
| Audit & Accounting fees                |                | 726            | -        | 726            | 490            |
| Trips & Residential                    |                | 4,675          | -        | 4,675          | 8,621          |
| Staff wellbeing                        | 80             | -              | -        | 80             | 266            |
| Recruitment costs                      |                | 555            | -        | 555            | 120            |
| <b>Sub total</b>                       | <b>£67,561</b> | <b>368,570</b> | <b>-</b> | <b>436,131</b> | <b>398,991</b> |

|   |
|---|
| <b>A4 Asset and investment<br/>purchases, (see table)</b> |
|---|



|                                   |               |                |          |                |                 |
|-----------------------------------|---------------|----------------|----------|----------------|-----------------|
|                                   | -             | -              | -        | -              |                 |
|                                   | -             | -              | -        | -              |                 |
| <b>Sub total</b>                  | -             | -              | -        | -              | -               |
| <b>Total payments</b>             | <b>67,561</b> | <b>368,570</b> | <b>-</b> | <b>436,131</b> | <b>398,991</b>  |
| <b>Net of receipts/(payments)</b> | <b>11,591</b> | <b>-</b>       | <b>-</b> | <b>11,591</b>  | <b>- 46,096</b> |
| A5 Transfers between funds        |               | -              | -        | -              | -               |
| A6 Cash funds last year end       | 70,521        |                | -        | 70,521         | 116,617         |
| <b>Cash funds this year end</b>   | <b>82,112</b> | <b>-</b>       | <b>-</b> | <b>82,112</b>  | <b>70,521</b>   |

## Section B Statement of assets and liabilities at the end of the period

| Categories   | Details   | Unrestricted funds to nearest £        | Restricted funds to nearest £ | Endowment funds to nearest £    |
|--|---|--|-------------------------------|---------------------------------|
| <b>B1 Cash funds</b>   |   | -                                      | -                             | -                               |
|  |   | -                                      | -                             | -                               |
|  |   | -                                      | -                             | -                               |
|  | <b>Total cash funds</b>   | -                                      | -                             | -                               |
|  | (agree balances with receipts and payments account(s))                              |  |                               |                                 |
| <b>B2 Other monetary assets</b>                                    | <b>Details</b>  |  |                               |                                 |
|  |   | -                                      | -                             | -                               |
|  |   | -                                      | -                             | -                               |
|  |   | -                                      | -                             | -                               |
|  |   | -                                      | -                             | -                               |
|  |   | -                                      | -                             | -                               |
|  |   | -                                      | -                             | -                               |
| <b>B3 Investment assets</b>  | <b>Details</b>  | <b>Fund to which asset belongs</b>     | <b>Cost (optional)</b>        | <b>Current value (optional)</b> |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
| <b>B4 Assets retained for the charity's own use</b>                | <b>Details</b>  | <b>Fund to which asset belongs</b>     | <b>Cost (optional)</b>        | <b>Current value (optional)</b> |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
|  |   |  | -                             | -                               |
| <b>B5 Liabilities</b>  | <b>Details</b>  | <b>Fund to which liability relates</b> | <b>Amount due (optional)</b>  | <b>When due (optional)</b>      |
|  |   |  | -                             |                                 |
|  |   |  | -                             |                                 |
|  |   |  | -                             |                                 |
|  |   |  | -                             |                                 |
|  |   |  | -                             |                                 |
| <b>Signed by one or two trustees on behalf of all the trustees</b> | <b>Signature</b>  | <b>Print Name</b>                      | <b>Date of approval</b>       |                                 |
|  |  | Corrine Daley                          | 27/01/2026                    |                                 |
|  | AC  | Alesia Carrington                      | 28/01/2026                    |                                 |
|  |   |  |                               |                                 |

**Independent Examiner's Report to the Trustees of Sport at the Heart Charity Number 1168659**

I report on the accounts of the Trust for the year ended 31st March 2025 Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under section 43(2) of the Charities Act 1993 (the 1993 Act)) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts (under section 43(3)(a) of the 1993 Act);
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 43(7)(b) of the 1993 Act); and
- to state whether particular matters have come to my attention.

**Basis of independent examiner's report**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

**Independent examiner's statement**

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

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

- to keep accounting records in accordance with section 41 of the 1993 Act; and
- to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 1993 Act

have been met.

Name: Rachel Rossiter

Relevant professional qualification or body: CIMA

Address: 114 Leghorn Road London NW10 4PG

Date: 28.01.2026.