

**REGISTERED COMPANY NUMBER: 09299973 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1161838**

**TRUSTEES' REPORT AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022  
FOR  
THE HARLEQUINS FOUNDATION  
(A COMPANY LIMITED BY GUARANTEE)**

Lewis Brownlee (Chichester) Limited  
Chartered Accountants  
Appledram Barns  
Birdham Road  
Chichester  
West Sussex  
PO20 7EQ



**THE HARLEQUINS FOUNDATION**  
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**FOR THE YEAR ENDED 30 JUNE 2022**

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**THE HARLEQUINS FOUNDATION (REGISTERED NUMBER: 09299973)**

**TRUSTEES' REPORT  
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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 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

The exclusively charitable objects 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.

**Significant activities**

- Created over £3m of social value through our programmes.
- Worked with 7,167 young people across the Harlequins Heartlands.
- Launched Rugby in A Box at Big Game 13.
- Hosted two Primary Tag festivals, with over 200 children in attendance at The Stoop.
- In partnership with the Met Police, we hosted a Project Rugby festival for 104 young people.
- Raised £47,532 through the Cup Campaign - thank you for donating!
- Rival Ride: 63 legends each cycled 200 miles from The Stoop to Exeter to raise funds.
- We launched our Pass Like a Pro Activation.
- Kylie Grimes, Paralympic gold medallist, joined The Jesters as Head Coach.
- Delivered Aiming High & Staying Positive assemblies in local schools with the Premiership trophies, players, and mascots.
- Started delivering Holiday, Activity & Food (HAF) programmes, reaching those most in need during the holidays.
- Continued our response to the pandemic, delivering support services to the communities we work in.
- Growth of Move Learn Grow - our schools programme.
- Continued with the expansion of our self-harm and suicide prevention programme in grassroots rugby clubs.
- Shortlisted as a finalist for the Health Service Journal (HSJ) National Awards.
- Increase in our education and employability programmes, including many Kick start placements, both within the organisation and in external partners all of whom secured positive progression into further training or employment; as well as the development of our Foundation Degree programme to be launched in September.

**Public benefit**

As required by the Charities Act 2011, the Trustees have referred to the Charity Commission's general guidance on public benefit when formulating the grant making policy. In particular, the Trustees consider how grants can be made to ensure maximum benefit flows through to the intended ultimate beneficiaries. The grants benefit several public causes, as detailed in the notes to the financial statements.

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**STRATEGIC REPORT**

**Achievement and performance**

This report highlights the huge amount of effort that every single member of staff has put in over the last year.

I am incredibly proud of how far we've come as a young charity in such a short space of time, particularly after the 'interruption' of the last couple of years. I cannot stop smiling when I read about the positive effect, we have had on so many people's lives, representing the Club, its supporters, and partners in the Harlequin Heartlands.

With our success to date, we continue to embody the belief that runs through the Club, that collectively we can be a force for good in how we tackle the most pressing challenges of our time whilst we continue to work with some of the most vulnerable in our community.

In order to support our long-term growth plans and ensure our sustainability we invested some of our reserves in important human resource, for example expanding our marketing and communications team to help drive greater awareness of our work. We also made the decision to invest in systems that will help us to be more efficient, including the migration to a new CRM in Salesforce for Non-Profits.

However, most importantly I need to thank you: for reading this report, taking an interest in our work, and supporting us in whatever way you do.

"With everything that is going on at the moment, now is not the time to rest on our laurels; now is the time to push forward to achieve even more."

Marc Leckie - Head of Foundation  
Nunquam Dormio

**Our Ambition**

To positively impact the lives of one million individuals by 2030 using the power of sport.

**Our mission**

As the charitable arm of Harlequin FC, our focus is on solutions that tackle inequality, poor health and the challenges facing the most vulnerable in society.

**Creating Social value in our community**

The numbers presented in this report represent the Social Value created across the whole of the 2021/22 rugby season.

**What Is Social Value?**

Social Value is a way of understanding the total impact of an activity or programme on people's quality of life. A project that has a greater positive impact on people's lives generates more social value.

When the Social Value generated exceeds, the resources invested in a programme, 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.

**How Do We Calculate Social Value?**

Sport Value Bank (SportVB); 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.

- Total Social Value Created: £3,032,966
- For every £1 invested, there was £4.73 of Social Value created
- Total investment in programmes £641,219

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**Skills Builder Sports Toolkit**

Everyone needs Essential Skills to succeed, whatever their path in life. That's why we teamed up with the Skills Builder Partnership, which brings together educators, employers, and skills-building organisations around a shared approach for building the eight Essential Skills.

The Skills Builder Universal Framework provides the national standard for teaching Essential Skills. It breaks each skill into steps, supporting progress for students of all ages and abilities, including those with Special Educational Needs.

**The Sports Toolkit**

As part of our partnership with Skills Builder, we're delighted to have produced the Sports Toolkit, which supports young people and coaches to develop the Essential Skills that they need to succeed through sport.

Our coaches use this toolkit and framework in every session that The Harlequins Foundation delivers, to support young people to reach their potential in every area of their life.

The eight essential skills are broken down into four pairs:

- 1 Speaking & Listening = Communication
- 2 Problem Solving & Creativity = Creative Problem Solving
- 3 Staying Positive & Aiming High = Self-Management
- 4 Teamwork & Leadership = Collaboration

"A recent evaluation has shown that participants make on average between 1 and 1.5 steps of progress across all eight of the Essential Skills, as a result of the 12-week programme. This demonstrates the accelerated progress achieved, in comparison to the 0.55 steps of progress a young person can expect to make over the course of a year without any targeted support."

Skills Builder Partnership, 2021.

**The Toolkit in action**

The Harlequins Foundation coaches delivered weekly sessions to Kingston Academy's 13-14-year-old students. The students used the Skills Builder Benchmark at the start and end of the year to track progress against the eight Essential Skills.

Each session focused on a different Skill and was comprised of some classroom work, with small group discussions, then a practical session to put learning into practice!

The coaches have noticed great improvements in the pupils' confidence in speaking and listening, communicating clearly in front of their classmates, and using leadership skills to run activities and manage dividing up tasks between others in a fair way.

**Rugby in a Box (RIAB)**

RIAB launched at Big Game 13 in style, on the pitch at Twickenham, with ambassadors Conor O'Shea, RFU Director of performance and Tabai Matson, Harlequins Head Coach.

**What Is It?**

Everything you need to run a tag rugby session, from tag belts and balls to a scheme of work and session plans aligned with the national curriculum. Rugby in a Box is not only designed to introduce young people to rugby, but more importantly to use sport to teach them the Essential Skills needed to succeed in life.

RIAB also provides opportunities for staff development. The Harlequins Foundation is providing training opportunities for coaches, teachers, and support staff to help them maximise their ability to embed the Essential Skills throughout their sessions.

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**The Highlights So Far...**

**A Festival with GLF Multi Academy Trust**

Over 200 pupils attended, and our coaches delivered several different sessions using the resources in the box.

"It was brilliant - so well run and really enjoyable!" Teacher

**A RIAB Festival at The Stoop**

10 primary schools from the area came to The Stoop to take part in our RIAB Tag Festival, which was delivered in partnership with The Richmond upon Thames School (RTS). Each school group received RIAB training sessions from The Harlequins Foundation coaches, before taking part in a tournament against the other schools.

"It's really fun as you get to learn a lot of different skills - there is a skills bit and then there is a game so you can use those skills in the game." - Pupil

**RIAB Pilot in Schools**

5 boxes were delivered to local primary schools. We then worked with them to embed the sessions into their curriculum.

"We have been incredibly fortunate to have worked with The Harlequins Foundation on a number of projects, encompassing the engagement of students from our lower school year groups on the METTLE programme to Year 10 students working on the HITZ programme to support their health and wellbeing alongside the core values of rugby to increase their resilience and self-confidence.

The Harlequins Foundation have also delivered presentations to students in a House assembly and an evening parents' forum. Our students in the 'Stoop' academic house were treated to a rundown of skills and strategies needed to be successful in rugby, plus a photo opportunity with the League Champions Cup for both men and women teams.

Parents responded positively after an evening session which gave welcome information and strategies to support the mental health and wellbeing of teenagers - valuable guidance in the current climate.

And finally, we look forward to working with Harlequins in the summer for the RIAB Tag Rugby Festival with Year 5 students from neighbouring primary schools; we will have some of our older students supporting with this event, once again proving that The Harlequins Foundation plays an integral part to the progress and opportunities offered to RTS students."

Senior Leadership Team, RTS

What's next?

- Feedback from the pilot schools, and a review of the product.
- Looking at areas with the highest level of need, to enable the work to have the highest impact in our community.
- Supporting more schools and students to develop the essential skills.
- Supporting the delivery of 5 boxes, funded by West London Audi.

**Education and skills development**

In 2021, there were over 630,000 young people not in education, employment, or training (NEET). Not everyone thrives in a traditional education or career pathway, so we offer something that works for them.

Our programmes are all focused on supporting young people to develop the Essential Skills they need to thrive and succeed in life.

The Need

- The number of NEET young people with mental health problems has doubled since 2012
- 18-24-year-olds account for 91.5% of all NEET people
- NEET people feel less optimistic about their likelihood of getting ahead in life

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- Almost 30% of 19-year-olds and over in Richmond upon Thames have no level 3 qualifications

**Hitz Learning Academy**

HITZ is Premiership Rugby's award-winning education and employability programme for 14-18-year-olds who are NEET. The enrichment programme included: Robot Rugby, where students learnt to code; cricket; cooking; and regular physical exercise sessions.

- 37 young people took part in the programme.

**Hitz on Track**

HoT is a short-term intervention option for young people between the ages of 14-16 who are identified by schools as at risk of exclusion, or potentially not having a positive destination after year 11.

- 231 young people took part in the programme.

"Education can be an incredibly challenging - and at times lonely - place for young people, particularly if you feel that you do not fit in or get the best grades. Early intervention programmes like HITZ on Track allow us to show students that other options exist, that might be more suited to their needs or style of learning."

Matt Shillabeer, Skills Manager (20/21 season)

**Kickstart**

Kickstart was 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.

"They make it very hard to get into companies these days. It's an entry level position, but you need years of experience, it just makes no sense"

Paul, part of the Kickstart programme

**The facts**

- 84% of young people feel unable to pursue their passions.
- 39% of hiring managers say the main problem they had when hiring young people was a lack of experience.
- After the Kickstart scheme launched, there was a 547,000 increase in payrolled employees aged under 25 years.

We also started to offer apprenticeships and a Foundation degree to complement our education and skills pathway.

"One of the highlights of my apprenticeship has been setting up boxing clubs at the school I am in and seeing the positive impact it is having on the kids. I always looked up to my coaches and I now can be that positive influence in another kid's life, whilst doing something I love rather than just showing up"

Matheus, Apprentice with The Harlequins Foundation

**My Foundation story - Jacob**

Can you imagine wanting to study, gain qualifications and plan out your career but struggling in a 'normal' education setting? The knock-on effect of this may see young people dropping out of school or college, not gaining qualifications, and therefore not achieving their goals or fulfilling their potential.

This could have been the case for Jacob, who struggled at college and made the decision to leave. Luckily a teacher from his high school suggested he speak to The Harlequins Foundation about HITZ.

Jacob joined the programme and with a tailored approach to his skills, passions and goals, he has flourished. He loves sport (cricket in particular) and has always been active, so our tutors worked to combine these passions with his course. This gave him a focus and motivation for the aspects of the course he found most challenging.

When Jacob first joined, he was very shy, kept to himself and did not feel able to speak to his classmates.

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He struggles with OCD, feels like he doesn't fit in, and finds it difficult to build relationships with his peers. But since joining, his confidence has grown, and he can now interact with his classmates, answers questions in class and even offers support to other students who may be struggling. These are huge steps forward for Jacob in developing his Essential Skills that will help him in life after he graduates.

He has continued to be passionate about cricket, and his dedication has landed him an invitation to training camps with England Disability Cricket.

During his time at HITZ Jacob has achieved his English GCSE, will be completing his Math GCSE, has grown in confidence and has even been awarded the Jack Petchey Achievement Award for his commitment to study. By offering a young person an alternative approach and tailoring learning to their needs we can change the course of their life.

**Schools programmes**

We offer a wide range of programmes that support schools not only with their physical education offered, but also the STEM subjects - using sport as the vehicle to engage.

**Move.Learn.Grow**

Wide-ranging support packages for primary schools, across Richmond, Kingston and Hounslow. We work with the school to identify areas they need support with and tailor a package to suit them and their students. These can include sessions for STEM subjects, extra-curricular clubs, inter-school sport competitions, and training for teachers who are less confident or experienced in delivering PE.

During the year we delivered 520 sessions to 2,074 individual participants.

"It was really amazing, such a well-designed and expertly led piece of stem learning. The children can't wait for the next session!"

Mr Lee, Headteacher at Deer Park Primary School

**METTLE**

Mental health is just as important as physical health.

METTLE raises awareness and challenges the stigma of mental health whilst developing mental resilience in young people. It is broken down into 4 topics: Relationships, Emotions, Self-care and Physical activity.

- 841 young people have taken part in METTLE sessions.

**Project Rugby**

Many people feel Rugby is not a game for them, this is where Project Rugby comes in!

These sessions are designed to increase participation in the game by people from traditionally under-represented groups (Diverse Ethnic Communities (DEC), Low Socio-Economic Groups (LSEG) and people with Special Educational Needs and Disabilities (SEND).

- 1,197 young people have taken part in our sessions. 79 young people have transitioned into a Rugby club.

"It gets me really energetic and excited, and I just really want to play again"

"It's just fun to play rugby and run around."

Project Rugby participants.



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**Switch**

All about getting girls active, inspiring a love of moving, and hopefully playing rugby! These sessions are designed to be inclusive and remove any barriers girls may face when thinking about trying sport.

- Only 37% of young girls take part in PE at school, and only 49% of those enjoy it.
- 204 girls took part in Switch sessions. 40.4% of the girls were more active through sport after taking part in Switch.

**St Catherine's School**

It is well known that sport and exercise improve our physical literacy, as well as resilience and wellbeing. But girls, who are often swayed from sport due to implications that it's not 'girly' enough, miss out on these benefits - to the point that physical literacy, resilience, and wellbeing are all markedly lower in girls than boys of the same age.

The Harlequins Foundation is tackling this disparity by visiting schools throughout the Harlequins Heartlands and offering girls-only rugby sessions, giving girls a taste of sport that is often only offered to boys and helping to build that physical literacy, resilience, and overall wellbeing in girls that some may be lacking.

St. Catherine's School in Twickenham is one of these schools. Emma Legg, a teacher there, told us: "The girls have absolutely loved it. I just want to get more girls involved. They always miss out, and it's always because 'it's a boy's sport'. There's a phrase at the moment going round, 'if you can't see it, you can't be it', and that's what our girls are. If they can't see women playing rugby, then how do they know it's an option for them?"

Girls who attended these sessions reported feeling better about themselves, trying harder at school, and feeling happier - all within just six weeks of starting rugby. They enjoyed building their physical skills, saying: "It gets me really energetic and excited, and I just really want to play again."

**Inclusion and wellbeing**

Mental and physical wellbeing are just as important as each other, and we believe no one should face barriers when seeking access to them.

**Holiday Activity & Food (HAF)**

Funded by the Department of Education, we were able to run free summer, Christmas and Easter schemes for local children in receipt of benefits-related school meals, keeping them active and fed through the holidays. Our coaches organised and delivered a range of sporting activities for the kids to enjoy.

- 240 hours
- 403 children attended
- 6 locations

"A big thank you to The Harlequins Foundation. My son doesn't have siblings so it's great for him to be able to socialise with the children through the holidays. The staff have been amazing, they are great role models. I am so grateful to The Harlequins Foundation."

Mum of a child who attended HAF

**The Jesters - The Harlequins wheelchair rugby team**

This is the only disability sports team in the area, and 16 people have attended the training sessions. The team is coached by Paralympic gold medalist Kylie Grimes!

- 78% of disabled people would like to be more active

"When I go to wheelchair rugby, I don't feel different at all, it is the only contact sport we have. It is a really vital resource for disabled people."

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Claudia, Captain of The Jesters

**Ahead of the Game (AOTG)**

Change starts by removing the stigma.

In partnership with Movember, we are proud to deliver AOTG, which aims to improve youth mental health through community-organised sport. The sessions are targeted at adolescent males athletes, their parents and coaches.

"Teenage boys are not great at opening up. It's so important to let them know that it's ok, and not to feel ashamed to talk to someone."

Chair, Medway Rugby Club

- 50% of mental health problems are established by the age of 15.
- We have spoken to 464 young men about mental health and how to open the conversation.

My Foundation story - Claudia

Meet Claudia, Captain of The Jesters, The Harlequins Foundation's wheelchair rugby team. The Jesters was founded in 2019 and has been supported since by The Harlequins Foundation, with Claudia playing an instrumental role in its growth. But The Jesters means so much more than a team or a game: it's an opportunity to get active and be a part of a team for wheelchair users who may not have that opportunity elsewhere.

"For me, sport and exercise are really important in keeping my mental health balanced. Wheelchair rugby gives me a sense of freedom, it lowers my anxiety, and it lifts my mood. I experience a lot of anxiety about being different because of my disability. But when I go to wheelchair rugby I don't feel different at all, because we all have disabilities. We don't even have to talk about it; we just get on and play sport, which is really refreshing."

Ash, who volunteers for The Jesters, appreciates the sport she can still share with Claudia. "We used to play frisbee together at university. Not being able to play sport together anymore was a big deal for us, because that was a major part of our friendship. So when she started playing Wheelchair rugby, I came to support her and stayed on from there. It was very similar to the sporting environment that we used to have in university together, and it was really nice to have that relationship between each other again."

All too often there is no option for disabled people to take part in sport. Before The Jesters, there were very limited disability team sport opportunities around Twickenham. By offering inclusive disability sport we can give disabled people the access to physical activity they need, as well as provide spaces for people with similar experiences to bond.

"For these players to come and be around people that understand them, and have that team camaraderie, is so important for their mental health and for them socially. This is a really vital resource for disabled people."

Claudia, Captain of The Jesters

**Fundraising and events**

**Pass Like A Pro!**

Our match day activation is a great way to engage with the fans when they are at The Stoop - nothing like a bit of friendly competition. We use it to create an opportunity to talk about our work and promote The Foundation to as many supporters as possible.

**Rival Ride**

63 cyclists took on an epic 200-mile challenge from The Stoop to Sandy Park, Exeter! Between them that is 12,600 miles.

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**Mixed Touch Rugby Tournament**

13 teams took part in the inaugural mixed touch rugby tournament at the Honourable Artillery Company. Tabai Matson, Harlequins Head Coach joined the event as part of the Harlequins team!

**Cups Cups Cups**

The support The Harlequins Foundation received through the cup campaign in the 21/22 season was phenomenal! We raised an amazing £47,532, which had a huge impact on the work we can do within the Harlequins Heartlands thank you to everyone who donated their cup.

**Additional support and Partnerships**

We are very grateful to the following organisations who have supported our work throughout the year:

- Harlequin F.C.
- Premiership Rugby
- RFU
- Skills Builder Partnership
- Sport Impact
- Hounslow Education Partnership
- London Youth Games
- Transport for London
- Asian Sports Foundation
- The Name of the Game
- London Borough of Hounslow
- Royal borough of Kingston Upon Thames
- London Borough of Richmond upon Thames
- Richmond upon Thames College
- Great Britain Wheelchair Rugby
- Movember
- EFL Trust
- Sphero Sport
- European Social Fund
- Signal
- Sport England
- London Learning Consortium
- SCL Education
- The Mayor's Office for Policing and Crime
- Metropolitan Police
- Project Turnover
- Charities Aid Foundation
- Sport for Development Coalition

**Financial review**

**Financial position**

The Harlequins Foundation's total income for the year amounted to £786,029 compared to £563,291 in the previous period.

Total restricted income amounted to £287,397. This amount includes one major source of income from Premiership Rugby Ltd of £86,531 and Kickstart of £139,601, to deliver their national programme initiatives.

Unrestricted income increased from £388,405 to £498,632. This is made up of increased gift aid and fundraising income received.

The total resources expended were £846,385 compared to £625,764 in the previous period, the increase is due mainly to the kickstart programme.

As a result, the charity carried forward reserves of £305,630 at the reporting date, of which £31,228 were restricted and £319,402 unrestricted.

**THE HARLEQUINS FOUNDATION (REGISTERED NUMBER: 09299973)**

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**STRATEGIC REPORT**

**Financial review**

**Reserves policy**

It is the policy of the charity to have enough funds available to meet ongoing responsibilities for six months.

In the year the charity fell below its reserve figure due to extenuating circumstances. The charity has a plan to address this over the coming years.

**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 actively monitored in the risk register are:

- Governance - lack of clear strategy, skills on the Board, organisational structure, and reporting processes.
- External factors - poor public perception, changes with funders and government policy.
- Regulatory - compliance with legislation, reporting requirements and legal/HR issues.
- Financial - inaccurate or insufficient information, inadequate reserves and/or cashflow dependency on limited income sources.
- Operational - safeguarding, COVID-19, staff recruitment and retention

**Future plans**

Over the course of the next 12 months The Harlequins Foundation will:

- Create an environment that supports a happy and diverse workforce and ensure we continue to make good progress against the Charity Governance Code.
- Ensure THF remains financially sustainable by developing a comprehensive fundraising strategy
- Be recognised as a successful high-quality organisation
- Grow awareness of and connection with The Foundation - primarily with staff and Club members
- Grow our delivery, with a focus on areas of highest need (Ensure a minimum of 50% of our schools have 25%+ students eligible for free school meals)
- Use the Sports Value Bank to measure impact and produce an annual impact report.

**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:

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

09299973 (England and Wales)

**Registered Charity number**

1161838

**Registered office**

Twickenham Stoop Stadium  
Langhorn Drive  
Twickenham  
Middlesex  
TW2 7SX

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**Trustees**

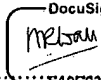
M Wall (Chair)  
D Coles  
K Cahill (Reappointed November 2021)  
S J Pope (Reappointed September 2021)  
L Dalrymple  
K Dooley  
M Marmion (Appointed 27 January 2022)

**Independent Examiner**

Sam Ede BFP FCA FCCA  
Institute of Chartered Accountants in England and Wales  
Lewis Brownlee (Chichester) Limited  
Chartered Accountants  
Appledram Barns  
Birdham Road  
Chichester  
West Sussex  
PO20 7EQ

Trustees' report, incorporating a strategic report, approved by order of the board of trustees, as the company directors,  
on 17 March 2023 at 09:37 AM and signed on the board's behalf by:

DocuSigned by:



SA0C93F6E6874EF...  
M Wall - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
THE HARLEQUINS FOUNDATION**

**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 2022.

**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 registered member of 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.

DocuSigned by:

*Lewis Brownlee*

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Sam Ede BFP FCA FCCA  
Institute of Chartered Accountants in England and Wales  
Lewis Brownlee (Chichester) Limited  
Chartered Accountants  
Appledram Barns  
Birdham Road  
Chichester  
West Sussex  
PO20 7EQ

20 March 2023 | 10:52 GMT  
Date: .....

## THE HARLEQUINS FOUNDATION

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 30 JUNE 2022**

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	4	113,599	-	113,599	233,762
Income from charitable activities	5	385,033	287,397	672,430	329,452
Other income		-	-	-	77
<b>Total</b>		<b>498,632</b>	<b>287,397</b>	<b>786,029</b>	<b>563,291</b>
<b>EXPENDITURE ON</b>					
<b>Raising funds</b>					
Other trading activities	6	9,416	-	9,416	-
		9,416	-	9,416	-
<b>Charitable activities</b>					
Charitable activities	7	494,667	351,718	846,385	625,764
<b>Total</b>		<b>504,083</b>	<b>351,718</b>	<b>855,801</b>	<b>625,764</b>
<b>NET INCOME/(EXPENDITURE)</b>					
Transfers between funds	15	(5,451)	(64,321)	(69,772)	(62,473)
		(5,291)	5,291	-	-
<b>Net movement in funds</b>		<b>(10,742)</b>	<b>(59,030)</b>	<b>(69,772)</b>	<b>(62,473)</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		330,146	90,256	420,402	482,875
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>319,404</b>	<b>31,226</b>	<b>350,630</b>	<b>420,402</b>

The notes form part of these financial statements

## THE HARLEQUINS FOUNDATION (REGISTERED NUMBER: 09299973)

BALANCE SHEET  
30 JUNE 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
<b>CURRENT ASSETS</b>					
Debtors	13	339,429	49,355	388,784	419,965
Cash at bank and in hand		769,649	21,118	790,767	239,757
		<b>1,109,078</b>	<b>70,473</b>	<b>1,179,551</b>	659,722
<b>CREDITORS</b>					
Amounts falling due within one year	14	(789,676)	(39,245)	(828,921)	(239,320)
<b>NET CURRENT ASSETS</b>		<b>319,402</b>	<b>31,228</b>	<b>350,630</b>	420,402
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>319,402</b>	<b>31,228</b>	<b>350,630</b>	420,402
<b>NET ASSETS</b>		<b>319,402</b>	<b>31,228</b>	<b>350,630</b>	420,402
<b>FUNDS</b>	15				
Unrestricted funds				319,402	330,146
Restricted funds				31,228	90,256
<b>TOTAL FUNDS</b>				<b>350,630</b>	420,402


The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 June 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 June 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- 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 17 March 2023 10:09:37 PDT and were signed on its behalf by:

DocuSigned by:  
  
 5A0C83F6E8874EF...  
 M Wall - Trustee

The notes form part of these financial statements



**THE HARLEQUINS FOUNDATION**

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2022**

	Notes	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	17	<u>551,010</u>	<u>(215,769)</u>
Net cash provided by/(used in) operating activities		<u>551,010</u>	<u>(215,769)</u>
 <b>Change in cash and cash equivalents in the reporting period</b>		 <u>551,010</u>	 <u>(215,769)</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>239,757</u>	<u>455,526</u>
 <b>Cash and cash equivalents at the end of the reporting period</b>		 <u><u>790,767</u></u>	 <u><u>239,757</u></u>

The notes form part of these financial statements

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

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**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. (0929973). 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 seven (2021: five) members. Its principle 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 £. There are a few rounded differences which cannot be eliminated.

**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 Harlequin Football Club Ltd 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.

**Government grants**

Grants relating to revenue are recognised in income on a systematic basis over the periods in which the entity recognises the related costs for which the grant is intended to compensate. Grants that become receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable.

**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.

**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.

**Taxation**

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

**THE HARLEQUINS FOUNDATION****NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 JUNE 2022****2. ACCOUNTING POLICIES - continued****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.

**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.

**Creditors**

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

**Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**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 £	2022 Total funds £	2021 Total funds £
Donations	112,835	-	112,835	202,512
Gift aid	764	-	764	31,250
	<u>113,599</u>	<u>-</u>	<u>113,599</u>	<u>233,762</u>

**5. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Fundraising income	263,742	184	263,926	37,019
Events income	121,291	285,690	406,981	289,423
Grant income	-	1,523	1,523	3,010
	<u>385,033</u>	<u>287,397</u>	<u>672,430</u>	<u>329,452</u>

## THE HARLEQUINS FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 JUNE 2022

## 6. OTHER TRADING ACTIVITIES

	Unrestricted funds	Restricted funds	2022 Total funds	2021 Total funds
	£	£	£	£
Bad debts	9,416	-	9,416	-

## 7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support Costs	2022 Total	2021 Total
	£	£	£	£
Donations payable	22,414	-	22,414	25,320
Event costs	72,607	-	72,607	20,175
Staff costs	587,311	-	587,311	421,948
Independent examination fees	-	5,375	5,375	5,000
Other costs	152,355	6,322	158,678	153,321
	834,687	11,697	846,385	625,764

Direct donations payable includes £22,414 (2021: Nil), direct event costs includes £1,135 (2021: Nil), direct staff costs includes £317,212 (2021: £135,260) and other costs includes £10,957 (2021: £8,353) that were paid out of restricted funds. All other expenditure was unrestricted.

## 8. SUPPORT COSTS

	Management	Finance	Other	Governance costs	Totals
	£	£	£	£	£
Charitable activities	15,206	591	14,543	10,750	41,090

## 9. NET INCOME/(EXPENDITURE)

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

	2022	2021
	£	£
Independent examiner's remuneration	5,375	5,000

## 10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 June 2022 nor for the year ended 30 June 2021.

## Trustees' expenses

There were no trustees' expenses paid for the year ended 30 June 2022 nor for the year ended 30 June 2021.

**THE HARLEQUINS FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 30 JUNE 2022**

**11. STAFF COSTS**

	2022 £	2021 £
Wages and salaries	527,120	369,558
Social security costs	46,591	31,784
Other pension costs	13,600	20,605
	<u>587,311</u>	<u>421,947</u>

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

	2022 22	2021 16
Number of staff FTE recharged	<u>22</u>	<u>16</u>

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

	2022	2021
£80,001 - £90,000	-	1
£90,001 - £100,000	1	-
	<u>1</u>	<u>1</u>

The Trustees consider that there were no employees within the Charity as the staff time is recharged from the Harlequin Football Club Limited. The number of staff disclosed in the notes above relate to the full time equivalent staff that have been recharged.

The Trustees consider that key management personnel remuneration totalled £90,288 (2021: £80,466).

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	233,762	-	233,762
Income from charitable activities	154,566	174,886	329,452
Other income	77	-	77
<b>Total</b>	<u>388,405</u>	<u>174,886</u>	<u>563,291</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Charitable activities	497,454	128,310	625,764
<b>NET INCOME/(EXPENDITURE)</b>	(109,049)	46,576	(62,473)
<b>Transfers between funds</b>	(2,635)	2,635	-
<b>Net movement in funds</b>	(111,684)	49,211	(62,473)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	441,831	41,044	482,875
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>330,147</u>	<u>90,255</u>	<u>420,402</u>

## THE HARLEQUINS FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 30 JUNE 2022

## 13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade debtors	74,791	58,880
Other debtors	8,357	74,564
Provision for doubtful debts	(9,416)	-
VAT	47,679	10,393
Prepayments and accrued income	267,373	276,128
	<u>388,784</u>	<u>419,965</u>

Trade debtors include £10,578 (2021: £57,291), VAT includes £1,109 (2021: £980) and prepayments and accrued income include £37,668 (2021: £23,806) that relate to restricted funds.

## 14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade creditors	34,115	27,998
VAT	29,585	11,606
Other creditors	694,630	190,716
Accruals and deferred income	70,591	9,000
	<u>828,921</u>	<u>239,320</u>

VAT includes £29,587 (2021: £11,607), other creditors include £8,357 (2021: £59,260), trade creditors include (£1,413) (2021: £1,194) and accruals and deferred income include £2,714 (2021: £Nil) which relate to restricted funds.

## 15. MOVEMENT IN FUNDS

	At 1/7/21 £	Net movement in funds £	Transfers between funds £	At 30/6/22 £
<b>Unrestricted funds</b>				
Unrestricted Fund	330,146	36,172	(46,916)	319,402
Movember	-	(41,625)	41,625	-
	<u>330,146</u>	<u>(5,453)</u>	<u>(5,291)</u>	<u>319,402</u>
<b>Restricted funds</b>				
METTLE	12,016	(12,038)	22	-
Hitz	27,678	(15,626)	-	12,052
Project Rugby	-	(1,711)	2,311	600
Tackling Numbers	6,400	-	-	6,400
Tackling Health	11,540	(11,827)	287	-
National Citizen Service	469	-	-	469
National Health Services	3,010	(3,567)	557	-
Engage	29,143	(30,378)	1,235	-
Apprenticeship	-	(362)	362	-
Kickstart	-	11,610	97	11,707
TFL	-	(400)	400	-
FDN Degree	-	(20)	20	-
	<u>90,256</u>	<u>(64,319)</u>	<u>5,291</u>	<u>31,228</u>
<b>TOTAL FUNDS</b>	<u>420,402</u>	<u>(69,772)</u>	<u>-</u>	<u>350,630</u>

**THE HARLEQUINS FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 30 JUNE 2022**

**15. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
Unrestricted Fund	498,632	(462,460)	36,172
Movember	-	(41,625)	(41,625)
	<u>498,632</u>	<u>(504,085)</u>	<u>(5,453)</u>
<b>Restricted funds</b>			
METTLE	-	(12,038)	(12,038)
Hitz	34,654	(50,280)	(15,626)
Project Rugby	86,531	(88,242)	(1,711)
Tackling Health	5,325	(17,152)	(11,827)
National Health Services	1,522	(5,089)	(3,567)
Engage	17,265	(47,643)	(30,378)
Apprenticeship	2,499	(2,861)	(362)
Kickstart	139,601	(127,991)	11,610
TFL	-	(400)	(400)
FDN Degree	-	(20)	(20)
	<u>287,397</u>	<u>(351,716)</u>	<u>(64,319)</u>
<b>TOTAL FUNDS</b>	<u>786,029</u>	<u>(855,801)</u>	<u>(69,772)</u>

**Comparatives for movement in funds**

	At 1/7/20 £	Net movement in funds £	Transfers between funds £	At 30/6/21 £
<b>Unrestricted funds</b>				
Unrestricted Fund	441,831	(93,746)	(17,939)	330,146
Movember	-	(15,304)	15,304	-
	<u>441,831</u>	<u>(109,050)</u>	<u>(2,635)</u>	<u>330,146</u>
<b>Restricted funds</b>				
METTLE	17,687	(5,671)	-	12,016
Hitz	18,291	9,387	-	27,678
Project Rugby	97	(2,732)	2,635	-
Tackling Numbers	-	6,400	-	6,400
Tackling Health	-	11,540	-	11,540
National Citizen Service	4,969	(4,500)	-	469
Engage	-	29,143	-	29,143
National Health Services	-	3,010	-	3,010
	<u>41,044</u>	<u>46,577</u>	<u>2,635</u>	<u>90,256</u>
<b>TOTAL FUNDS</b>	<u>482,875</u>	<u>(62,473)</u>	<u>-</u>	<u>420,402</u>

**THE HARLEQUINS FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 30 JUNE 2022**

**15. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
Unrestricted Fund	388,405	(482,151)	(93,746)
Movember	-	(15,304)	(15,304)
	<u>388,405</u>	<u>(497,455)</u>	<u>(109,050)</u>
<b>Restricted funds</b>			
METTLE	10,000	(15,671)	(5,671)
Hitz	33,554	(24,167)	9,387
Project Rugby	80,560	(83,292)	(2,732)
Tackling Numbers	6,800	(400)	6,400
Tackling Health	11,540	-	11,540
National Citizen Service	-	(4,500)	(4,500)
Engage	29,422	(279)	29,143
National Health Services	3,010	-	3,010
	<u>174,886</u>	<u>(128,309)</u>	<u>46,577</u>
<b>TOTAL FUNDS</b>	<u>563,291</u>	<u>(625,764)</u>	<u>(62,473)</u>

PRL Programmes are aimed at increasing participation in rugby and those that use rugby for education.

METTLE projects are aimed at building and protecting the mental resilience of players by raising awareness of, providing support for and education and deliver school programmes to young people in local boroughs and schools promoting mental health and supporting its challenges.

Hitz is a programme that uses the core values of rugby, alongside other sporting and extracurricular opportunities to increase young people's resilience, self-confidence and long-term employability.

Move Like a Pro is a programme designed by Premiership Rugby's professional rugby coaches for people who aren't currently particularly active, inspiring a legacy of long-term lifestyle change across the rugby fan community.

Tackling Health is an interactive programme for children aged seven - eight, which takes a holistic approach to teaching children about their own health, wellbeing and about leading a healthy lifestyle with a rugby focus.

National Citizen Service (NCS) delivered a pilot programme of NCS on behalf of PRL.

Engage (ESF) Funded Programme (Positive Directions London South) is a short educational intervention for targeted NEET young people offering Functional Skill in English and Maths and positive enrichment opportunities.

Kickstart is a government funded programme that provided funding to employers to create long-term work placements for young people between the age of 16-24. We created placements across the business and wider club that provided 25 hours per week of paid employment over the course of 6 months per placement.

TFL (Transport for London) is a programme for Weekly Health Walks for young people 16-19 at risk of becoming NEET and twice monthly walks for adults age 55+ taking place on matchdays.

FDN is 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 options of a 3rd year 'top-up' to leave the programme with a full undergraduate degree (BSc). The programme is designed specifically for those interested in gaining a university qualification while acquiring the experience of working in the sector.



**THE HARLEQUINS FOUNDATION**  
**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 30 JUNE 2022**

**15. MOVEMENT IN FUNDS - continued**

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

**Transfers between funds**

The Charity has used unrestricted funds to support the excess costs of £5,291 (2021: £2,635) on restricted funds.

**16. RELATED PARTY DISCLOSURES**

During the year the Harlequin Football Club Limited (The Club), a former Trustee of the Charity, paid for goods and services and collected monies on behalf of the Charity totalling net expenditure of £ £570,120 (2021: £143,730). The balance due to the Club, included in other creditors at the year end, was £686,272 (2021: £116,152). The balance is unsecured, repayable on demand and bears no interest.

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.

**17. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2022 £	2021 £
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	<b>(69,772)</b>	<b>(62,473)</b>
<b>Adjustments for:</b>		
Decrease/(increase) in debtors	<b>50,373</b>	<b>(37,308)</b>
Increase/(decrease) in creditors	<b>570,409</b>	<b>(115,988)</b>
<b>Net cash provided by/(used in) operations</b>	<b><u>551,010</u></b>	<b><u>(215,769)</u></b>

**18. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1/7/21 £	Cash flow £	At 30/6/22 £
<b>Net cash</b>			
Cash at bank and in hand	<b>239,757</b>	<b>551,010</b>	<b>790,767</b>
	<b><u>239,757</u></b>	<b><u>551,010</u></b>	<b><u>790,767</u></b>
<b>Total</b>	<b><u>239,757</u></b>	<b><u>551,010</u></b>	<b><u>790,767</u></b>