

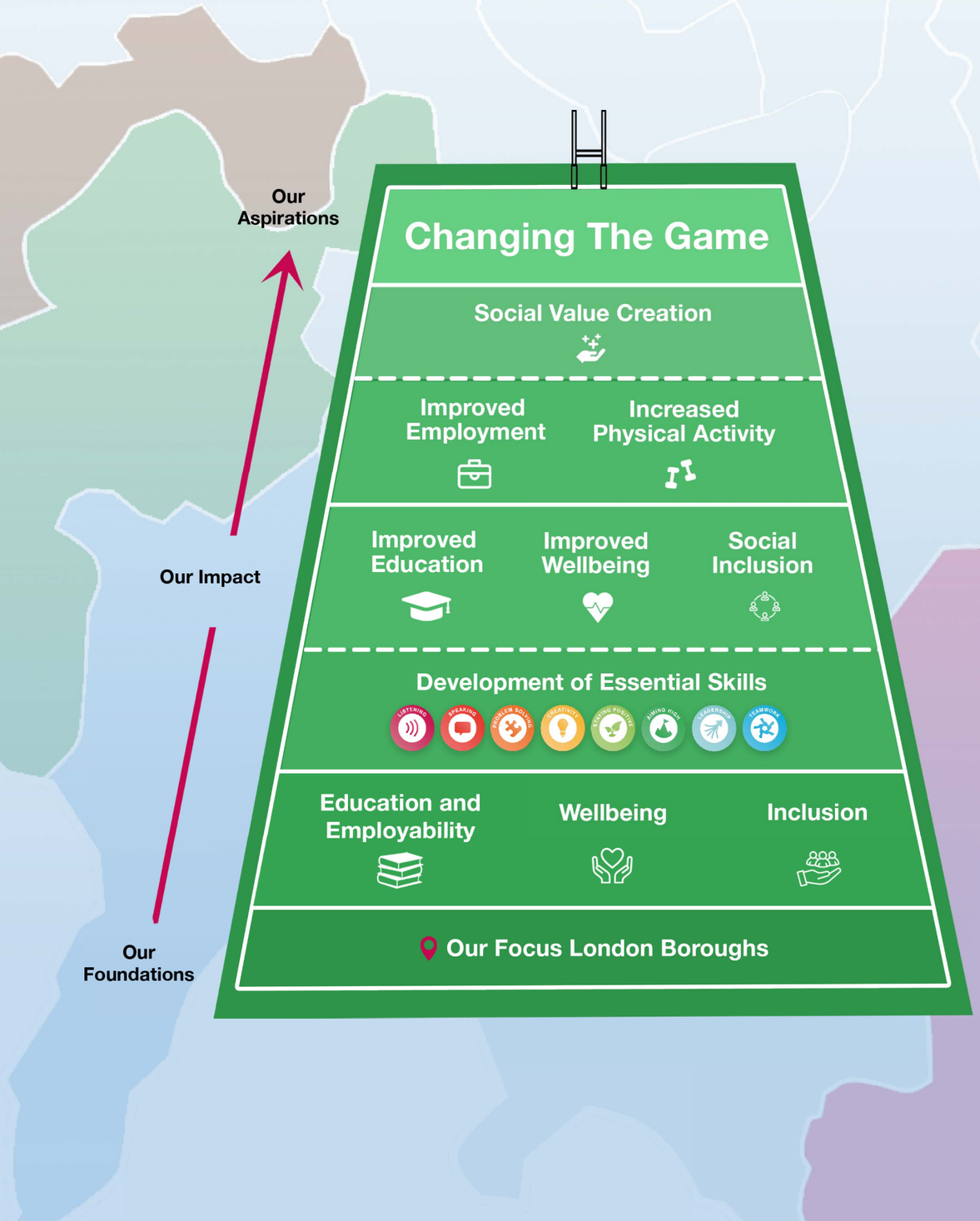
The Harlequins Foundation

Changing The Game

2024-27

Changing The Game

Delivering within our Focus Boroughs in the Harlequins Heartlands, our programmes develop the Essential Skills in young people to enable them to succeed on and off the pitch, creating social value within our communities.



Making An Impact

A message from Dominic Coles, Chair of The Harlequins Foundation



We are proud of the outstanding impact our work continues to have across our local Heartlands and further afield. We remain committed to ensuring that your generous donations are channelled into making positive change in society. The social value we create in delivering these services is truly outstanding.

An Exciting Future

A message from Andy Carpenter, Head of The Harlequins Foundation

I am immensely proud of what we have achieved since launching our first strategy, Building Brighter Futures, back in 2019. Consolidating our delivery in the three London Boroughs that surround The Stoop, co-creating The Coaches Handbook, embedding the development of The Essential Skills in our work and investing in the development of the Sport Value Bank all ultimately culminated in us delivering over £3m of social value for our communities annually, for the last two years.



This work now gives us an incredible platform from which to continue to evolve as an organisation. Our new strategy sets out our intention for the next few years, and how we will grow our footprint and the positive impact we have in our communities. All of which is made possible as a result of our relationship with our historic club and it's committed supporters base.

I am incredibly excited about our future and the impact we will have, and I am confident that we continue to make our supporters proud to be part of our club.

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, we live and breathe our identity and our work will always be guided by these principles:

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.

London has the highest proportion of children in poverty that do not receive FSM compared with other regions in England
(source: london.gov.uk)

800K

800,000 children in England live below the poverty line but do not qualify for FSM
(source: Feed the Future)









Our Strategy

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, by the season ending 2027 we will…

12M

Deliver £12m social value for our community by 2027.

1. Create £12m social value cumulatively for our communities.
2. Create £5m social value for our communities by 26-27.
3. Achieve an ROI of £5.50 for every 31 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 5 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.

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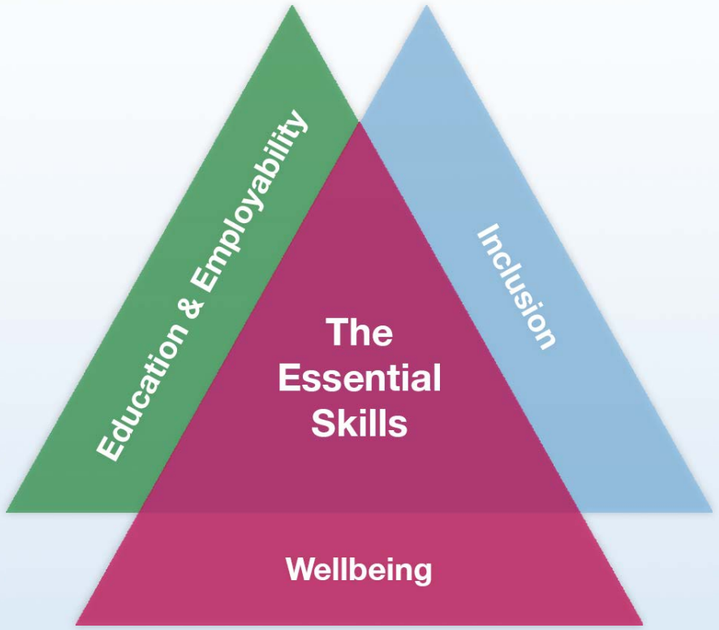
Making An Impact

Education and Employability, Wellbeing and Inclusion underpin all of our programmes, coming together to develop the Essential Skills people need to enable them to succeed on and off the pitch.

Our education and employability pathway provides accessible opportunities for young people to gain the essential skills, experience, and aspirations they need to thrive.

We will advocate for our game to remain a sport for all, from grassroots through to the professional game, and deliver programmes that remove barriers to participation for marginalised groups and identities.

We will continue to deliver programmes that give people the tools they need to manage their emotions, overcome setbacks, and promote positive mental and physical health.





"Our Impact Areas are the base of all our programmes, with everything we deliver covering at least one area of Education and Employability, Wellbeing or Inclusion - and often more than one of these. The Impact Areas all combine to lead the development of the Essential Skills people need to enable them to succeed, on and off the pitch."

- Andy Carpenter, Head of Foundation

The Essential Skills

Having co-developed The Coaching Handbook by working alongside the Skills Builder Partnership and other like-minded organisations, supporting young people to develop the Essential Skills has become a central tenant to everything we do.

Moving forwards, we will revisit the handbook to ensure it is an accessible and practical resource for coaches of any sporting discipline. Further still we will continue to drive adoption of the toolkit in our sector, advocating for the importance of The Essential Skills and the impact it can have on the life outcomes of young people.

Internally, we will go beyond embedding this within our work by creating a culture of Essential Skill Development across our organisation and ensure that our team continue to develop both personally and professionally and as a result can role model these skills effectively for young people we work with.



Measuring our Impact

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 the total impact an activity has on the quality of a person's life. It goes beyond traditional economic metrics and accounts for a wide range of outcomes that have a positive impact on individuals and communities.

We will continue to produce our annual Impact Report, demonstrating the total social value we create alongside our Social Return on Investment (SROI). Over time our continued analysis and rich data will be used to inform our decision making around investment in our programmes and the growth of our focus boroughs. By doing so we will ensure we maximise our resources, engage and retain talented people, improve brand awareness and value for both The Foundation and our Club.



Education and Employability

Our education and employability pathway provides accessible opportunities for young people to gain the essential skills, experience, and aspirations they need to thrive. 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.

We will continue to design and deliver programmes that support those at risk of exclusion or becoming NEET ("Not in Education, Employment or Training") and those that have a passion for working in our sector. By maximising our relationship with our club and creating clear pathways into employment through local partnership with key stakeholders we will improve the future employment prospects of the young people we work with.

Wellbeing

Health and wellbeing are essential to an individual's ability to live a happy and fulfilled life. We are therefore committed to ensuring that young people we engage with have the opportunity to develop the essential skills they require to achieve their potential.

We will continue to design and deliver programmes that give young people the tools they need to manage their emotions, overcome setbacks, and promote positive mental and physical health. Further still we will lend our voice and leverage the reach of our club to campaign on issues that affect the health and wellbeing of vulnerable young people in our heartlands.

Inclusion

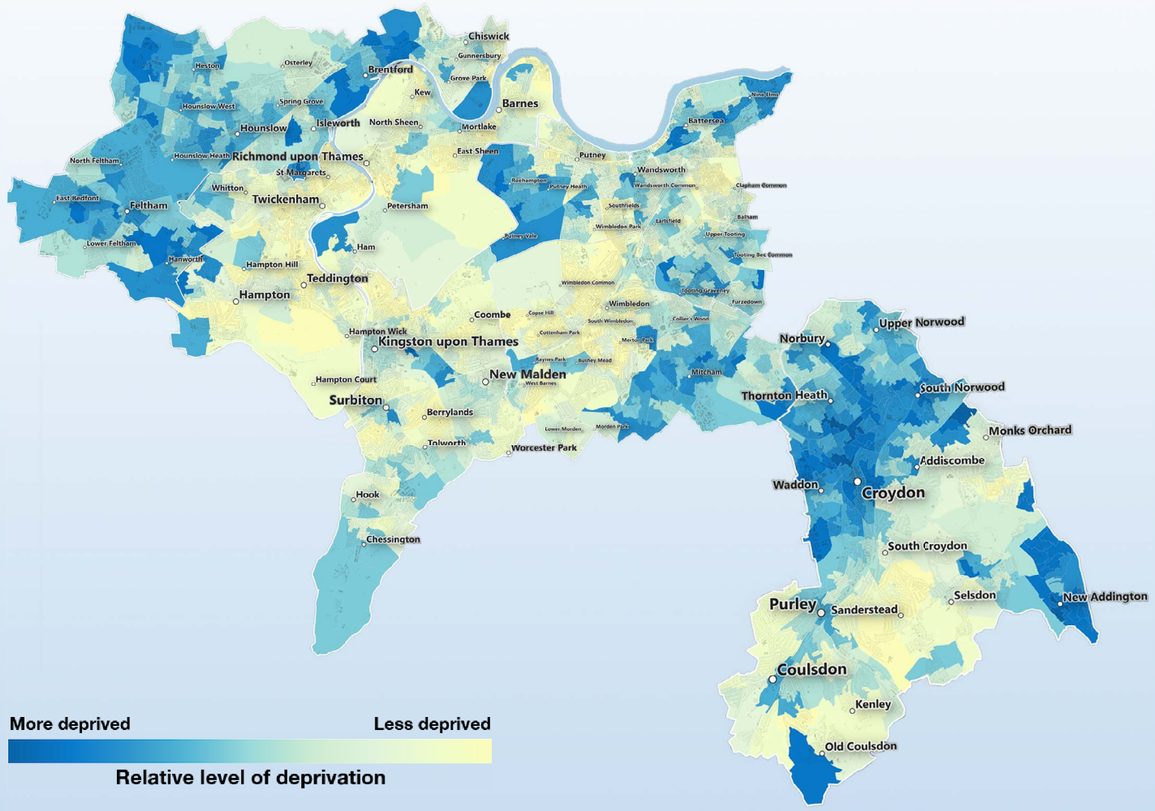
Rugby, but more broadly sport, is and should always be for everyone. This is why we will continue to design and deliver programmes that remove barriers to participation for marginalised groups and identities, inclusive of but not limited to women, girls and individuals with disabilities, people of colour,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

We will challenge societal inequality, discriminatory attitudes and actively work in partnership with our club to drive inclusion in rugby and ensure we are at the forefront of tackling issues that affect our communities and promote our club and our sport for all.

Our Focus Boroughs

Harlequins is London's club, although its Heartlands extend from London to the south coast through Sussex and Surrey. The Foundation's focus will be within the London Boroughs closest to our home, The Stoop.

We will continue to focus delivery of our programmes in Richmond, Kingston and Hounslow, but will look to increase our reach and deliver to a wider audience where we identify a need and an opportunity to have an impact. We recognise that consistency and continuity will be important to success, so our growth will be strategic and timed to deliver maximum impact for our community.











Get In Touch

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

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