

**Young Harrow Foundation**  
**TRUSTEE REPORT AND FINANCIAL STATEMENTS**  
**FOR THE PERIOD ENDED**  
**31 March 2017**

**23 Village Way East, Harrow, HA2 7LX**

**Registered charity no 1163589**

## Young Harrow Foundation

### **Report of the Trustees**

The trustees present their report and the financial statements for the financial period of 18 months ended 31 March 2017 and confirm they comply with the requirements of the Charities Act 2011, the trust deed and the Charities SORP (FRS 102).

### **Legal Structure**

Young Harrow Foundation ("The Foundation") is a registered charity, number 1163589. It was established by a Declaration of Trust dated 5 September 2015.

### **Trustees**

The Foundation is governed by a Board of Trustees. The following are the trustees who have served throughout the financial period under review:

Colin Glass (Chair until March 2017) (9 meetings attended out of 14)  
Malcolm John (Vice Chair and Chair from March 2017) (9 meetings attended out of 9)  
Hazel Wilcock (Vice-Chair) (6 meetings attended out of 8)  
Pritha Mukherjee (Treasurer) (10 meetings attended out of 14)  
Graham Dunbar (10 meetings attended out of 12)  
Rosa Palli (8 meetings attended out of 10)  
Steve Porter (resigned September 2016) (11 meetings attended out of 13)  
Steve Williams (13 meetings attended out of 14)

### **Advisers**

The Board has also been advised by Paul Hewitt, Keith Savage and Rachel Wright

### **Staff**

We have three staff; a CEO and two Operations Managers.

### **Public Benefit**

The trustees have complied with their duty to have due regard to the Charity Commission's Public Benefit Guidance (PB1 the Public Benefit Requirement, PB2 Public Benefit Running a Charity and PB3 Public Benefit Reporting) when exercising powers or duties to which the guidance is relevant.

### **Our Mission**

Our mission is to ensure that every child and young person in Harrow is properly and effectively supported and safeguarded to enable them to reach their full potential and to access every opportunity available to make this happen.

### **Our Strategic Objectives**

- To develop a sustainable model of support for not for profit organisations working with children and young people in Harrow

- To strengthen the capacity of not for profit organisations working with children and young people in Harrow
- To increase external funding and other resources in Harrow for not for profit organisations working with children and young people in Harrow
- To increase effective partnership working in Harrow between organisations working with children and young people in Harrow
- To be an effective voice and representative body for not for profit organisations working with children and young people in Harrow
- Ensure YHF financial robustness for the longer-term future and build organisational sustainability.

### **Chair's statement**

On behalf of the trustees, I would like to express my thanks to staff, volunteers, members, partners, other stakeholders and particularly our two main funders – John Lyon's Charity and City Bridge Trust for their work, commitment and support for the work of Young Harrow Foundation in the financial period ended 31 March 2017. We have made a lot of progress in setting up a new organisation and making our role and scope known locally. We now need to identify local needs more accurately through effective two way communications.

Our main organisational priorities in our first full year have been recruiting staff, setting up fit for purpose governance arrangements and developing and implementing effective policies and procedures, including financial procedures and systems. Externally we have been busy engaging with and signing up members, forging closer links with Harrow Council, other local statutory and public agencies and other key funders of our activities supporting children and young people and leading on or co-ordinating funding bids.

A move to a new office towards the end of the report period also presented resource and work continuity challenges, which the CEO and his team dealt with calmly and effectively.

### **Governance**

The Board takes its governance responsibilities very seriously. We meet formally every two months with the CEO and his staff. We have set up "task and finish" working groups to look in detail at key issues such as our strategic plan, membership processes and our small grants round. We have drawn up an induction pack to ensure that trustees are aware of their roles and responsibilities and have had a session specifically on trustee responsibilities. Our Awayday in February 2017 led by an experienced facilitator helped to strengthen our shared vision, our strategic direction of travel and awareness of trustee/management roles. We are also conscious of the need to continually improve our performance and carried out a self-appraisal of individual trustee performance.

We agreed an open and transparent process for strengthening our board by open recruitment of new trustees. We specifically expressed our wish to recruit as trustees people from black and minority ethnic backgrounds.

## **Policies and procedures**

We have identified the range of organisational policies and procedures which we need to ensure compliance with our charitable requirements and to ensure we manage our activities effectively and efficiently. We are working with London Youth to ensure these policies and procedures are relevant and up to date.

## **Our Activities**

### **Membership**

We have agreed criteria and processes for signing up as members local not for profit organisations working with children and young people in Harrow. We have 37 members and 21 partner organisations not meeting our membership criteria but which benefit children and young people in Harrow. They include Harrow Council. The main priorities of the 37 members are broken down as follows: 24 targeted and specialist, 2 sport, 3 uniform, 3 faith, 3 supplementary education and 2 arts and culture. Member turnover ranges from 23 below £100k, 9 between £100 and £300k and 5 above £300k.

### **Small Grants**

We ran our first small grants programme using the designated £40k from the John Lyon's Charity budget for YHF. We decided for this first round to have broad criteria for organisations to apply as long as they met the aims of YHF. 25 organisations applied for grants ranging from £750 to £5000. We offered grants to 18 organisations for a total allocation of £42k.

### **Fundraising**

We have been involved directly and indirectly working with other local partner organisations in accessing £518,000 of external funded resources to support our member organisations. This includes our £40k small grants funding. 14 member organisations have accessed funding from external funding sources, excluding those receiving our small grants. The funding amounts range from £1,000 to £40,000 grants.

The breakdown of this funding is:  
YHF Led and developed

- Mayor's Office for Policing and Crime (MOPAC) - £210K over 2 years
- Mayor's Office for Policing and Crime (MOPAC) through Safer Neighbourhood Board - £41k over two years from 2015
- London Sport Sportivate programme – £11k
- YHF Small Grants - £40k

YHF supported locally to make accessible by our members:

- Harrow Council's Youth Offer App- £35k
- Preventative Fund - £141k (working with Harrow Community Action and Voluntary Action Harrow)
- John Lyon's Holiday Fund – £20k
- Jack Petchey Fund - £20k

We also led on a major partnership approach application to the Clinical Commissioning Group (CCG) to bid for a £1.6 million tender to deliver the Future in Mind Programme, facilitating and supporting the development of a consortium of 11 local organisations designed to deliver mental health support to children and young people in Harrow. We were ultimately unsuccessful but hope we can learn from the local partnership set up and the closer links forged with the local authority for future tenders.

### **Special thanks to our funders**

- John Lyon's Charity
- City Bridge Trust
- Harrow Council
- London Sport
- Harrow Safer Neighbourhood Board

### **Working with Harrow Council**

#### **Youth Offer**

YHF has been working in partnership with Harrow Council to develop an effective online portal, including an App, as a resource to help young people to more easily find services they need or want to access.

#### **Representing the sector on boards and networks**

A key part of our role has been to influence decision making and bring the sector's voice to bear to existing key networks locally and London wide and Council committees.

This has largely involved our CEO sitting on boards such as Child Poverty, Health, Youth Offending, Safer Harrow, LSCB, and CCG.

#### **Working with other Young People Foundations**

We network with the other Young People Foundations – Brent and Barnet – on a one to one basis or through events co-ordinated by John Lyon's Charity.

#### **External Evaluation**

The Institute for Voluntary Action Research (IVAR) carried out an external evaluation on Young Harrow Foundation as a case study of a place based funding.

They highlighted the value of the new model of Young People Foundations in the context of shrinking youth services, networks and buildings. At the same time, the voluntary sector in general has experienced significant reductions in funding from statutory and public agencies and been left with 'a very skeletal, shrinking infrastructure'.

Some key findings were:

- YHF has enabled local organisations to get more involved in partnerships and funding bids that they would not otherwise have had the capacity to do, building on organisations' existing areas of expertise.
- There were some concerns about how transparent and/or strategic the YHF partnership/bidding process was.
- There was some uncertainty as to the YHF Board structure and a lack of clarity as to its overall strategic direction.
- YHF has been able to develop good links with Harrow Council and build its potential to influence the Council's interaction with and support to the voluntary sector in Harrow.
- YHF was perceived as providing some protection from risk to its smaller members because of the 'risk capital' provided by John Lyon's Charity. However, there were still concerns about the potential implications of perceived 'failure' and the need to find new models of support for the sector.

### **Looking Ahead**

We have several priorities to work through the next year. They include:

- Strengthening the Board with new trustees meeting skills gaps
- Reviewing and embedding policies and procedures
- Carrying out a proper market mapping and needs analysis to inform our future direction and operational priorities
- Agreeing appropriate key performance indicators to measure and evaluate our impact
- Continuing engagement with current members and signing up of new members particularly in supplementary schools, faith, sport and uniform groups
- Supporting organisations to work towards accredited quality marks, including achieving one ourselves
- Identifying creative ways to increase our unrestricted funding
- Working more closely with other key funders to bring more external funding into Harrow.

### **Finance**

We will ensure our finance policies and procedures are fit for purpose and that we maintain the highest standard of financial propriety and rigour

### **Reserves Policy**

We will aim to develop a 3 months reserve running costs over the first 3 years funding. This is to support the operations of the charity during any temporary reduction in grant income and also to enable a controlled rundown of provision, if it became no longer feasible to continue the operations of the charity.

Total funds held in Reserve at the 31<sup>st</sup> March, 2017 was £614.

**Trustees' responsibilities in respect of the financial statements**

The Charity Commission requires the trustees to prepare financial statements each year which give a true and fair view of the financial transactions of the Trust during the year and of the disposition at the end of the trust year of the assets and liabilities and contain the information specified in relevant regulations. The trustees are required to:-

- Select suitable accounting policies and apply them consistently and;
- Make judgments and estimates that are reasonable and prudent.

The trustees are responsible for keeping proper accounting records, in accordance with trust law, which disclose the financial transactions and the assets and liabilities with reasonable accuracy. They are also responsible for safeguarding the assets of the trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Advisers**

**Bankers**

**Metro Bank**  
1 - 2 St Ann's Shopping Centre  
Harrow  
HA1 1AS

**Independent  
Examiner**

**Myrnal Abdullahi**  
3 Stapenhill Road  
North Wembley  
Middlesex  
HA0 3JF

Approved by the Trustees and signed on their behalf



**Malcolm John**  
Chair

Date: 25/8/2017

## **Independent examiner's report to the trustees of Young Harrow Foundation**

I report on the accounts of the Foundation for the period ended 31 March 2017, which are set out on pages 9 to 14.

### **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 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 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 no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the next statement.

### **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 130 of the Charities Act; and
  - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act
- have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Myrmel Abdullahi BA (Hons)  
CGMA

14/8/17

Date



**Young Harrow Foundation**  
**Statement of Financial Activities**  
**For the 18 months period ended**  
**31 March 2017**

	<b>Notes</b>	<b>Unrestricted Funds 2017</b>	<b>Restricted Funds 2017</b>	<b>Total Funds 2017</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>Income and endowments from:</b>				
Donations and legacies	4	0	204,737	204,737
Charitable activities		571	0	571
Other		43	0	43
<b>Total</b>		<b>614</b>	<b>204,737</b>	<b>205,351</b>
<b>Expenditure on:</b>				
Charitable activities	2	0	(131,521)	(131,521)
<b>Total</b>		<b>0</b>	<b>(131,521)</b>	<b>(131,521)</b>
<b>Net gains/(losses) on investments</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Net income/(expenditure)</b>		<b>614</b>	<b>73,216</b>	<b>73,830</b>
<b>Reconciliation of Funds</b>				
Transfers between funds		0	0	0
Net Movement in Funds		0	0	0
Total funds brought forward		0	0	0
<b>Total funds carried forward</b>		<b>614</b>	<b>73,216</b>	<b>73,830</b>

## Young Harrow Foundation

### Balance Sheet at 31 March 2017

	Notes	Total funds 2017
<b>Fixed assets</b>		<b>0</b>
<b>Current assets</b>		
Debtors	5	0
Cash at bank and in hand	7	118,375
<b>Total current assets</b>		<b>118,375</b>
<b>Liabilities</b>		
Creditors: amounts falling due within one year	6	(44,544)
<b>Net current assets/(liabilities)</b>		<b>73,830</b>
<b>Total assets less current liabilities</b>		<b>73,830</b>
<b>Total net assets or liabilities</b>		<b>73,830</b>
<b>The funds of the charity:</b>		
Restricted funds		73,216
Unrestricted funds		614
<b>Total charity funds</b>		<b>73,830</b>

### Cash flow statement for the 18 months period ended 31 March 2017

	Unrestricted 2017	Restricted 2017	Total funds 2017
Net cash provided in operating activities	614	117,761	118,375
Net cash provided in investing activities	0	0	0
Net cash provided in financing activities	0	0	0
<b>Change in cash and cash equivalents in period</b>	<b>614</b>	<b>117,761</b>	<b>118,375</b>
Cash and cash equivalents at the beginning of the period	0	0	0
<b>Cash and cash equivalents at the end of the period</b>	<b>614</b>	<b>117,761</b>	<b>118,375</b>

Approved by the trustees and signed on their behalf by:



Malcolm John  
Chair

25/8/2017

**Young Harrow Foundation**  
**Notes to the accounts**  
**Financial period ended 31 March 2017**

**1. Accounting policies**

**a) Accounting convention**

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value. The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn. The financial statements are prepared in accordance with the Charities Act 2011. The Foundation constitutes a public benefit entity as defined by FRS 102. The trustees consider that there are no material uncertainties about the Foundation ability to continue as a going concern.

**b) Property, fixtures, fittings and office equipment**

Individual items with a purchase price of £1,000 or less are written off when the asset is acquired. Young Harrow Foundation does not currently have any fixed assets.

**c) Income recognition**

Grants are recognised in the financial statements when due. Donations are recognised in the financial statements when received. Sales are recognised when the related services have been provided.

**d) Tax status**

The Foundation is a registered charity and is not subject to corporation tax on its current activities.

**e) Accounting period**

The financial statements cover 18 months ending 31 March 2017. The reason for the longer accounting period is because this is the first accounting period the charity has reported for. For this reason, there are no comparative amounts presented in these accounts.

**2. Charitable Expenditure**

The main items of expenditure are as follows

	<u>2017</u>
Grants	42,344
Human Resources	66,845
Rent and office expenses	8,577
General expenditure	13,755
	<hr/> <b>131,521</b> <hr/>

### 3. Breakdown of Employee and Consultancy costs

	<u>2017</u>
Salaries and Wages	47,611
Social Security Costs	10,583
Consultancy costs	8,651
Defined contribution scheme	0
	<hr/> <b>66,845</b> <hr/>

Young Harrow Foundation employed an average of 1.5 staff during the period. It also paid contractors on an ad hoc basis for fundraising application work.

No expenses or payments were paid to trustees.

### 4. Funds

<u>Fund name</u>	<u>Fund balances brought forward</u>	<u>Income</u>	<u>Expenditure</u>	<u>Fund balances carried forward</u>
John Lyon's Charity	0	100,000		73,216
John Lyon's Charity (City Bridge Trust)	0	100,000	(26,784) (100,000)	0
Safer Neighbourhood Board	0	3150	(3,150)	0
Edward Harvist	0	1,587	(1,587)	0
<b>Total restricted fund</b>	<b>0</b>	<b>204,737</b>	<b>(131,521)</b>	<b>73,216</b>
<b>Total unrestricted fund</b>	<b>0</b>	<b>614</b>	<b>0</b>	<b>614</b>
<b>Total funds</b>	<b>0</b>	<b>205,351</b>	<b>(131,521)</b>	<b>73,830</b>

<b>5. Debtors</b>	<b><u>2017</u></b>
	<b>£</b>
Other debtors	0
	<b>0</b>
<b>6. Creditors</b>	<b><u>2017</u></b>
	<b>£</b>
Grants commitments	42,344
Trade creditors	2,200
	<b>44,544</b>
<b>7. Cash Reconciliation</b>	<b><u>2017</u></b>
	<b>£</b>
<b><i>Net income/ (expenditure) for the reporting period (as per the statement of financial activities)</i></b>	<b>73,830</b>
<i>Adjustments for:</i>	
(Increase)/decrease in debtors	0
Increase/(decrease) in creditors	44,544
	<hr/>
<b><i>Net cash provided by (used in) operating activities</i></b>	<b><u>118,375</u></b>
	<hr/>
	<b><u>2017</u></b>
	<b>£</b>
Cash in hand	118,375
Notice deposits (less than three months)	0
Overdraft facility repayable on demand	0
	<hr/>
<b>Total cash and cash equivalents</b>	<b><u>118,375</u></b>
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### 8. Grants Made to Organisations

Grants made in this financial period where paid after March 2017 and will be shown under Liabilities.

<b>Name of Organisation</b>	<b>Total amount of Grant</b>
Centre for ADHD and Autism (YHF Small Grants)	<b>£3,622</b>
VAH – Voluntary Action Harrow (YHF Small Grants)	<b>£3,496</b>
Afghan Association PAIWAND (YHF Small Grants)	<b>£2,939</b>
The WISH Centre (YHF Small Grants)	<b>£2,760</b>
IGNITE Trust (YHF Small Grants)	<b>£2,500</b>
Flash Musicals (YHF Small Grants)	<b>£2,500</b>
Afghan Association of London (Harrow) (YHF Small Grants)	<b>£2,500</b>
SAI School Harrow (YHF Small Grants)	<b>£2,500</b>
OYA (YHF Small Grants)	<b>£2,500</b>
Woodland Adventure Forest School Harrow (YHF Small Grants)	<b>£2,500</b>
Arts for Life (YHF Small Grants)	<b>£2,432</b>
NOMAD (YHF Small Grants)	<b>£2,380</b>
Cedars Youth and Community Centre (YHF Small Grants)	<b>£2,000</b>
Radiate (YHF Small Grants)	<b>£1,995</b>
Excelling in Youth (YHF Small Grants)	<b>£1,814</b>
Christ Church Roxeth Harrow (YHF Small Grants)	<b>£756</b>
Radiate (Community Safety Day)	<b>£1,050</b>
HOME Group (Community Safety Day)	<b>£1,050</b>
One Enterprise (Community Safety Day)	<b>£1,050</b>
	<b>TOTAL: £42,344</b>