



Harlequins
FOUNDATION

BUILDING BRIGHTER FUTURES
2019-2023



Vision

A world where the power of sport is used to drive positive change

Ambition

To positively impact the lives of

one million 

individuals by 2030

Passion

◆
Championing
inclusivity

◆
Promoting
wellbeing

◆
Improving life
opportunities

Identity



inclusive



ambitious



inspiring

Values

ambitious

dedicated

supportive

fun

accountable

Contents

- 04 Who We Are
- 05 Timeline
- 06 Our Approach
- 08 The Building Blocks
- 10 The Challenge
- 12 Skills
- 14 Wellbeing
- 16 Inclusion
- 18 References

Who we are



THE HARLEQUINS FOUNDATION – BUILDING BRIGHTER FUTURES

At The Harlequins Foundation we passionately believe in the power of sport to transform lives.

Our focus is on inspirational, sustainable and transformative solutions that promote wellbeing, champion inclusive communities and improve the life opportunities of the most vulnerable in society.

We are at an incredibly exciting point in our development, backed by an impressive Board of Trustees and an enthusiastically supportive rugby club with a rich heritage, an iconic brand, highly regarded playing squads and an extensive fan base, all of which offers a hugely significant platform for our future success.

This document outlines our approach and the focus for our work. It has been extremely encouraging to see how well our plans have developed and we now have a clear direction for the forthcoming years.

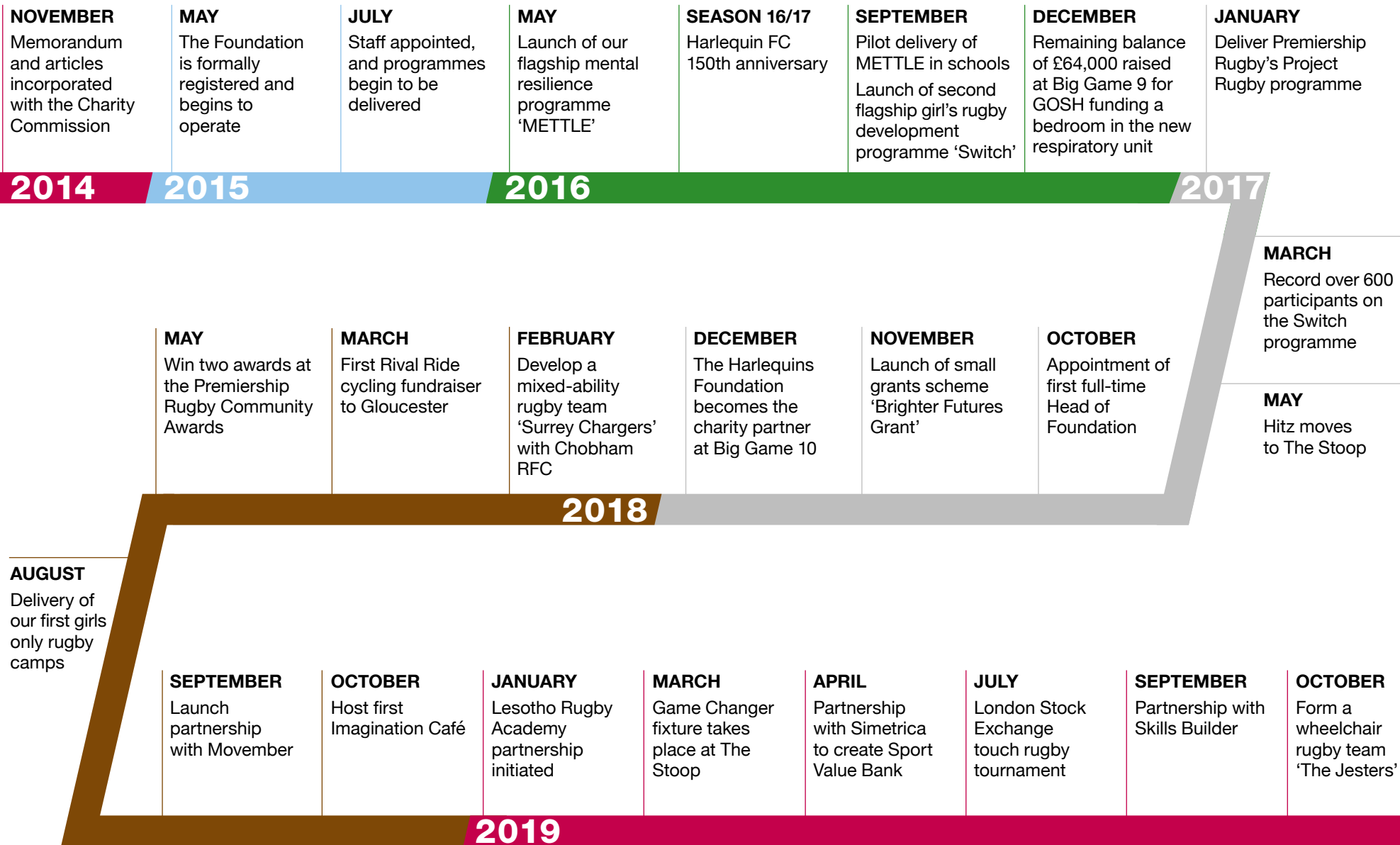
We have an amazing opportunity to make a positive difference and we hope you will support us on the journey.



MALCOLM WALL
CHAIR



MARC LECKIE
HEAD OF FOUNDATION



We understand the value of sport and its ability to go beyond what happens on the pitch. As the charitable arm of Harlequins we are in a privileged position to be able to use the Club's network and brand to inspire, educate and equip individuals and communities at home and around the world to change their lives and fulfil their potential.

Our approach

Our direct delivery is concentrated in our 'Harlequin Heartlands', specifically the boroughs surrounding The Stoop and in countries around the world through selected partners; and indirectly through the development of strategic relationships, creation of resources and the support of campaigns on topics we are passionate about.

Delivery pillars

- ◆ Skills
- ◆ Wellbeing
- ◆ Inclusion

Focus

Development of a skills-based delivery toolkit

In order to maximise our impact and achieve a consistent approach across our programmes, we are co-creating a bespoke sports-based version of a Skills Builder toolkit designed to support the development of eight key skills

and capabilities. This will help to guarantee our beneficiaries have an opportunity to acquire the essential skills for work and life and help us to demonstrate a clear approach to how we work and the difference we make.



Impact measurement – SportVB

Sport has long been a means to unite people and sports organisations continue to deliver positive social outcomes for communities, generating social value through their work. We recognise the need, in the sports sector more broadly, to quantify this value more accurately.

By investing in the development of the Sport Value Bank (SportVB), we will set a new industry standard approach to impact measurement and demonstrate our true value to society, whilst supporting other like-minded organisations to do the same.

Social value is the total impact an activity has on the quality of a person's life. Understanding this will help decision-makers to allocate resources and investment in the most effective way.

This is increasingly important for both internal and external reasons, for example; improving stakeholder engagement; attracting and retaining talented people; developing brand awareness; and increasing the levels of external funding.

SportVB will contain values for around 70 different outcomes across 7 areas:



1

Sports participation



2

Wider sport engagement (such as volunteering, officiating and watching sports)



3

Employment generation and education / training provision



4

Provision of opportunities for those with disabilities



5

Improvements to physical and mental health



6

Youth engagement and development



7

Social capital and social inclusion

THE BUILDING BLOCKS

EXCELLENT GOVERNANCE

- ◆ Effective governance and the right leadership structures
- ◆ Skilled and capable Trustees
- ◆ Strong attitude and culture aligned to our vision

PEOPLE & PARTNERSHIPS

- ◆ Happy, skilled and diverse workforce
- ◆ Continuously seek to learn and improve
- ◆ Identify partners with shared values
- ◆ Harness specialist knowledge and leverage networks

IMPACT MEASUREMENT

- ◆ Clearly able to demonstrate the value of our work
- ◆ Robust monitoring and evaluation of our performance to guide future delivery
- ◆ Industry-leading in demonstrating social value

GROWING AWARENESS

- ◆ Understand our supporters
- ◆ Offer interesting ways to connect with us
- ◆ Create engaging and informative content
- ◆ Adopt a leadership position on topics important to us
- ◆ Promote our work as widely as possible

INNOVATION & TECHNOLOGY

- ◆ Be forward-thinking, agile and adaptable
- ◆ Embrace the opportunities technology presents
- ◆ Identify exciting and creative approaches to our work

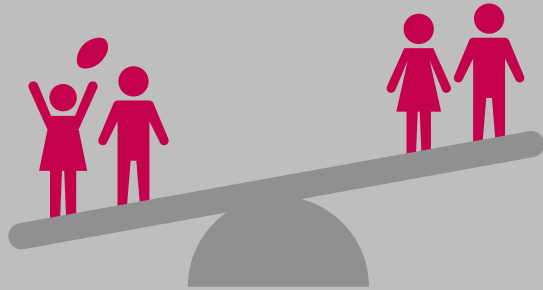
FINANCIAL SUCCESS

- ◆ Secure income from a diverse range of sources
- ◆ Implement rigorous financial controls and governance processes

DELIVERY & INFRASTRUCTURE

- ◆ Deliver high quality programmes by inspirational people in the Harlequin Heartlands
- ◆ Seek to make an impact further afield through the development of resources and strategic partnerships
- ◆ Identify the opportunities and requirements that a new stadium provides

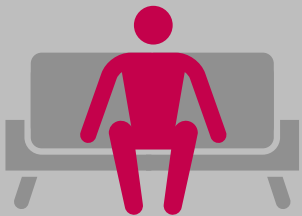
The challenge



DISADVANTAGED YOUNG PEOPLE ARE **LESS INVOLVED IN SPORT** THAN MORE AFFLUENT YOUNG PEOPLE AND LESS THAN HALF AS LIKELY TO BE A MEMBER OF A SPORTS CLUB OR VOLUNTEER IN SPORT

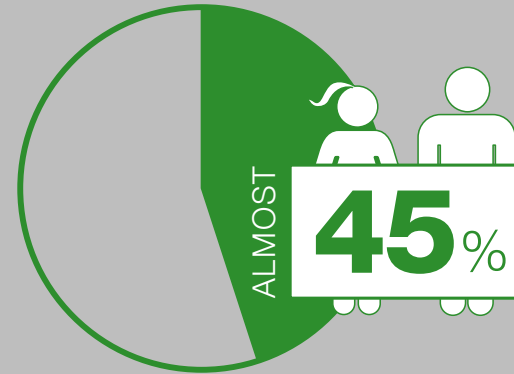
ONLY **5%**

OF **SPORTS COACHES** FROM ACROSS ALL SPORT ARE FROM **ETHNIC MINORITY** BACKGROUNDS



NEARLY **TWO-THIRDS** OF **ADULTS** SPEND **FIVE HOURS** OR MORE A DAY **SITTING DOWN**

THE HARLEQUINS FOUNDATION – BUILDING BRIGHTER FUTURES

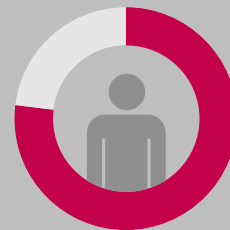


OF **CHILDREN** LEAVE **PRIMARY SCHOOL** WITHOUT THE REQUIRED LEVELS OF **NUMERACY**

AROUND A **THIRD** OF YOUNG PEOPLE **LEAVE SCHOOL** WITHOUT 5 GCSES GRADES A*-C



YOUNG PEOPLE WHO SPEND LESS THAN 3 MONTHS IN POST-16 EDUCATION ARE MORE THAN **TWICE** AS LIKELY TO SPEND A LONG PERIOD AS **NOT IN EDUCATION, EMPLOYMENT** OR **TRAINING** (NEET) IN LATER LIFE



77% OF **MIDDLE-AGED MEN** ARE EITHER **OVERWEIGHT, INACTIVE** OR **DRINK TOO MUCH**



41% OF **ADULTS AGED 40-60** DO **NOT** MANAGE A BRISK **10 MINUTE WALK** IN **EACH MONTH**

BY AGE 14, JUST

10%
OF **GIRLS**

ARE DOING **ENOUGH**
PHYSICAL ACTIVITY



ONLY

14% **8%**

OF 8-10 YEAR OLD + OF 11-12 YEAR OLD

GIRLS MET THE
RECOMMENDED
GUIDELINES FOR
PHYSICAL ACTIVITY IN 2012



THE **GENDER GAP** BEGINS IN PRIMARY SCHOOL
AND **WIDENS** THROUGHOUT SECONDARY SCHOOL

Sources
PRL Plan to Improve a Million Lives
Women in Sport Strategy

Skills

We believe in the principle that everyone should have the opportunity to build the essential skills, experience and aspirations to succeed in the 21st century. As a result, we will design, develop and deliver a range of programmes that meet the needs of the beneficiaries, with a specific focus on those most vulnerable in society.

The relationship with the Club presents opportunity to develop a 'skills' pathway, from work experience through to employment, that supports our ambition and positively impacts the local community. Success will be predicated on developing and maintaining partnerships with key stakeholders and the creation of opportunities that provide a valuable experience for the participants.

21%

of people living in Hounslow have no qualifications¹

31%

POINT GAP IN GCSE ATTAINMENT between Richmond's disadvantaged school children and those not facing disadvantage. This is the highest gap in London²



11%

OF THE **UK POPULATION** BETWEEN THE AGES OF **16-24** WERE **NOT IN EDUCATION, EMPLOYMENT OR TRAINING** (NEET) BETWEEN JULY – SEPTEMBER 2019

Studies have shown that time spent **NEET** can have a **DETRIMENTAL EFFECT** on **PHYSICAL** and **MENTAL HEALTH** and increase the likelihood of **UNEMPLOYMENT, LOW WAGES**, or **LOW QUALITY OF WORK** later on in life.





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INSPIRE EDUCATE EQUIP

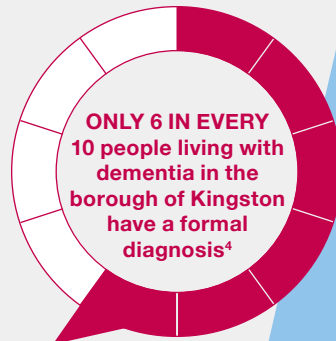
Wellbeing

Good health is central to a person's happiness and well-being. We are committed to increasing awareness and supporting preventative approaches that enable our communities to improve their mental and physical health.

By working with key partners both locally and nationally, we will deliver innovative programmes and campaigns that respond to the needs of our communities. By encouraging participation in regular physical activity and changes in behaviour to support overall improvements in health, we aim to help people within our communities to lead happy and fulfilled lives.



Almost **ONE THIRD** of young people aged 16-19 in Richmond have some form of **MENTAL HEALTH** issue and hospital admissions for 10-24 year olds as a result of self-harm has increased³



The number of people living with **DEMENTIA** in Kingston is **PROJECTED TO RISE TO**

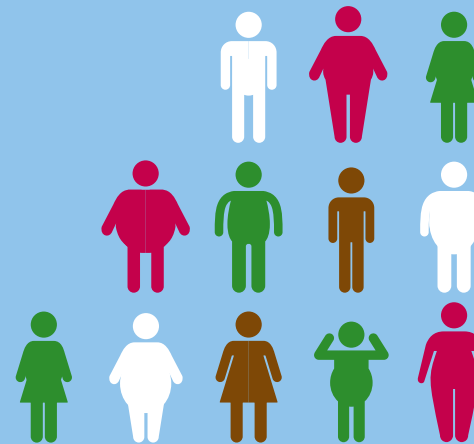
↑ 2,590
by 2030⁴

INEQUALITIES IN CHILD OBESITY

AMONG CHILDREN IN RECEPTION (AGED 4 TO 5 YEARS) AND IN YEAR SIX (AGED 10 TO 11 YEARS) ARE

W I D E N I N G

ACROSS MOST ENGLISH REGIONS

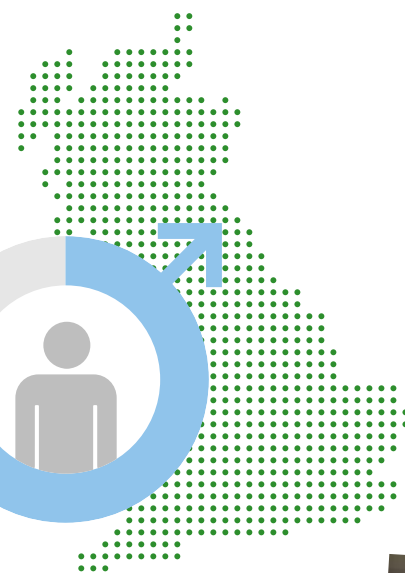
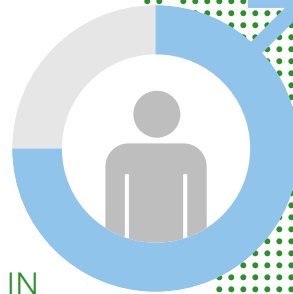


LONDON
CONTINUES TO HAVE THE **HIGHEST LEVEL OF INEQUALITY** ACROSS ALL ENGLISH REGIONS



**GLOBALLY,
EVERY MINUTE,
A MAN DIES
BY SUICIDE**

75%
OF **SUICIDES** IN
THE **UK** ARE **MEN**



THE STATE OF **MEN'S HEALTH** IS IN **CRISIS**
**MEN EXPERIENCE WORSE LONGER-TERM HEALTH THAN
WOMEN AND DIE ON AVERAGE SIX YEARS EARLIER**



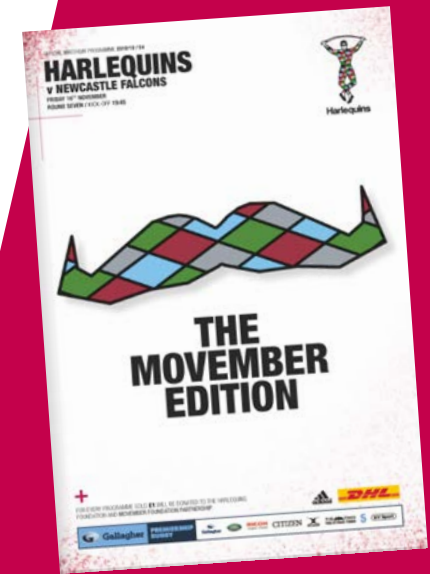
PROSTATE CANCER
rates will **DOUBLE**
in the next 15 years



TESTICULAR CANCER
rates have already doubled
in the last 50 years

**POOR MENTAL HEALTH LEADS TO HALF A MILLION MEN
TAKING THEIR OWN LIFE EVERY YEAR** - that's one every minute.

Sources
NCMP and Child Obesity Profile: Slope Index of Inequality Data Update, May 2019
Movember

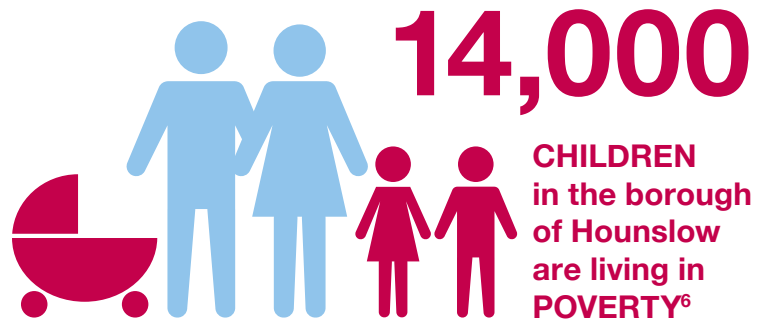


Inclusion

We will continue to challenge discriminatory attitudes, removing barriers to participation for everyone, regardless of age, sex, disability, race, ethnicity, religion or economic or other status. By supporting the design and delivery of programmes that promote the inclusion of those from traditionally under-represented groups in sport, including but not limited to women and girls, disabled people and minority ethnic groups and those from low socio-economic groups we will demonstrate that rugby and sport in general is for all.



PHYSICALLY INACTIVE RATES are considerably higher amongst **DISABLED PEOPLE** with 34% of people with a single impairment and over 50% of people with three or more impairments considered 'inactive'⁵



Sources

⁵ PRL Plan to Improve a Million Lives

⁶ Hounslow JSNA

THE HARLEQUINS FOUNDATION – BUILDING BRIGHTER FUTURES



FOR ETHNIC MINORITY GROUPS OVERALL THE PARTICIPATION RATE IN SPORT IS 40% COMPARED WITH A NATIONAL AVERAGE OF 46%



THE OVERALL PARTICIPATION RATE FOR MALE ETHNIC MINORITIES IS 49% COMPARED WITH A NATIONAL AVERAGE FOR MEN OF 54%



FOR FEMALE ETHNIC MINORITIES IT IS 32% COMPARED WITH A NATIONAL AVERAGE FOR WOMEN OF 39%



The gap between men's and women's participation in sport is greater amongst some ethnic minority groups than it is in the population as a whole. The **INEQUALITY GAP** between men and women nationally is **15** percentage points whereas for the 'Black Other' ethnic group it is **35** points.



Sources
Sport England – Sports Participation and Ethnicity in England (2000)

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- 1 Premiership Rugby LTD (2018) “Our Plan to Improve a Million Lives”
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- 2 Women in Sport (2016) “Girls Strategy – Our Ambition”
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- 4 House of Commons Library, Briefing Paper (2018) “NEET: Young People Not in Education, Employment or Training”
researchbriefings.parliament.uk/ResearchBriefing/Summary/SN06705#fullreport
- 5 Movember
uk.movember.com/about/cause
- 6 National Child Measurement Programme (NCMP) and Child Obesity Profile (2019) “The Child Obesity Slope Index of Inequality”
www.gov.uk/government/publications/ncmp-and-child-obesity-profile-academic-year-2017-to-2018-update/ncmp-local-authority-profile-slope-index-of-inequality-data-update-may-2019
- 7 London Borough of Hounslow (2017) “The Hounslow Story; Joint Strategic Needs Assessment”
www.hounslow.gov.uk/downloads/file/1042/joint_strategic_needs_assessment_2017_-_this_is_hounslow
- 8 Trust for London “Richmond upon Thames Poverty and Inequality Data”
www.trustforlondon.org.uk/data/boroughs/richmond-upon-thames-poverty-and-inequality-indicators/
- 9 Richmond Parish Lands Charity “On the Edge”
www.rplc.org.uk/docs/OnTheEdge.pdf
- 10 London Borough of Kingston “Kingston Joint Strategic Needs Assessment”
data.kingston.gov.uk/jsna/

Our Legal status: The Charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.





Harlequins
FOUNDATION

TWICKENHAM STOOP STADIUM | LANGHORN DRIVE
TWICKENHAM | MIDDLESEX | TW2 7SX

www.harlequins.foundation



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