



ANNUAL REPORT 22-23

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Kayaking at Layer Marney



Freddie problem solving during our wet day with EGBC

CLUB COUNCIL

D.R.D. CORNELL
Chairman

A.I. DOOLITTLE
Hon. Secretary

A.M.J. GRAHAM
Hon. Treasurer

I.G. DOOLITTLE

DR J. E. HODGINS

P.J. McPARTLAND OBE

R.W. NICHOLL

FRANKLIN SHILLINGFORD
Club Manager

CROWN & MANOR BOYS' CLUB

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Registered Charity No. 802614

ANNUAL REPORT

One of the strategic aims of the Club is “to ensure the delivery of a balanced program across daytime, evening and weekends that will challenge, stimulate and provide new learning opportunities for young people.”

Looking back on the last twelve months, the Club's management team, youth workers and sports coaches have put in many hours of hard work to achieve this objective and have done so comprehensively. On behalf of all those associated with Crown and Manor I offer our sincere thanks. Corey's Mum captures this sense perfectly:



Corey can't do without coming here. It would steal a part of his life to take him away. Coming from social housing where there's a limited amount of space, this has a huge benefit for children. They play in a safe, closed environment. I can drop him and then carry on with work for a few hours.

What does a challenging and stimulating programme look like? The club offers its members a varied range of activities for boys as young as eight all the way to twenty plus. Sport dominates; five football teams were put out this year all of which competed in either local or national leagues. Basketball continues to be popular with all ages, not least because of our excellent coaches but also because of the first-class sports hall. There is always a game of table tennis being played upstairs, whilst twice a week in the sports hall downstairs John Giles provides professional level coaching to those who aspire to reach the next level. So much so that two of our members made it through to the table tennis national finals, both finishing third in their respective age groups. John goes as far as making players their own bespoke paddles, but only once he satisfies himself that they will be looked after. This saves parents money, gives the boys something to treasure and of course increases their chances in the big games!

Theatre has played an important part this year, including trips to watch a show, time backstage learning about the lighting and the electrics, plus workshops for club members who are keen to explore the craft itself. Our grateful thanks go to Conor Hunt and all those in support at the Ambassador Theatre Group. Elsewhere, under Michelle's guidance Street Dance has caught on in the Junior Club with twelve to fourteen regular attendees. Talk of entering competitions as far away as Germany is frequent and I look forward to this materialising in the months ahead. The younger members enjoy José's Spanish class which is a must for all those U14's who want to go to football practice immediately following the class. They find learning with the iPads both fun and helpful. More recently, and with further thanks to the generosity of the Basketmakers' Livery Company, the club now has a music booth where the boys can mix, record and play their own compositions.

Away days (and nights) occur regularly and provide a different but equally important experience also hard to replicate elsewhere. We value these opportunities for the differing challenges they present the boys (and the mums) and the huge sense of achievement which is earned when these are met.

On a less upbeat but critical note the Club has brought in specialist tutors on a part time basis to help with reading and writing for those not receiving adequate support at school. Andrew Gray, the Club's deputy Manager tells me that an increasing number of parental enquiries are related to academic work and what the Club can do to help. Whether this is another hangover from Covid or part of a more systemic problem is unclear but it is testament to the Club staff that they have recognised the extent of the problem and are taking proactive steps to address it. In 2024 we are going to look at how to address this for the longer term.

Staying with the subject of education, Winchester College continues to give the Club its wholehearted support spanning multiple activities, and we value this relationship above all. Three daytrips to the school took place this year with the Crown and Manor boys getting taste of being “up to books”, and some competitive sport following lunch “up to house”. It was the science lessons that sparked the buzz as the boys revelled in the delight of both cutting and blowing things up, all carefully supervised of course! The Club has access to online tutoring from Wykehamist dons should they need it, not a resource easy to find in East London or anywhere else. Football teams of various age groups played against each other in September and though the school came out on top, the games were all closely fought and played in great spirit. And I must highlight how proud the Club is of our long-time member Bailey Clark, who recently joined Furley's in VI Book. We hear that he is settling into his new environment comfortably and wish him all the best of luck for his time in the College. This is the fourth of our members to have had this chance in as many years and I hope more will follow. There can be fewer better opportunities of this kind. Our thanks extend to James Hodgins who manages this relationship on behalf of both institutions with great skill and enormous dedication.

The Club's committee of trustees works closely with the management to ensure the Club can deliver on its commitments and fulfil the protocols required by the relevant agencies. Long term supporters will know that in recent years the premises from which we operate have thrown up multiple problems. These are both time consuming and costly to overcome, and we have experienced several false dawns along the way. Ian Doolittle, the buildings committee chair, has worked relentlessly to resolve these issues with the willing support of Club Treasurer, Andy Graham, and the long suffering but endlessly patient management team. The good news is that fears related to very substantial remedial cladding costs are dissipating, but we are not yet out of the woods when it comes to the heavy burden of day-to-day trouble shooting and maintaining the Club's facilities, plant and equipment. This is having a bearing on our maintenance costs at a time when the expense of running the Club has also risen substantially. Though the pace of cost price increases has slowed, there is no sense that prices are falling, a situation that all our readers will attest too. My expectation is that we have passed the peak of the problems, but the running costs are likely to plateau at higher levels. As such we will need to continue to seek out greater levels of donor support to cover core costs, and to ensure we remain in the best possible shape financially. A sincere thank you to all my fellow trustees for the hard work and dedication that you have put towards the Club this year.



**THE CLUB IS SOMEWHERE KIDS CAN
COME AND SIMPLY BE THEMSELVES...
AS LONG AS IT'S HERE I'LL KEEP COMING.**

Kyron (age 13)

On that note, the fund-raising team has had a busy year securing donations from a broadening group of supporters. The club hosted an open evening in April which was well attended with a mixture of Old Wykehamists (of varying ages), Old Crown and Manor boys (of varying ages), Livery Company representatives, parents of the current members, local councillors, and other donors. Frank and the team did a magnificent job of organising the guests into groups and asking club members to take them on a tour of the facilities. This was an excellent format as it gave everyone the chance to see the Club in action and talk to those who benefit from their support. We all met in the committee room for drinks and nibbles after the tours were over and everyone had a chance to meet each other. As always, our MP Meg Hillier came along and stayed to the very end. She is reliable, informed, enthusiastic and wise and should Labour become the next party of government I expect we will see a lot more of her on the TV than we will in the Club. This will be our loss but the country's gain! It was gratifying to receive some many positive comments from our guests in the days that followed, the majority of which commented on how polite, well-mannered, and articulate the boys were and what a great job the staff were doing. One OW assumed we had banned mobile phones (which we had not), since he was so surprised not to see one in evidence from any club member. "Unique", was how he phrased it!

The majority of the thirteen cyclists who volunteered to ride from the Club to Paris in September to raise funds for the Club also came along. For many of them it was a first visit to the Club and thus a chance to see for themselves the beneficiaries of the hard yards shortly to follow. Although the trip took place after financial year end (and thus the remit of this report), it was a huge success, raising close to £40,000 for the Club. The team arrived at Notre Dame on the afternoon of Sunday 3rd September in one piece (just) and with big smiles all around. We agreed that the trickiest part of the three-day ride was cycling up the Champs Elysée in peak tourist season over the cobbles and through the traffic, slightly exhausted and late for the train back to London! But despite all the inevitable ups and downs (and I'm not just thinking hills!) it was a terrific event, and the Club is grateful to those who took part and raised such an impressive sum.

I should also highlight two fabulous initiatives that generated a lot of interest and support last year. First is a football tournament which is organised by George Silber. This brings together several teams representing City firms taking part in a five a side competition alongside Crown & Manor. This is the second year that this has been organised by George, building on the success of the last and doing so much to raise the profile of the Club and much needed funds for general use. Second, was an appeal we put out to individual donors to support a weekly fruit basket. Many of the boys come straight from school famished and need a healthy snack to keep the energy levels until they go home. This resonated with our donor database immediately, as well as proving popular with the boys, (and some of

the staff)! I am hopeful these valuable projects will be maintained for future years.

The year ahead holds much in store for the Club. One of our key objectives is to generate usage of our facilities from third parties outside of club hours as a way of raising additional funds, and we are exploring the opportunities in this regard. We are also planning to raise the profile of the Club proactively to more families locally who might not be fully aware of the extent of the Club's offering or the brilliance of the youth provision. The club's new website will also go live in early 2024 which will help with this and keep our members more closely in touch with club activities. Several fund raisers are also planned, so do please keep an eye out for those! Sadly, this will all take place without Bonny Young, the Club's administrator, who stepped down from her role at the end of the year after nine years at the Club. We thank her for all she has done over the years and wish her all the best for the future.

I hope this report demonstrates to you the extent to which Crown and Manor provides a valuable service to the community. It offers our members so much more than a sports club, an after-school club or a gym can. Most importantly perhaps is the desire to ensure our members have fun when they are with us, make friends, learn and develop "skills for living", all in a happy and safe environment. So much is this the case that many of our ex-members find it hard to "move on". Often when I am in the Club, I'll meet an old boy who has just dropped in to use the weights room, lend a hand at a busy time, or simply to check in with Frank and Andrew to make sure that all is as it should be! It's perhaps no surprise that most of the Club's male staff came through Crown and Manor as boys.

On behalf of us all, an enormous thank you to Frank, Andrew, Jason and all the part time staff and youth workers for a successful 2023 and best wishes for the year ahead.

David Cornell, Chairman.

CLUB MANAGER'S REPORT

I would like to thank all of the funders who support the Club, the Livery Companies, individuals and Winchester College for their continuing support. The Crown and Manor in its current form dates back to 1939. As an institution we need to be proud of who we are and what we stand for. In the present climate we see schools nearby change their names twice or three times in ten years, which to me shows there is no sense of pride in who they are and what they stand for. I am so glad we haven't followed suit and changed our name or what we stand for. Some of our local schools are turning a lot of young people into zombies. What do I mean by that? Never before have I heard so many young people not allowed to talk between classes, walk with shoulders pressed against the wall in straight lines between classes and no games allowed to be played in the playground in break or lunch time. All in the name of stopping bullying. If there is no talking, there is no bullying. It is no wonder young people then come out of schools more hyper and frustrated than ever before, or even have a problem with communicating. We as a Club have noticed this amongst quite a lot of our teenage members. I sometimes wonder what the purpose of these schools are. They change their names like they change their socks! When you dig you see the bigger picture, and now you are asking me 'What is the bigger picture'.

Let's break it down. We have more and more upwardly mobile couples moving into the community getting involved with local schools and setting up their own little 'villages' for example Broadway Market Village and Church Street Stoke Newington. These changes have more and more influence in the running of schools and the community. How does this affect Crown and Manor? Imagine walking into Crown and Manor, a vibrant noisy Club and being able to hear a pin drop because boys are not allowed to talk.

Our members come from a wide range of different schools located not far from us both primary and secondary. As a young boy growing up in Hackney I had fierce pride in belonging to the school I went to. There was rivalry between other schools in competitions and sometimes out of the boundary of sport, but that pride was there. But if you change your name twice or three times in a short period where is the pride and sense of belonging. No history, who cares, they say, about the history. So if no history, how can you be proud of where you come from? How does that effect the Crown and Manor Club? Well the majority of our members have no pride in their school and this affects them by having a lack of ambition to achieve. In my 38 years at The Crown and Manor I have never seen so many members with learning difficulties from the age of seven to seventeen. This is a Youth Club where our members come to play, enjoy themselves and meet new friends, hopefully making lifelong friendships. But we find ourselves doing more basic reading and writing with our members than ever before. We have to employ specialist tutors to work one to one with a few of our members. Sometimes you can forget that we are actually a youth club and not a learning centre. That is why I would like to say again thank you to our funders who support this great institution of ours.

In 2021 we undertook a review of where the Club is at, and where we would like to go or what we would like to achieve over the next few years. All of our Council Members have a laminated colour wall chart of our 5 year plan which states who is to oversee the seven objectives and responsibilities and the KPIs (Key Performance Indicators) The Strategy

was rolled out in 2022. I am very happy to announce that over three-quarters of the targets have been met by the team. Well done to everyone for making this a success.

We are members of two umbrella Youth Organisations, and we try to get involved with as many activities the groups put on. Well done to the boys who took part in the Night Exercise where teams of 4 get together over a five hour period doing different night challenges. We took two teams of four under 12's. We also took part in the Under 12's and Under 14's Essex Boys and Girls Club table tennis championships and Leo Kelmendi of the Under 12's was runner-up in the finals and Mundiir Mohammed was runner up in the under 14's session. We have had numerous day trips, such as water activities, trampolining, laser tag and theatre trips. We also had a weekend away at Hindleap Warren and for the third year running we did a Summer Programme for five weeks during the School Holidays with the doors opening at 8.30 a.m. to 6 p.m. Monday to Friday. I would say that with my 38 years' experience that was some of the hardest youth work I have ever been involved with. Absolutely exhausting.

I would like to thank James Hodgins who led the Winchester project with Winchester staff coming to Crown and Manor to run a Science Evening with three classrooms set up for Chemistry, Biology and Physics with our boys spending time carrying out experiments and in return organising three educational one day trips to Winchester College. Our members were given permission by their schools to take time off to attend during term time. This has been a great success.

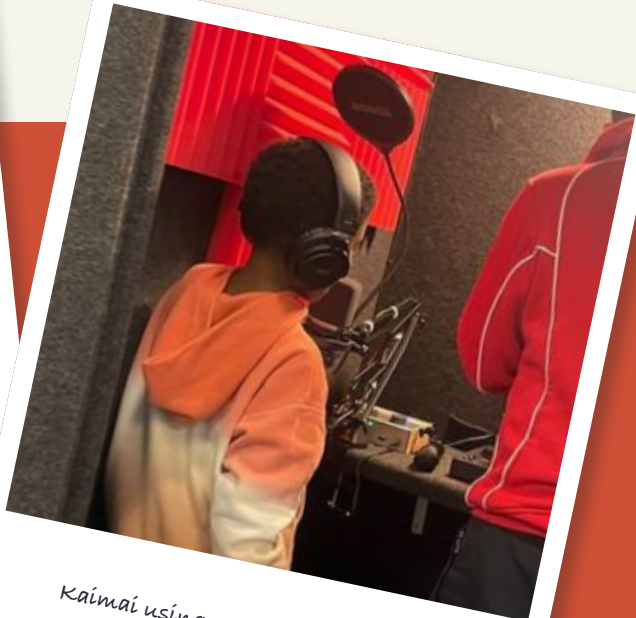
Overall it has been another tough but enjoyable year I would like to say thank you to all of our part time youth workers, Brenda Mason, Peter Mason, Yushai Brown, Flamur Kelmendi Spike Stegall and Sionlee Jones. Thanks to all our instructors, Jose Fernandez, Spanish; John Giles, Table Tennis; Ben Simon, Guitar; Tyro Heath, our one to one tutor; Michelle Kwarteng, Street Dance; and Yusuf Yassim, Basketball. We said goodbye to Corey Gaines our head basketball coach who has left us to set up a Basketball Academy in Rwanda. We wish him good luck. We are sure he will be a great success.

I would like to say a big thank you on behalf of every one at Crown and Manor that after 9 years Bonny Young will be leaving the club at the end of the year. She will be greatly missed by everyone at the Club, especially by the people she has worked most closely with, Rob Nicoll, Lee Hayes, Andrew Gray and Jason Mason and myself Franklin Shillingford.

Frank Shillingford, Club Manager.



Junior Club volleyball under the sun



Kaimai using our new Music Studio



Mundir and Leo finishing 3rd in the National Table Tennis Tournament



U14s at the National 5 a-side Tournament

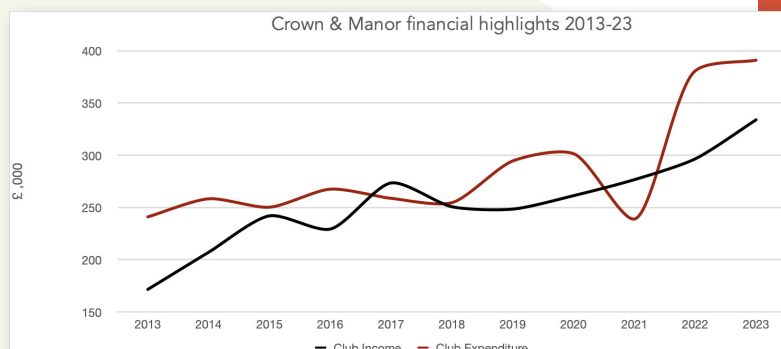
“ WE HAVE A HISTORY, WE HAVE A PRESENCE, WE ARE CROWN & MANOR. SOMETHING TO BE PROUD OF & NEVER TO BE ASHAMED OF WHO WE ARE.

TREASURER'S REPORT

The accounts for the year to 30 June 2023 are set out on pages 10-11.

In FY23 the Club reported an increase in income of 12.6% to £333,883 alongside a more marginal increase in expenditure to £391,027. This led to a net loss of £57,144 which compares to a net loss of £84,261 in the previous year.

The chart below highlights the progression of income and expenditure over the last ten years and readers will notice the huge increase in costs the club has had to deal with since 2021. A breakdown of the cost escalation is provided and whilst the club's income has also risen, we have not been able to keep pace to date. The Committee's opinion is that this rising cost pressure is levelling off and the finance committee is currently preparing a longer-term fund-raising strategy to ensure the club is better able to preserve capital going forwards.



EXPENDITURE

- **Staff Costs** - salaries increased by 12% over the period.
- **Energy Costs** - energy costs increased by 127% over the period.
- **Maintenance & Repairs** - ongoing upkeep of the building remains a meaningful cost item.
- **Rent & Rates** - service charges remain elevated & the Club expects all outstanding balances to be cleared in the next few months.

Donations received were similar to last year, (£181k vs £186k), but are still over 40% up on 2021 and 30% up on the 10-year average. I would like to reiterate my predecessor's thanks to Clare Bryce-Smith for her hard work throughout the year and to all our other donors during the year for their support, which is so vital for the continued running of the Club.

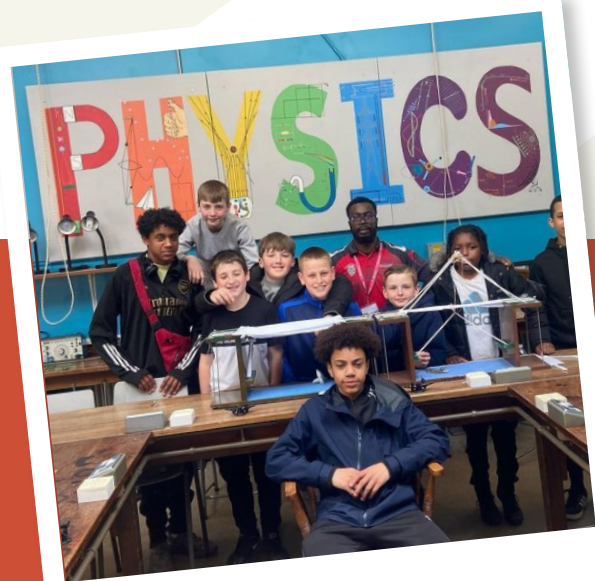
The Club's portfolio, managed by Investec, ended the year slightly down and slightly behind the benchmark but still in a healthy position. Income from the Club's portfolio and rental property was stable and the Club continues to receive income from the Wykeham Crown & Manor Trust.

LOOKING AHEAD

From a financial point of view, there were three main issues facing the club. Firstly, there was the issue relating to cladding with I'm glad to say is no longer a concern, as the building developers have agreed to cover all costs and the Club will not have to pay anything which is a great relief. Secondly, the Service Charge issues have been resolved which again, removes a large uncertainty (and thanks to Ian Doolittle for all his hard work), but will leave us with another large bill in FY24. Finally, the new maintenance contract is now in place, which not only will cost the Club over £25k a year but is already bringing to light additional maintenance issues with our plant & machinery that will need extra funds to make good. This will likely mean further short-term pain for the Club, but which should bring much needed stability to the maintenance plan.

Finally, as we face these challenges, we must again remind ourselves that at a time when the cost of living is squeezing so many household budgets, the Club's service to local boys for £1 per session is as important as ever.

Andrew Graham, Honorary Treasurer.



Day trip to Winchester College



Boys taking part in EBQC Cross Country



Gene getting a free haircut at a local youth event



Team talk at EBQC Activity Day

FINANCIAL REPORT

STATEMENT OF FINANCIAL ACTIVITIES - YEAR ENDED 30TH JUNE 2023

	Unrestricted Funds 2023	Restricted Funds 2023	Total Funds 2023	Total Funds 2022
INCOME				
Donations and legacies	233,630	28,250	261,880	222,672
Investment income	72,003	-	72,003	73,853
Total Income	£305,633	£28,250	£333,883	£296,525
EXPENDITURE				
Direct charitable expenditure	278,967	11,615	290,582	250,516
Management & administration costs	100,445	-	100,445	130,270
Total Expenditure	£379,412	£11,615	£391,027	£380,786
NET (EXPENDITURE)/INCOME BEFORE GAINS & LOSSES ON INVESTMENTS	(73,779)	16,635	(57,144)	(84,261)
Net (losses)/gains on investments	(539)	-	(539)	11,843
Net Expenditure	(74,318)	16,635	(57,683)	(72,418)
OTHER RECOGNISED GAINS/ (LOSSES)				
Net gains/(losses) on revaluation of fixed assets	6,446	-	6,446	(58,899)
Net Movement in Funds	(67,872)	16,635	(51,237)	(131,317)
RECONCILIATION OF FUNDS				
Balance at 1st July, 2022	1,139,128	-	1,139,128	1,120,445
Unrestricted Designated funds	1,000,000	-	1,000,000	1,000,000
Revaluation of leasehold property	-	-	-	150,000
Balance at 30th June, 2023	£2,071,256	£16,635	£2,087,891	£2,139,128

NOTE: Statutory accounts for this financial year have been delivered to the Registrar of Companies and Charity Commission.

BALANCE SHEET AT 30TH JUNE 2023

FIXED ASSETS	2023	2022
Tangible assets	40,928	44,767
Investments	1,988,127	2,065,098
	2,029,055	2,109,865
CURRENT ASSETS		
Debtors	30,147	41,176
Cash at bank & in hand	109,031	51,348
	139,178	92,524
CREDITORS		
Amounts falling due within one year	(80,342)	(63,261)
Net current assets	58,836	29,263
Net Current Assets	£2,087,891	£2,139,128
FUNDS		
General funds	201,403	275,721
Restricted funds	34,108	17,473
Revaluation reserve funds	852,380	845,934
Designated funds	1,000,000	1,000,000
	£2,087,891	£2,139,128

This extract from the financial statements has been prepared in accordance with 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).

OPINION: In our opinion, the financial statements give a true and fair view of the state of the company's affairs at 30th June 2023 and of its incoming and application of resources including income and expenditure for the year then ended, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and with the requirements of the Companies Act 2006.

Robert Knight FCCA, ATII, Senior Statutory Auditor
For and on behalf of Newton & Garner Limited
Chartered Accountants, Registered Auditor
30th January 2024

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WINCHESTER
COLLEGE SOCIETY

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