

THE NATIONAL YOUTH AGENCY

England & Wales · Charity number 1035804

Details

Other names	NATIONAL YOUTH AGENCY, N Y A
Status	Registered
Legal form	Charitable company
Company number	02912597
Registered	1994-03-29
Register	View on the Charity Commission register

Contact

Address	National Youth Agency 9 Newarke Street Leicester LE1 5SN
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Website	https://www.nya.org.uk

Activities

Objects: TO MAINTAIN AN AGENCY FOR THE BENEFIT OF THE COMMUNITY IN GENERAL AND YOUNG PEOPLE IN PARTICULAR AS A CENTRE FOR THE ASSISTANCE IN THE TRAINING OF YOUNG PERSONS SO AS TO DEVELOP THEIR PHYSICAL, MENTAL AND SPIRITUAL CAPACITIES THAT THEY MAY GROW TO FULL MATURITY AS INDIVIDUALS AND MEMBERS OF SOCIETY AND IN PARTICULAR BY ADVANCING THE EDUCATION OF YOUNG PEOPLE IN MATTERS RELATING TO MENTAL, PHYSICAL AND SOCIAL WELFARE.

Activities: The National Youth Agency works in partnership with a wide range of public, private and voluntary sector organisations to support and improve services for young people. Our particular focus is on youth work and we believe strongly that by investing in young people's personal and social development, young people are better able to live more active and fulfilling lives.

Classification

- **How:** Provides Advocacy/advice/information
- **What:** Education/training
- **Who:** Children/young People

Geography

- **Area of benefit:** NATIONAL
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£5,420,000	£5,125,000	£2,139,000	96
2024-03-31	£4,887,000	£4,926,000	£1,845,000	73
2023-03-31	£3,787,000	£3,886,000	£1,784,000	48
2022-03-31	£2,898,000	£2,771,000	£1,887,000	26
2021-03-31	£2,877,000	£1,992,000	£1,756,000	16

Trustees

Name	Role	Appointed
Carol Anne Stone	Chair	2014-01-15
Alexandra Victoria Renshaw		2019-04-25
Amma Anderson		2022-02-23
CLLR KEN MEESON		
Daniel Chery		2022-03-14
Gabriel Buck		2013-12-05
Helen Watson		2020-02-20
Laura Bates		2024-10-24
Leigh Paul Redman		2026-02-26
Lisa Marcelle Harris		2026-01-05
MARK NORRIS		2014-09-03
Mervyn Kaye		2022-05-25
Nicholas Frost		2024-10-24
Nick Caplin		2024-10-24
Owen Gerard Purcell		2024-10-24
Sally Carr		2019-04-25

Accounts

**THE NATIONAL YOUTH AGENCY
(COMPANY LIMITED BY GUARANTEE)**

**Report of the Trustees
and audited financial
statements for the year
31 March 2025**

Report and Financial Statements

31 March 2025

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1. Report of the Trustees 24/25

1.1 Introduction

The Trustees present their annual report (including the directors' report as required by company law) and audited financial statements for the year ended 31 March 2025.

1.2 Reference and Administrative Information

The National Youth Agency (The NYA) is a company limited by guarantee with a company registration of 2912597 and is registered with the Charity Commission for England and Wales under number 1035804.

NYA Trading Limited is a 100% owed trading subsidiary of The National Youth Agency and is a company registered in England and Wales under number 07570045.

Details of the Trustees for both organisations are provided on pages 30, 31 and 32. Principal places of business and professional advisers of the charity are shown on page 33.

1.3 Structure, Governance and Management

The National Youth Agency operates within its Memorandum and Articles of Association which are registered with Companies House and the Charity Commission.

Trustees who held office during the year are detailed on pages 30, 31 and 32. The Chair is selected by the other Trustees either from the existing Trustee Board or through external recruitment. The Trustee Board is responsible for the strategic direction of the organisation and ensuring it is financially and operationally sound in all its policies and practices. The Board holds the Chief Executive and team to account in this respect. Our Chair remains Carol Stone who stepped into post in May 2023, with Mark Norris as vice-chair.

The Board of Trustees has in place a Nominations and Procedures Committee (known as the People Committee). Part of the remit of this Committee is to make recommendations to the Board on the appointment and reappointment of Trustees, having regard at all times to the provisions of the Memorandum and Articles of Association. Consideration is given to the composition of the Board in terms of the collective skills and experience required to support the NYA's operational strategy and to ensure its charitable aims are delivered. Within this financial year we made four new appointments to the Board in line with our identified gaps for finance and communications. We welcomed Nick Frost, Owen Purcell, Laura Bates and Nick Caplin.

The Board regularly undertakes reviews of its performance through a process of self-assessment against key objectives.

The Board of Trustees is supported by an Audit Committee which is responsible for ensuring the safeguarding of the charity's assets. A Finance & Governance Committee advises the Board on financial matters and the members of these committees are shown on pages 30, and 31. In addition, sub-groups are established to support the Executive team in our growth (business development and fundraising), our impact and to support matters relating to our people (HR). In November the Board approved a revised sub-committee structure to bring together the finance and business development into a single Finance and Growth Committee and expanding the Audit committee from an end of year function to a quarterly format in line with other sub-committees and encompassing risk, becoming the Audit and Risk Committee. This is seen as an additional level of support and challenge for the senior team as the organisation grows, becomes more complex and navigates increased compliance and risk from external environments. The previous Impact committee was also expanded in remit and has been renamed the Strategy Delivery Committee, combining policy, communications, programme activity and youth work developments as the key areas to influence our impact. Revised Terms of References were devised in the FY 24/25 and will were formally adopted by the NYA Board in February. This is reflected in the Trustees and Management section of this report.

During 2024-25 the authority to conduct the day-to-day activities of the organisation was delegated by the Board to Mr Leigh Middleton who is the Charity's CEO. The Chief Executive is responsible for the implementation of the strategy and policies agreed by the Board.

The remuneration of key management personnel is set by the Board, with the policy objective of ensuring that they are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with other charities to ensure that the Charity remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope to be rewarded for growth in role with additional responsibilities. Delivery of the Charity's charitable vision and purpose is primarily dependent on our key management personnel, and staff costs represent a significant proportion of our charitable expenditure. Through the 2024-25 period, NYA continued to expand the staff base in line with the increased activity and funding received and our invest to grow strategy as we approach the end of several large contracts at the close of FY 24.25

In April 2024, NYA employed 91 staff members, of whom 29 were young people. The workforce reached its highest point at 101 in early March 2025, before reducing to 74 by the end of March 2025, including 11 young people. These changes reflected the ebb and flow of activity and contract milestones. We placed particular emphasis on the involvement of young people within our workforce and proud of the number of young people contributing as staff members, notably in roles such as Young Assessors for the Youth Investment Fund and as Digital Directors in the Routes to Community Success programme. These opportunities provided valuable experience and influence for young people, further

embedding youth voice at the centre of NYA's work.

The Trustees regularly consider the major strategic, business, and operational risks facing the organisation, and these are reviewed by the Finance Committee quarterly and managed by the Executive team.

Trustees pay particular attention to financial risk and the impact of funding changes, in particular:

- The impact of a reduction or discontinuation of income from one of its major funders; NYA has explored ways to actively diversify its income base in the last few years. This work has been led by the Director of Growth who is implementing a strategic plan to secure a depth and depth of funds.
- Insolvency, cessation of trading by delivery partner or outsource provider. NYA maintains strong relationships with senior staff in these organisations and actively monitors performance within them.
- Reputational risks range from specific incidents within programmes (e.g. safeguarding) to much wider reputation management challenges. Policies are in place for safeguarding and media management and the large programmes we run have a crisis plan in place.
- Cyber risks with the increasing use of digital and expansion of data collection. As NYA has expanded its digital footprint through evolution of delivery and support platforms, it has in place an internal digital team alongside outsourced support and has achieved the Cyber Essentials Plus kitemark for the third time in FY 24/25.
- Active financial management to ensure reserve levels are within reserve policy guidelines and sufficient to meet the organisation's commitments. We reintroduced internal accountancy support to reflect the levels of income and growing complexity across accounts.

1.4 Objectives and Activities

The objects of the charity and limited company, as set out in its governing document, are:

To maintain an Agency for the benefit of the community in general and young people in particular as a centre for the assistance in the training of young people so as to develop their physical, mental and spiritual capacities.

We are very serious about youth work, enabling young people to believe in themselves and to prepare for life. Educators, policy makers and employers all have crucial roles to play here. Youth work focuses on working holistically with young people. It's about building resilience and character and giving young people the life skills (often totally misleadingly described as "soft"), they need to live, learn, work, achieve and interact successfully with other people (see our definitions of youth work).

The National Youth Agency is the national body and Professional Statutory Regulatory Body (PSRB) in England for this important, under-recognised discipline. We have taken the lead in championing it for sixty years. But as the choices and challenges facing young people get more demanding and the public funding to support them has decreased in the previous decade, our mission gets more urgent every day.

Our mission is to transform the lives of young people through the power of youth work. We do this through:

- **Influencing practice through policy and research** – showcasing great practice, incubating new approaches, celebrating its many thousands of practitioners, and winning more understanding of the value and depth of the discipline among policy makers, educators, and employers.
- **Developing a skilled & effective youth sector workforce** – training youth workers, setting occupational standards, offering accreditation for professional development, and constantly researching, innovating, and improving the methodologies and practice of youth work in all its forms.
- **Creating opportunities for young people** – making it happen through our networks of front-line youth work providers, our deep experience of managing complex projects and through innovative tie-ups and funding arrangements with imaginative commercial and public sector partners

During this reporting year, NYA launched a new five-year strategy titled:

Enabling great youth work to happen – our strategy for youth work in every place and space.

This reflects our role as the national body for supporting excellence and the recognition of the changing landscape for youth work and young people, committed to growing youth work and youth workers in all the environments where young people are.

Our strategic goals are shaped around the above yet differently articulated to pull into focus our pressing priorities. The strategic goals are:

- We will build the case and profile for youth work across England
- We will drive excellence in practice to reflect the youth work needs of today and tomorrow
- We will future-proof the youth work profession through widening opportunities for youth workers

1.5 Public Benefit

NYA works in accordance with the Charity Commission's guidance which requires clarity in the public benefit arising from the organisation's work and clearly identified public beneficiaries.

NYA's work in leading and developing the sector drives the quality and relevance of youth work across England:

- Training those working with young people to have the knowledge, skills, and confidence to deliver high quality, impactful services, built on the needs of young people.

- Increasing safe practice by building training specifically for safeguarding and risk management in youth work environments.

NYA's work also meets this public benefit requirement in all its direct delivery programmes with young people:

- Giving young people a meaningful voice in the world and ensuring they are involved in the development of services intended for them (Youth Investment Programme, Routes to Community Success, UK Youth Parliament)
- Supporting young people's skills development through their engagement activity to build experience, confidence for managing their transitions to learning and work (Youth Investment Programme, Routes to Community Success, UK Youth Parliament)
- Growing young people's financial management in order that they can more easily transition into adulthood and life as an employee (NatWest Thrive)
- Supporting social integration by building young people's confidence, self-belief, and experience in mixing with others from different backgrounds (All our delivery programmes).
- Working with marginalised and disadvantaged young people to understand the challenges they face in getting involved in social action projects.

1.6 Achievements and Performance

Context and Key Headline Activity

The youth work landscape continues to face challenges from underinvestment, yet increased need, initially from the austerity period and then from the impact of COVID-19 on organisations and young people. We have seen the changing shape of provision during this time and the shifts in levels of qualified staff delivering services to young people. During the financial year 24/25, we launched our new strategy that built on our learnings from our own research and that of others, designed to focus on how we can best serve young people through the power of youth work, wherever they may be. A key focus for NYA in the financial year 24/25 has been on the future needs of the youth work workforce, looking at innovation and development within the current qualifications framework, to build a framework that enables flexible and accessible routes to becoming qualified. Proposals were developed in the year, and NYA led a consultation across all England and wider UK partners and stakeholders at the end of the financial year, and the resulting paper will guide the NYA Workforce Transformation Programme for the coming 3-5 year period.

At the end of the financial year 23/24 the British Youth Council, a long-standing and important organisation, closed its doors due to the pressures on funding. The British Youth Council was the national youth council of the UK. A youth-led charity dedicated to empowering young people aged 25 and under to influence and inform decisions that affect their lives. Its core purpose was to support young people to get involved in their communities and democracy, locally, nationally, and internationally, making a difference as volunteers, campaigners, decision-makers, and

leaders. The BYC aimed to help young people, regardless of background or barriers, to make the world a better place for all.

During the financial year 24-25 NYA worked to protect the intellectual assets from BYC and committed to exploring options to retain the function of BYC into the future, to ensure this important mechanism for young people was not lost. In year NYA led a consultation across stakeholders and made recommendations for a newly formed Youth Council UK that is set to launch in the financial year 25-26. Linked to this, NYA took up the reins for a pivotal BYC grant to deliver the UK Youth Parliament. The UK Youth Parliament (UKYP) is a national programme that empowers young people aged 11 to 18 across the United Kingdom to have a direct say in the political process. Through democratic elections held every two years, hundreds of Members of Youth Parliament (MYPs) are chosen to represent the views of their peers on local, regional, and national issues. MYPs debate and campaign on topics that matter to young people, culminating in high-profile events such as the annual sitting in the House of Commons. The UKYP provides a platform for meaningful youth representation, social change, and leadership development, ensuring young voices are heard by decision-makers at all levels. Our regional and national partners are central to delivering this with us, which enables strong regional support to all MYPs.

Following a three-year grant with DCMS that ended at the close of the financial year 24/25, NYA secured an extension year. This reflected the external political environment with a new Government taking office in 24/25 and the time required to work on longer-term plans. This work is ongoing with a view to a new three-year grant agreement being in place from the financial year 26-27. The DCMS funding is a vital part of NYA funds as this underpins our work as the professional body for Youth Work in England and powers our Census, Safeguarding Hub, resources maintenance and development and essentially, our workforce activity. As these key support and insight structures have evolved, so has engagement with rising returns for the Census and increased access to the Safeguarding Hub.

At the same time, the NYA's successful Thrive programme with NatWest was renewed for a further year to run during 2025. This is also key in our funding as our work with NatWest is groundbreaking for our sector as they are the first corporate partners to flow their unspent apprenticeship levy into the youth work sector. This will fund training of youth workers at level 3 and 6, accelerating the pace at which we can build the current and future youth work workforce. The Thrive programme also supports youth work infrastructure by providing resources and opportunity to community-based organisations who are participating in delivery.

NYA is proud to also have links to Tata Consultancy Services (TCS), which has provided pro bono support to help NYA explore our digital strategy and standards to support the youth work sector, and we very much hope to retain their support in future years.

We are proud of our achievements in year and we remain unwavering in our headline asks across our funders to support us and the sector to secure being long-term investment in youth work, advocate for the need for high-quality local provision, to strengthen the support to youth work and youth workers and enable effective collaboration to help us all to achieve better together.

Key achievements and performance

Highlights of the year included:

- Through our NatWest Thrive community and online programme our Routes to Success programme and support to organisations we reached and engaged/supported 6,530 young people.
- NYA supported 8,294 youth workers to increase their qualifications and knowledge via the NYA Academy, CPD activity and the DCMS Bursary. This includes our popular online webinars and discussion forums to support youth workers share, learn and co-support across a range of key issues and practice specialisms.
- We recorded 20,768 downloads of our NYA resources that support quality practice in youth work. This saw over 7500 visits to our safeguarding hub and over 6000 to our Practice Standards.
- We developed new standards and guidance for EEDIB and for Digital Youth Work.
- The NYA annual Youth Work Week achieved 6 million views with our Art of Youth Work campaign galvanizing the sector.
- The NYA Education and Training Standards Committee led the sector's thinking and development in workforce matters, overseeing the validation of 6 higher education youth and community work courses and completed the annual monitoring report to quality assure learning, assess the current levels of learners within level 6 and 7 programmes and gain insights into the opportunities and challenges for training providers.
- Facilitated connectivity and voice for lead national and regional stakeholders, policy makers and funders through the National Youth Sector Advisory Board, creating space for collective discussion around youth services and young people.
- Captured the 23/24 Census findings in a report that drew on data from 28,000 locations and sub-locations across England, with our sample of almost 900 organisations reaching a minimum of 200,000 young people, providing insights into youth work provisions across England.
- At the end of October, the NYA brought together 331 Members of Youth Parliament (MYP) and support workers from across the UK for a series of discussions, presentations, and debates on key issues impacting young people today and shaping the future of participation services. The conference aimed to refine 295 policy ideas into a unified manifesto informed by MYPs from all regions of the UK.

1.7 Financial Review and plans for future periods

The position of the group and the charity at the year-end is set out on page 19.

NYA's total income in 2024-25 was £5,420,000. The principal sources of income were from the DCMS, NatWest and Youth Investment Fund, via Social Investment Business (SIB). Total expenditure of £5,126,000 on charitable activities resulted in a surplus position of £294,000.

As with many charities operating in the current financial climate, generating new income continues to be the agency's greatest challenge. We have experienced a positive period of growth that has enabled us to accelerate our work and position for what we know we must do to safeguard and future-proof youth work for young people and support the youth sector. The

need is great. However, a number of our large contracts are three-year term contracts/grants and are central in NYA's capacity to respond to the need. Our in-year focus for 24/25 is sustaining and building those relationships for longer term security alongside diversifying income streams to safeguard NYA should any funder not continue.

Reserves

Heading into the financial year 24/25, Trustees had agreed a target of a minimum of £900,000 for unrestricted reserves. This was raised to £1,000,000 in year (Feb 25) to reflect the increase in the size of the operation during 2024/25. The purpose of this reserve is to provide working capital for the Charity and ensure that it is able to manage a shutdown of the organisation in the event of any sudden downturn in funding or calls on its resources.

As at 31 March 2025 the group had total reserves of £2,139,000 (2024 £1,845,000). Of this total, £1,744,000 represented unrestricted funds, and £247,000 represented restricted funds. In this financial year, £106,000 was allocated as designated reserves (note 15) with only £22,000 spent. The remaining £84,000 is carried forward as designated reserves. This reflects the organisation's commitment to hold a robust level of free reserves for operational purposes whilst balancing the need to invest in activity that furthers our charitable objectives. The Board is conscious that the NYA's income from key sources is highly uneven and time between payments/agreements can be lengthy. To mitigate the cashflow risk, the charity holds a higher than ideal level of free cash reserves.

Details of the restricted funds are given in note 14. Free reserves at the year-end (unrestricted funds not designated or tied up in tangible fixed assets) were £1,731,000 (2024 £1,462,000).

Future Plans

Our primary focus entering FY25/26 continues to be to deliver excellence across our funded programmes and work to retain our relationships with key funders so that we have the security for long term planning across our strategic aims, as set out in our new strategy for 2024- 2029. This reflects our three strategic goals with a refreshed lens to enable great youth work to happen in all places and spaces:

- We will build the case and profile for youth work across England
- We will drive excellence in practice to reflect the youth work needs of today and tomorrow
- We will future proof the youth work profession through widening opportunities for youth workers

We will continue to work to diversify and balance our income streams to manage risks and evolve our commercial offer, which includes the NYA Academy.

The Financial year 24/25 marks the 60th anniversary of NYA and provides an additional opportunity to amplify the place and importance of youth work for young people today. Our research and policy work is vital in making this continued case for youth work especially given 24/25 is also a general election year with the opportunity to influence future thinking and policy. We continue to campaign on the need for financial support for youth work and services to young people, offer support to local authorities to reflect on the revised statutory

duty and ensure appropriate and coordinated provision for young people across England as well as keep a fixed eye to the future of the workforce, researching, scoping recommendations and positioning for how we can build a workforce for today and tomorrow to meet the needs of young people.

Statement of Trustees' Responsibilities

Charity and Company law require the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing the financial statements giving a true and fair view, the Trustees should follow best practice and are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and which enable them to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant information of which the charity's auditors are not aware; and,
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Basis of accounting

The annual financial statements are attached to this report. These have been prepared in accordance with the policies summarised on pages 21, 22 and 23. This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

By order of the Board

Carol Stone
Carol Stone (Jan 8, 2026 12:57:42 GMT)

08/01/2026

Carol Stone (Chair)

Independent Auditor's report to the members of the National Youth Agency

Opinion

We have audited the financial statements of the National Youth Agency (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the group Statement of Financial Activities, group and parent charitable company Balance Sheets, group and parent company Cash Flows Statements and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2025, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Companies Act 2006, UK GAAP Charity SORP (FRS102), Charities Act 2011 and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the design effectiveness of the controls in place to prevent and detect fraud;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's members and trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members and trustees as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



08/01/2026

Martin Gurney FCA Senior Statutory Auditor
For and on behalf of
Haines Watts Swindon Limited
Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Swindon
SN1 3ED

Haines Watts Swindon Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Consolidated Statement of Financial Activities

(including Income and Expenditure Account)

For the Year Ended 31st March 2025

	Note	2025 Unrestricted	2025 Restricted	2025 Total	2024 Total
		£000	£000	£000	£000
INCOME FROM:					
Donations and legacies		99	-	99	180
Charitable activities:					
Funds received for activities	1	335	4,949	5,284	4,775
Investment income	2	37	-	37	32
Total Income		471	4,949	5,420	4,987
EXPENDITURE ON:					
Charitable activities:	3				
Workforce development		87	994	1,081	1,228
Practice development		17	1,013	1,030	1,988
Youth sector support activity		82	1,428	1,510	1,710
Programme activity for young people		-	22	22	-
Overheads		1,482	-	1,482	-
Total expenditure		1,668	3,457	5,125	4,926
NET SURPLUS/(EXPENDITURE)		(1,197)	1,492	295	61
Transfer between funds	14	1,450	(1,450)	-	-
NET MOVEMENT IN FUNDS		253	42	295	61
Total funds brought forward		1,598	247	1,845	1,784
Total funds carried forward		1,851	289	2,140	1,845

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Consolidated and Company Balance Sheet

As at 31 March 2025		Consolidated		Company	
	Note	2025	2024	2025	2024
		£000	£000	£000	£000
FIXED ASSETS					
Tangible assets	9	13	30	13	30
Investments	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	1,778	1,045	1,796	1,063
Cash at bank & in hand		1,574	1,760	1,559	1,745
		3,352	2,805	3,355	2,808
CREDITORS: Amounts falling due within one year	12	(1,226)	(990)	(1,226)	(990)
NET CURRENT ASSETS		2,126	1,815	2,129	1,818
NET ASSETS		2,139	1,845	2,142	1,848
REPRESENTED BY FUNDS:					
Restricted funds	14	311	247	311	247
Designated funds	15	84	106	84	106
Unrestricted funds		1,744	1,492	1,747	1,495
TOTAL FUNDS		2,139	1,845	2,142	1,848

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the directors and authorised for issue on and are signed on their behalf by:

Carol Stone
Carol Stone (Jan 8, 2026 12:57:42 GMT)

08/01/2026

Carol Stone, Chair
Company Registration Number: 2912597

The notes on pages 23 to 27 form part of these financial statements

Consolidated Cash Flow Statement

31 March 2025

	2025 £000	2024 £000
Cash flows from operating activities		
Net surplus/(deficit)	295	60
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	20	21
Loss on disposal of fixed assets	10	-
Interest received	(37)	(33)
<i>Changes in:</i>		
Trade and other debtors	(733)	(381)
Trade and other creditors	237	578
Cash generated from operations	(210)	245
Interest received	37	33
Net cash from operating activities	(173)	278
Cash flows from investing activities		
Purchase of tangible assets	(3)	-
Purchase of intangible assets	(10)	(18)
Net cash used in investing activities	(13)	(18)
Net increase/(decrease) in cash and cash equivalents	(186)	260
Cash and cash equivalents at beginning of year	1,760	1,500
Cash and cash equivalents at end of year	1,574	1,760

Company Cash Flow Statement

31 March 2025

	2025 £000	2024 £000
Cash flows from operating activities		
Net surplus/(deficit)	60	60
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	20	21
Loss on disposal of fixed assets	10	-
Interest received	(37)	(33)
<i>Changes in:</i>		
Trade and other debtors	(733)	(381)
Trade and other creditors	236	578
Cash generated from operations	(210)	245
Interest received	37	33
Net cash from operating activities	(173)	278
Cash flows from investing activities		
Purchase of tangible assets	(3)	(18)
Purchase of intangible assets	(10)	-
Net cash used in investing activities	(13)	(18)
Net increase/(decrease) in cash and cash equivalents	(186)	260
Cash and cash equivalents at beginning of year	1,745	1,486
Cash and cash equivalents at end of year	1,559	1,746

Accounting Policies

General information

The charity is a private company limited, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 9 Newarke Street, Leicester, LE1 5SN.

Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Charities Act 2011. The charity constitutes a public entity benefit.

Basis of Preparation of the Accounts

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in Sterling, which is the functional currency of the entity and rounded to the nearest £.

Going Concern

The NYA ended 2024/25 in a strong financial position with a healthy level of reserves and cash and no long-term liabilities. At 31 March 2025 the group had net assets available for operating activities of £2,139,000 (2024 £1,845,000) and unrestricted reserves of £1,744,000 (2024 £1,492,000).

At the time of writing (October 2025) income amounting to £973,134 has been secured for 2026 - 2027. In year focus is on the contract renewal with NatWest and DCMS to continue work into the next financial year 25/26. Confidence is strong in securing these by the end of quarter 3 (December). This will then provide a strong basis to build further in year funding for 25/26 for which we are already building a pipeline of opportunities. The NYA cost base is flexible enough for the Board to be able to take decisions to invest in the resources required to meet our obligations under those and any other contracts and so our cash flow projections for the period up to the end of 2025 do not suggest that the NYA will have any difficulty in meeting its ongoing obligations.

The Board has considered the current economic and political climate and ensured that the NYA strategy and associated income plans are realistic. They have set a goal to have a more diverse portfolio of income and to minimise over reliance on its core DCMS funding. The organisation is working towards having 50% of its income from other non-core DCMS grant funding and is making steady progress towards this. The NYA has also invested in the NYA Academy to grow our commercial training offer through investing in a wide range of

local and regional delivery partners.

The Board of Trustees therefore concludes that, at the time of signing the accounts, the agency has at least one year before the reserves balance drops below the £1,000,000 floor where they would trigger the shut-down of the organisation.

As a result of the above, the Board of Trustees continue to adopt the going concern basis when preparing the financial statements.

Consolidation

NYA Trading Limited is a wholly owned subsidiary of the charitable company and remained dormant throughout the year. Accordingly, the results of NYA Trading Limited are consolidated on a line-by-line basis into these financial statements. The charitable company has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

Incoming Resources

Incoming resources represent the amount due for the period and reflect their nature and source. Income is generally recognised on a receivable basis, where the amount is reasonably certain and there is adequate certainty of receipt. Specific bases used are as follows:

- Grants have been taken as received in the period based on the extent of the work undertaken and, where applicable, the terms of supporting contracts. Grant income is treated as 'restricted funds' where the associated contract and other documentation prescribe the products and services to be supplied.
- Income from conferences, events, sales of publications, provision of consultancy services and provision of support to partner organisations is included on the supply of the goods and services. Such income is treated as 'unrestricted funds' where the provision of such goods and services are not required by an agreement.

Resources Expended

Expenditure is recognised in the financial statements at the time of the activity which gives rise to the cost.

Resources expended on Charitable Activities include the direct costs of delivering those activities together with a proportion of the support costs of the organisation.

Support costs are allocated to activities on a basis detailed in note 4 to the consolidated financial statements.

Fund accounting

The unrestricted funds are general funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Pension costs

The charity participates in a workplace scheme provided by Aegon which is accounted for as a defined contribution scheme.

Fixed Assets and depreciation

The company treats as assets all IT items in excess of £100 and all other items over £200. Depreciation is provided on the cost in equal annual instalments to write them off over their estimated economic lives. These vary according to the asset type as follows:

Computer equipment	3 - 4 years
Fixtures and fittings	5 years, or over the length of the lease

Debtors and prepayments

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

Creditors and provisions

Creditors and provisions 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 to settle the obligation can be measured or estimated reliably.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight-line basis over the period of the lease.

Notes to the Consolidated Accounts

1. Funds received for Activities

The following funds were received to deliver a range of activities:

	Unrestricted	Restricted	2025	2024
	£000	£000	£000	£000
National Citizen Service	-	-	-	40
DCMS	-	2,400	2,400	2,777
Nat West Plc	-	1,100	1,100	1,100
NLCF	-	247	247	247
YMCA	-	61	61	47
SIB	-	601	601	503
UKYP	-	540	540	-
Other	335	-	335	202
Total	335	4,949	5,284	4,916

2. Investment Income

Investment income is interest on short-term bank deposits.

3. Resources expended on Charitable Activities

	Staff	Direct	Other	2025	2024
	£000	£000	£000	£000	£000
Workforce development	971	106	3	1,081	1,228
Professional development	506	509	15	1,030	1,988
Youth sector support activity	939	557	13	1,510	1,710
Programme activity for young people	-	-	22	22	-
Overheads	780	286	416	1,482	-
Total	3,196	1,458	469	5,125	4,926

Direct costs are those associated with providing the activity, including external delivery partners engaged on programmes, costs of running events and published materials. Other costs include support costs detailed in note 4 below.

4. Analysis of Support Costs for 2025

The National Youth Agency incurs costs which are not directly attributable to any one of its charitable activities but relate to the operation of the organisation. An analysis of support costs is as follows and is allocated to activities based on levels of income.

Support costs	2025	2024
	£000	£000
Rent, rates and office costs	25	26
Printing, postage, stationery, and telephone	14	17
IT and related costs	84	151
Professional fees	68	68
Depreciation	20	21
Marketing and publications	16	32
Irrecoverable VAT	88	80
Other	121	82
	<u>436</u>	<u>477</u>

5. Net Incoming Resources

Net incoming resources are stated after charging:

	2025	2024
	£000	£000
Auditors' remuneration - Audit services	11	12
Depreciation	20	21

6. Gross transfer between funds

Transfers have been made from restricted funds to unrestricted funds at the year-end where surplus funds arising will not be clawed back by funders. Transfers from unrestricted funds at the year-end are to cover any deficits on restricted funds.

7. Pension scheme

The charity participates in a workplace scheme provided by Aegon which is accounted for as a defined contribution scheme. Charges for the year amounted to £139k.

8. Employee and trustee Information

The average number of persons (including part-time staff) employed by the group, including operational directors during the year was as follows:

	2025	2024
	FTE	FTE
Total	96	73

The aggregate costs of these persons were as follows:

	2025	2024
	£000	£000
Salaries and wages	2,771	2,328
Social security costs	287	243
Pension costs	139	113
Other staff related costs	59	62
Total	<u>3,256</u>	<u>2,746</u>

One individual (2024: 3) earned between £70,000 and £79,999.

One individual (2024: 1) earned between £100,000 and £109,999.

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £244,155 (2024: £534,526).

Trustees neither received nor waived any emoluments during the year in their capacity as Trustees of The National Youth Agency. Travel expenses amounting to £nil (2024: £nil) were reimbursed to Board members.

9. Tangible Fixed Assets

Group and company

	Computer equipment £000	Fixtures and fittings £000	Total £000
Cost			
At 1 April 2024	75	2	77
Additions	2	-	2
Disposals	(3)	-	(3)
At 31 March 2025	74	2	76
Depreciation and impairment			
At 1 April 2024	45	2	47
Charge for year	19	-	19
Disposals	(3)	-	(3)
At 31 March 2025	61	2	63
Net book value			
At 31 March 2025	13	-	13
At 31 March 2024	30	-	30

10. Investments

Included in investments is £1 (2024: £1) investment in a subsidiary company at cost (see note 16). The charity also holds investments in NYA Youth Work Foundation, and NYA Education, which were both dormant throughout the year to 31 March 2025.

11. Debtors

Amounts falling due within one year	Consolidated		Company	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade debtors	964	10	964	10
Other debtors	3	3	3	3
Amount due from subsidiary undertaking	-	-	18	18
Prepayments and accrued income	811	1,032	811	1,032
Total debtors	1,778	1,045	1,796	1,063

12. Creditors falling due within one year

	Consolidated		Company	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade creditors	110	526	110	526
Other taxation and social security	180	99	180	99
Other creditors	23	22	23	22
Accruals	196	307	196	307
Deferred income	717	36	717	36
Total	1,226	990	1,226	990

Analysis of deferred income is as follows:

	Consolidated		Company	
	2025	2024	2025	2024
	£000	£000	£000	£000
Brought forward	36	6	36	6
Utilised	(36)	(6)	(36)	(6)
Arising	717	36	717	36
Total	717	36	717	36

Deferred income is payments received for managing youth work programmes where the related expenditure will be incurred after 31 March 2025.

13. Financial commitments

There were no capital commitments at 31 March 2025.

14. Restricted funds

	At 31 March 2024 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer £'000	At 31 March 2025 £'000
Workforce development	-	1,528	(994)	(534)	-
Professional development	178	933	(1,013)	(97)	1
Youth sector support activity	69	2,488	(1,428)	(819)	310
	<u>247</u>	<u>4,949</u>	<u>(3,435)</u>	<u>(1,450)</u>	<u>311</u>

Due to the nature of funding across a number of large individual projects, the restricted funds have been apportioned across the main areas of charitable activity. Details of the individual projects are included in the Trustees Report. Details of transfers between funds are set out in note 6.

15. Designated Funds

A designated fund of £106,000 was set aside at 31 March 2024 to fund the amplify programme, digital development across the Youth Work One platform and scope options for building best practice and approaches for digital youth work delivery in the coming years. £22,000 was spend during the year from the fund leaving a fund balance of £84,000.

16. Subsidiary company

The National Youth Agency controls NYA Trading Limited. The principal activities of NYA Trading Limited are the provision of training and other commercial services.

A summary of the financial activities for the year and of the assets of NYA Trading Limited is:

	2025 £000	2024 £000
Income	-	-
Resources expended	<u>-</u>	<u>-</u>
Net (Outgoing)/ Incoming Resources	<u><u>-</u></u>	<u><u>-</u></u>
Assets	14	14
Liabilities	<u>(18)</u>	<u>(18)</u>
Funds	<u><u>(4)</u></u>	<u><u>(4)</u></u>

17. Parent charitable company

The unconsolidated surplus of the parent charitable company for the year was £295k (2024: surplus £61k).

18. Related Party Transactions

There are no related party transactions that require disclosing.

19. Operating lease commitments

At the reporting date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025	2024
	£	£
Within one year	<u>12,578</u>	<u>12,578</u>

20. Analysis of net assets between funds at 31 March 2025

	Unrestricted	Restricted	Total Funds
	Funds £000	Funds £000	2025 £000
Tangible fixed assets	13	-	13
Current assets/(liabilities)	1,288	838	2,126
Net Assets	<u>1,301</u>	<u>838</u>	<u>2,139</u>

Trustees and Management

NYA Committee Membership

2023/24 Board of Trustees

- Carol Stone (Chair)
- Mark Norris (Vice Chair, Chair of People Committee)
- Alex Renshaw (Chair of Growth Committee until Feb 2025, Vice Chair Finance & Growth Committee from Feb 2025))
- Gabriel Buck (Chair of Finance and Governance Committee until Feb 2025)
- Kenneth Meeson (Chair of Audit Committee until Feb 2025)
- Breda Leyne (Chair of Education & Training Standards Committee), stepped down 18 August 2025.
- Sally Carr (Chair of NYA Safeguarding Board)
- Amma Anderson
- Daniel Chery
- Helen Watson
- Mervyn Kaye
- Jonathan Hubbard
- Laura Bates appointed 24 October 2024
- Nicholas Frost appointed 24 October 2024 (Chair of Finance & Growth Committee – Feb 2025)
- Nick Caplin appointed 24 October 2024
- Owen Purcell appointed 24 October 2024 (Chair of Audit & Risk Committee – Feb 2025)
- Alison Pickering stepped down 22 April 2024

Finance & Governance Committee (until February 2025)

Gabriel Buck, (Chair)

Alex Renshaw

Carol Stone

Growth Committee (until February 2025)

Alex Renshaw, Chair

Gabriel Buck

Alison Pickering, stepped down 22 April 2024

Audit Committee (until February 2025)

Ken Meeson, Chair

Breda Leyne, stepped down August 2025

Impact Committee (until February 2025)

Jonathan Hubbard, (Chair)

Sally Carr

Mervyn Kaye

Amma Anderson

People Committee

Mark Norris (Chair)

Daniel Chery

Helen Watson

Sally Carr

Laura Bates (from February 2025)

Mervyn Kaye (from February 2025)

Finance & Growth Committee (from February 2025)

Nicholas Frost (Chair)

Alexandra Renshaw (Vice Chair)

Carol Stone

Gabriel Buck

Owen Purcell

Amma Anderson

Audit & Risk Committee (from February 2025)

Owen Purcell (Chair)

Ken Meeson

Helen Watson

Mark Norris

Nick Caplin

Nicholas Frost

Strategy & Innovation Committee (from February 2025)

Jonathan Hubbard (Chair)

Mervyn Kaye

Nick Caplin

Amma Anderson
Ken Meeson
Helen Watson

Education and Training Standards Committee

Breda Leyne, (Chair), stepped down from 18 August 2025

Anam Hoque
Daniel Chery
Darren Lake
David Algie
David Howell
El Warren
Felicha Downie
Graham Griffiths
Jess Achilleos
Kayleigh Wainwright
Mark Straw
Ruth Rickman-Williams
Ry Harris
Shaun Watson
Simon Williams
Sue Gill
Toby Hammond
Kerry Gray, stepped down August 2024

NYA Trading

Leigh Middleton
Abbee McLatchie, appointed September 2025
Amanda Fearn, stepped down September 2025

Principal Places of Business and Advisors

The National Youth Agency
9 Newarke Street
19-23 Humberstone Road
Leicester
LE1 5SN

Auditors

Haines Watts Swindon Limited
Chartered Accountants
Old Station House
Station Approach
Newport Street, Swindon
SN1 3DU

Bankers

Barclays Bank
Town Hall Square, Leicester
LE1 9AA

Solicitors

Bates Wells
10 Queen Street Place,
London,
EC4R 1BE

By order of the Board

Carol Stone Chair: *Carol Stone*
Carol Stone (Jan 8, 2025 12:57:49 GMT)

Date: 08/01/2026

National Youth Agency

9 Newarke Street, Leicester LE1 5SN

Company registration no. 2912597

Register charity in England and Wales no. 1035804

nya.org.uk

NYA Consolidated Audited Accounts 2025 - FINALv.2

Final Audit Report

2026-01-08

Created:	2026-01-08
By:	Lisa Putnam (lisap@nya.org.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAid2rlb_BYGKwYvXQ1mQqCqwjKYyL-QBS

"NYA Consolidated Audited Accounts 2025 - FINALv.2" History

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Accounts

To: Haines Watts
Old Station House
Station Approach
Newport Street
Swindon
SN1 3DU

Dears Sirs

NATIONAL YOUTH AGENCY

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your audit of the charitable company's financial statements for the year ended 31 March 2024. These enquiries have included inspection of supporting documentation where appropriate and are sufficient to satisfy ourselves that we can make each of the following representations. All representations are made to the best of our knowledge and belief.

General

1. We have fulfilled our responsibilities as directors / trustees as set out in the terms of your engagement letter, under the Companies Act 2006 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.
2. All the transactions undertaken by the charitable company have been properly reflected and recorded in the accounting records.
3. All the accounting records have been made available to you for the purpose of your audit. We have provided you with unrestricted access to all appropriate persons within the charitable company, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with The Charity Commission.
4. The financial statements are free of material misstatements, including omissions.
5. The effects of uncorrected misstatements are immaterial both individually and in total.

Internal control and fraud

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error, and we believe that we have appropriately fulfilled these responsibilities. We have disclosed to you the results of our risk assessment that the financial statements may be misstated as a result of fraud.
7. We have disclosed to you all instances of known or suspected fraud affecting the entity involving management, employees who have a significant role in internal control or others where fraud could have a material effect on the financial statements.
8. We have also disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the entity's financial statements communicated by current or former employees, analysts, regulators or others.

Assets and liabilities

9. The charitable company has satisfactory title to all assets and there are no liens or encumbrances on the charitable company's assets.
10. All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.
11. We have no plans or intentions that may materially alter the carrying value and, where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Accounting estimates

12. The methods, data and significant assumptions used by us in making accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the applicable financial reporting framework.

Loans and arrangements

13. The charitable company has not granted any advances or credits to, or made guarantees on behalf of, directors.

Legal claims

14. We are not aware of any litigation that have been, or is expected to be, received.

Laws and regulations

15. We are not aware of any instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

Related parties

16. Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.

Subsequent events

17. All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

Going concern

18. We believe that the charitable company's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charitable company's needs. We also confirm our plans for future action(s) required to enable the charitable company to continue as a going concern are feasible. We have considered a period of twelve months from the date of approval of the financial statements.

Grants and donations

19. All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

Each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully



.....
Signed on behalf of the board of directors / trustees

Date

**THE NATIONAL YOUTH AGENCY
(COMPANY LIMITED BY GUARANTEE)**

**Report of the Trustees
and audited financial
statements for the year
31 March 2024**

Report and Financial Statements

31 March 2024

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1. Report of the Trustees 23/24

1.1 Introduction

The Trustees present their annual report (including the directors' report as required by company law) and audited financial statements for the year ended 31 March 2024.

1.2 Reference and Administrative Information

The National Youth Agency (The NYA) is a company limited by guarantee with a company registration of 2912597 and is registered with the Charity Commission for England and Wales under number 1035804.

NYA Trading Limited is a 100% owed trading subsidiary of The National Youth Agency and is a company registered in England and Wales under number 07570045.

Details of the Trustees for both organisations are provided on pages 28 and 29. Principal places of business and professional advisers of the charity are shown on page 30.

1.3 Structure, Governance and Management

The National Youth Agency operates within its Memorandum and Articles of Association which are registered with Companies House and the Charity Commission.

Trustees who held office during the year are detailed on page 28. The Chair is selected by the other Trustees either from the existing Trustee Board or through external recruitment. The Trustee Board is responsible for the strategic direction of the organisation and ensuring it is financially and operationally sound in all its policies and practices. The Board holds the Chief Executive and team to account in this respect. Sadly, at the start of the financial year 23.24 (May) our Chair of Trustees (and of our Finance and Governance Committee) Toby Ducker died unexpectedly. This was a huge loss and heavily felt by all at NYA. Toby was an impressively dedicated trustee who gave nearly seven years of service to NYA, and we are grateful for having known him and benefited from his talents, wisdom and generosity of spirit. Our Vice Chair Carol Stone was then appointed and remains our current Chair of Trustees. Mark Norris, NYA trustee, stepped in as vice-chair and we are very grateful for his and all trustees' ongoing support.

The Board of Trustees has in place a Nominations and Procedures Committee (known as the People Committee). Part of the remit of this Committee is to make recommendations to the Board on the appointment and reappointment of Trustees, having regard at all times to the provisions of the Memorandum and Articles of Association. Consideration is given to the composition of the Board in terms of the collective skills and experience required to support the NYA's operational strategy and to ensure its charitable aims are delivered. There were no new appointments in this financial year. However, in light of the circumstances described above there is an intention to recruit in financial year 24.25 for new trustees to bring accountancy skills to the Board.

The Board regularly undertakes reviews of its performance through a process of self-assessment against key objectives.

The Board of Trustees is supported by an Audit Committee which is responsible for ensuring the safeguarding of the charity's assets. A Finance & Governance Committee advises the Board on financial matters and the members of these committees are shown on pages 28 and 29. In addition, sub-groups are established to support the Executive team in our Growth (business development and fundraising), our Impact and to support on matters relating to our people (HR).

During 2023-24 the authority to conduct the day-to-day activities of the organisation was delegated by the Board to Mr Leigh Middleton who is the Charity's CEO. The Chief Executive is responsible for the implementation of the strategy and policies agreed by the Board.

The remuneration of key management personnel is set by the Board, with the policy objective of ensuring that they are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with other charities to ensure that the Charity remains sensitive to the broader issues of pay and employment conditions elsewhere. In recent years the cost-of-living challenges have been high in Trustees minds and during this financial year the Board again agreed an uplift for staff in November. This varied to the previous percentage increase and was awarded as an additional £1800 to all staff. This effectively ensured that those on lower salaries had a higher percentage increase.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope to be rewarded for growth in role with additional responsibilities. Delivery of the Charity's charitable vision and purpose is primarily dependent on our key management personnel and staff costs represents a significant proportion of our charitable expenditure. Through the 2023-24 period, NYA continued to expand the staff base in line with the increased activity and funding received and our invest to grow strategy as we approach the end of a number of large contracts at the close of FY 24.25. Increasing business development and policy resource is seen as central to this. We went from a head count of 68 (21 young people) in April 2023 to 92 (31 young people) by the end March 2024. We were delighted to have so many young people working alongside us, working as Young Assessors for the Youth Investment Fund activity and Digital Directors within the Routes to Community Success programme.

The Trustees regularly consider the major strategic, business, and operational risks facing the organisation, and these are reviewed by the Finance Committee quarterly and managed by the Executive team.

Trustees pay particular attention to financial risk and the impact of funding changes, in particular:

- The impact of a reduction or discontinuation of income from one of its major funders; NYA has explored ways to actively diversify its income base in the last few years. This work has been led by the Director of Growth who is implementing

a strategic plan to secure a depth and depth of funds.

- Insolvency, cessation of trading by delivery partner or outsource provider. NYA maintains strong relationships with senior staff in these organisations and actively monitors performance within them.
- Reputational risks range from specific incidents within programmes (e.g. safeguarding) to much wider reputation management challenges. Policies are in place for safeguarding and media management and the large programmes we run have a crisis plan in place.
- Cyber risks with the increasing use of digital and expansion of data collection. As NYA has expanded its digital footprint through evolution of delivery and support platforms, it has in place an internal digital team and has achieved the Cyber Essentials Plus kitemark for the second time in FY 23/24. Specialist support has steered NYA audits across all Information Security/GDPR with an action plan for development in place in FY 24/25.
- Active financial management to ensure reserve levels are within reserve policy guidelines and sufficient to meet the organisation's commitments. We reintroduced internal accountancy support to reflect the levels of income and growing complexity across accounts.

1.4 Objectives and Activities

The objects of the charity and limited company, as set out in its governing document, are:

To maintain an Agency for the benefit of the community in general and young people in particular as a centre for the assistance in the training of young people so as to develop their physical, mental and spiritual capacities.

We are very serious about youth work, enabling young people to believe in themselves and to prepare for life. Educators, policy makers and employers all have crucial roles to play here. Youth work focuses on working holistically with young people. It's about building resilience and character and giving young people the life skills (often totally misleadingly described as "soft"), they need to live, learn, work, achieve and interact successfully with other people (see our definitions of youth work).

The National Youth Agency is the national body and Professional Statutory Regulatory Body (PSRB) in England for this important, under-recognised discipline. We have taken the lead in championing it for nearly sixty years. But as the choices and challenges facing young people get more demanding and the public funding to support them has decreased in the previous decade, our mission gets more urgent every day.

Our mission is to transform the lives of young people through the power of youth work. We do this through:

- **Influencing practice through policy and research** – showcasing great practice, incubating new approaches, celebrating its many thousands of practitioners, and winning more understanding of the value and depth of the discipline among policy makers, educators, and employers.
- **Developing a skilled & effective youth sector workforce** – training youth workers, setting occupational standards, offering accreditation for professional development,

and constantly researching, innovating, and improving the methodologies and practice of youth work in all its forms.

- **Creating opportunities for young people** – making it happen through our networks of front-line youth work providers, our deep experience of managing complex projects and through innovative tie-ups and funding arrangements with imaginative commercial and public sector partners

During this reporting year, NYA was mid-point in the delivery of our five-year strategy shaped around the above. However, we were ahead in terms of the achievement of strategic objectives (80%). The in-year work is detailed in section 1.6. and reflects that as the pandemic subsided, NYA reflected on our role, alongside our partners and stakeholders, in supporting great youth work to happen across England in a much-challenged landscape.

1.5 Public Benefit

NYA works in accordance with the Charity Commission's guidance which requires clarity in the public benefit arising from the organisation's work and clearly identified public beneficiaries.

NYA's work in leading and developing the sector drives the quality and relevance of youth work across England:

- Training those working with young people to have the knowledge, skills, and confidence to deliver high quality, impactful services, built on the needs of young people.
- Increasing safe practice by building training specifically for safeguarding and risk management in youth work environments.

NYA's work also meets this public benefit requirement in all its direct delivery programmes with young people:

- Giving young people a meaningful voice in the world and ensuring they are involved in the development of services intended for them (Youth Investment Programme, Routes to Community Success)
- Supporting young people's skills development through their engagement activity to build experience, confidence for managing their transitions to learning and work (Youth Investment Programme, Routes to Community Success)
- Growing young people's financial management in order that they can more easily transition into adulthood and life as an employee (NatWest Thrive)
- Supporting social integration by building young people's confidence, self-belief, and experience in mixing with others from different backgrounds (All our delivery programmes).
- Working with marginalised and disadvantaged young people to understand the

challenges they face in getting involved in social action projects.

1.6 Achievements and Performance

Context and Key Headline Activity

The youth work landscape over the last 10+ years has been heavily impacted by initially austerity and in more recent years, COVID 19. We have seen the changing shape of provision during this time and the shifts in levels of qualified staff delivering services to young people. Moving into the financial year 23/24, we reflected on the Joining the Dots consultation that culminated in a report and recommendations in February 23. This captured the voice of the sector through engagement with national, regional and local youth work organisations to help highlight and understand the pressures faced across communities. The headline asks being for long term investment in youth work, the advocacy of current local provision, strengthening of the support to youth work and youth workers and the need for effective collaboration to help us all to achieve better together. This has informed the work within the FY 23.24 on shaping our next strategy that will underpin our focus in all we do from the FY24 -29 (launched April 24).

A central part of NYA activity in year has been on the growth of our team. This is aligned to our ambitions for youth work for the forth coming strategy and also with an eye to the future sustainability of NYA as we move toward contract end points at the end of FY 24.25. We have undertaken an invest to grow approach, building our resources across policy and communications (approaching an election in FY year 24.25) and business development to wider our funder opportunities to deliver on our mission.

NYA has for a number of years been advocating the need to review the statutory duty for youth services (section 507B of the Education Inspections Act 2006). This sets the expectations that councils will secure sufficient youth provision for young people within their areas. During the early part of FY23.24, with the knowledge that the revision was to be launched around the Summer period, NYA worked to create guidance and a toolkit to sit alongside the revised duty to support leaders of youth work to consider the revised duty in the hope this fostered the review and develop youth work services. The Duty was finally signed by the Secretary of State late Summer and this was released in September. This provided a key opportunity to connect with local councils and bring youth work to the fore in a time when budget pressures are acute for many. The duty was generally well received, and we continue to see our work build with a number of areas that are seeking support. In year we secured additional resources from DCMS to shape a Peer Review programme to provide 12 councils free support to review provision with peers and create a network of lead members to build back some of the lost infrastructure and connectivity for youth work across England.

NYA was delighted to have the opportunity to host the fourth Commonwealth Global Youth Work Conference in the UK, themed - 'The Power of Youth Work: Forging sustainable and peaceful common future'. It provided an opportunity for 250 in person delegates and around 1000 online to share in a series of workshops/events that reflected on, showcased and celebrated youth work from across the 56 nations represented within the Commonwealth. NYA was supported by The Commonwealth Office, our partners across the UK nations and our academic colleagues from youth work university programmes.

The financial year has been a positive one in terms of our levels of activity and funding to

support us in our mission to enable great youth work for all young people. This has been a mid-year point for our main delivery contracts – DCMS Core grant and Youth Investment Fund and also the year which launched our post pilot phase of the Thrive programme with NatWest.

Our DCMS funding remains critical to our ability to deliver our professional body activity; working to maintain and evolve qualifications for youth work, providing standards of practice to foster excellence and provide a curriculum to inform the shaping of youth work content in line with young people's needs. Alongside this, the DCMS investment has supported NYA to evolve the Safeguarding Hub. Since its inception during the last financial year, the level of sector engagement is a clear indicator of the need for youth work tailored resources and training to steer knowledge, skills and confidence around safeguarding young people. In year we produced new Safeguarding Standards to provide a clear framework to steer practice. We also led consultation to shape much needed guidance on Private Dwellings use for youth work.

This year has also supported the growth of the National Census as we aim to map youth work provision across England. We have received around 3000 returns that captures over 28,000 organisations/subunits. We also had the roll out of the National Youth Worker Register which both provides recognition of professional status as a youth worker and supports NYA insights into the current shape and size of the professional workforce. In forthcoming years, the intention is to widen this to level 2/3 workers and foster progression pathways alongside.

Our work with NatWest is groundbreaking for our sector as they are the first corporate partner to flow their unspent apprenticeship levy into the youth work sector. This will fund training of youth workers at level 3 and 6, accelerating the pace at which we can build the current and future youth work workforce. The Thrive programme is also supporting youth work infrastructure by providing resources and opportunity to community-based organisations who are participating in delivery.

NYA has continued its digital evolution in year and now has a wide-reaching offer across three platforms. Our website remains our window to the world, and this has undergone a full review and rebuild in-year to ensure this is accessible and engaging for all our users. We have invested in a new Learner Management System to provide an enhanced journey for all our NYA Academy learners and enables us to increase our CPD opportunities alongside our formal youth work qualifications. The development of our sector shared Youth Work One website was completed in year, and this continues to build in user numbers on the path to realize our ambitions for a single place access point for training, resources, professional dialogue, events and be the home of the Census and Register.

Key achievements and performance

Highlights of the year included:

- Trained 200 new learners to gain youth work qualifications via the NYA Academy. Since 2021 we have enabled nearly 1000 people to gain qualifications through the DCMS funded Bursary programme.
- Created CPD opportunities for 1550 participants from the youth sector to deepen their knowledge through a programme of online, practice-led sessions and expert panel discussions.

- Renewed validation guidance to support the introduction of level 6 apprenticeships as a pathway to professional qualification.
- Focused support work with higher education providers and employers ahead of the introduction of the level 6 apprenticeship to engage both in the provision and support of the learning pathway.
- Through our **Education and Training Standards Committee**, led the sector's thinking and development in workforce matters, overseeing the validation 6 higher education youth and community work courses and completed the annual monitoring report to quality assure learning, assess the current levels of learners within level 6 and 7 programmes and gain insights into the opportunities and challenges for training providers.
- Expanded the National Youth Work Curriculum.
- Development of Practice Standards.
- Grown the online Safeguarding and Risk Hub for Youth Work – this has been accessed 18,783 times since its launch.
- Online webinars and discussion forums to support youth workers share, learn and co-support across a range of key issues and practice specialisms.
- Facilitated connectivity and voice for lead national and regional stakeholders, policy makers and funders through the National Youth Sector Advisory Board, creating space for collective discussion around youth services and young people.
- Hosted our annual Youth Work Week campaign in November that directly reached 625,000 people.
- Created opportunities for 1550 participants from the sector to deepen their knowledge through a programme of online practice led sessions and expert panel discussions.
- The amplifi website provided creative skills and development opportunities for young people and since 2020 has been visited 700,000 times.
- The Thrive programme with NatWest benefitted 1936 young people across 32 clubs.
- NYA has created work opportunities for young people within the Youth Investment Fund and our Routes to Community Success programmes.

1.7 Financial Review and plans for future periods

The position of the group and the charity at the year-end is set out on page 19.

NYA's total income in 2023-24 was £4,987,000. The principal sources of income were from the DCMS, NatWest and Youth Investment Fund, via Social Investment Business (SIB). Total expenditure of £4,926,000 on charitable activities resulted in a surplus position of - £61,000.

As with many charities operating in the current financial climate, generating new income continues to be the agency's greatest challenge. We have experienced a positive period of growth that has enabled us to accelerate our work and position for what we know we must do to safeguard and future proof youth work for young people and support the youth sector. The need is great. However, a number of our large contracts are three-year term contracts/grants and are central in NYA's capacity to respond to the need. Our in-year focus for 24/25 is sustaining and building those relationships for longer term security alongside diversifying income streams to safeguard NYA should any funder not continue.

Reserves

Heading into the financial year 23/24 Trustees had agreed a target of a minimum of £450,000 for unrestricted reserves. This was raised to £900,000 in year (Feb 24) to reflect organisational growth. The purpose of this reserve is to provide working capital for the Charity and ensure that it would be able to manage a shutdown of the organisation in the event of any sudden downturn in funding or calls on its resources.

As at 31 March 2024 the group had total reserves of £1,845,000 (2023 £1,784,000). Of this total, £1,492,000 represented unrestricted funds, £106,000 designated funds and £247,000 represented restricted funds. In this financial year, £200,000 had been allocated as designated reserves (note 15) with only £94,000 spent. The remaining is carried forward as designated reserves. This reflects the organisations' commitment to hold a robust level of free reserves for operational purposes whilst balancing the need to invest in activity that furthers our charitable objectives. The Board is conscious that the NYA's income from key sources is highly uneven and time between payments/agreements can be lengthy. To mitigate the cashflow risk, the charity holds a higher than ideal level of free cash reserves.

Details of the restricted funds are given in note 14. Free reserves at the year-end (unrestricted funds not designated or tied up in tangible fixed assets) were £1,462,000 (2023 £1,051,000).

Future Plans

Our primary focus entering FY24/25 continues to be to deliver excellence across our funded programmes and work to retain our relationships with key funders so that we have the security for long term planning across our strategic aims, as set out in our new strategy for 2024- 2029. This reflects our three strategic goals with a refreshed lens to enable great youth work to happen in all places and spaces:

- We will build the case and profile for youth work across England
- We will drive excellence in practice to reflect the youth work needs of today and tomorrow
- We will future proof the youth work profession through widening opportunities for youth workers

We will continue to work to diversify and balance our income streams to manage risks and evolve our commercial offer, which includes the NYA Academy.

The Financial year 24/25 marks the 60th anniversary of NYA and provides an additional opportunity to amplify the place and importance of youth work for young people today. Our research and policy work is vital in making this continued case for youth work especially given 24/25 is also a general election year with the opportunity to influence future thinking and policy. We continue to campaign on the need for financial support for youth work and services to young people, offer support to local authorities to reflect on the revised statutory duty and ensure appropriate and coordinated provision for young people across England as well as keep a fixed eye to the future of the workforce, researching, scoping recommendations and positioning for how we can build a workforce for today and tomorrow to meet the needs of young people.

Statement of Trustees' Responsibilities

Charity and Company law require the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing the financial statements giving a true and fair view, the Trustees should follow best practice and are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and which enable them to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

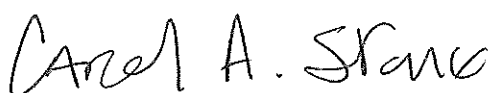
In so far as the Trustees are aware:

- there is no relevant information of which the charity's auditors are not aware; and,
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Basis of accounting

The annual financial statements are attached to this report. These have been prepared in accordance with the policies summarised on pages 16,17 and 18. This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

By order of the Board



Carol Stone (Chair)

Independent Auditor's report to the members of the National Youth Agency

Opinion

We have audited the financial statements of the National Youth Agency (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the group Statement of Financial Activities, group and parent charitable company Balance Sheets, group and parent company Cash Flows Statements and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2024, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent Auditor's report to the members of the National Youth Agency

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or

Independent Auditor's report to the members of the National Youth Agency

- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Companies Act 2006, UK GAAP Charity SORP (FRS102), Charities Act 2011 and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;

Independent Auditor's report to the members of the National Youth Agency

- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

This report is made solely to the charitable company's members and trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members and trustees as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Susan Plumb ACA Senior Statutory Auditor
For and on behalf of
Haines Watts, Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3ED

Haines Watts is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Accounting Policies

General information

The charity is a private company limited, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 9 Newarke Street, Leicester, LE1 5SN.

Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Charities Act 2011. The charity constitutes a public entity benefit.

Basis of Preparation of the Accounts

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.

Going Concern

The NYA has ended 2023-24 in a strong financial position with a healthy level of reserves and cash and no long-term liabilities. At 31 March 2024 the group had net assets available for operating activities of £1,845,000 (2023 £1,784,000) and unrestricted reserves (excluding designated funds) of £1,492,000 (2023 £1,247,000).

At the time of writing (October 2024) income amounting to £5.4m has been secured for 2024-25. In year focus is on the contract renewal with NatWest and DCMS to continue works into the next financial year 25/26. Confidence is strong in securing these by the end of quarter 3 (December). This will then provide a strong basis to build further in year funding for 25/26 for which we are already building a pipeline of opportunities. The NYA cost base is flexible enough for the Board to be able to take decisions to invest in the resources required to meet our obligations under those and any other contracts and so our cash flow projections for the period up to the end of 2025 do not suggest that the NYA will have any difficulty in meeting its ongoing obligations.

The Board has considered the current economic and political climate and ensured that the NYA strategy and associated income plans are realistic. They have set a goal to have a more diverse portfolio of income and to minimise over reliance on its core DCMS funding. The organisation is working towards having 50% of its income from other non-core DCMS grant funding and is making steady progress towards this. The NYA has also invested in the

NYA Academy to grow our commercial training offer through investing in a wide range of local and regional delivery partners.

The Board of Trustees therefore concludes that, at the time of signing the accounts, the agency has at least one year before the reserves balance drops below the £900,000 floor where they would trigger the shut-down of the organisation.

As a result of the above, the Board of Trustees continue to adopt the going concern basis when preparing the financial statements.

Consolidation

NYA Trading Limited is a wholly owned subsidiary of the charitable company and remained dormant throughout the year. Accordingly, the results of NYA Trading Limited are consolidated on a line-by-line basis into these financial statements. The charitable company has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

Incoming Resources

Incoming resources represent the amount due for the period and reflect their nature and source. Income is generally recognised on a receivable basis, where the amount is reasonably certain and there is adequate certainty of receipt. Specific bases used are as follows:

- Grants have been taken as received in the period based on the extent of the work undertaken and, where applicable, the terms of supporting contracts. Grant income is treated as 'restricted funds' where the associated contract and other documentation prescribe the products and services to be supplied.
- Income from conferences, events, sales of publications, provision of consultancy services and provision of support to partner organisations is included on the supply of the goods and services. Such income is treated as 'unrestricted funds' where the provision of such goods and services are not required by an agreement.

Resources Expended

Expenditure is recognised in the financial statements at the time of the activity which gives rise to the cost.

Resources expended on Charitable Activities include the direct costs of delivering those activities together with a proportion of the support costs of the organisation.

Support costs are allocated to activities on a basis detailed in note 4 to the consolidated financial statements.

Fund accounting

The unrestricted funds are general funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Pension costs

The charity participates in a workplace scheme provided by Aegon which is accounted for as a defined contribution scheme.

Fixed Assets and depreciation

The company treats as assets all IT items in excess of £100 and all other items over £200. Depreciation is provided on the cost in equal annual instalments to write them off over their estimated economic lives. These vary according to the asset type as follows:

Computer equipment	3-4 yrs
Fixtures and fittings	5 yrs or over the length of the lease

Debtors and prepayments

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

Creditors and provisions

Creditors and provisions 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 to settle the obligation can be measured or estimated reliably.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight-line basis over the period of the lease.

Consolidated Statement of Financial Activities**(including Income and Expenditure Account)**For the Year Ended 31st March 2024

	Note	2024 Unrestricted £000	2024 Restricted £000	2024 Total £000	2023 Total £000
INCOME FROM:					
Donations and legacies		180	-	180	-
Charitable activities:					
Funds received for activities	1	101	4,674	4,775	3,783
Investment income	2	32	-	32	4
Total Income		313	4,674	4,987	3,787
EXPENDITURE ON:					
Charitable activities:	3				
Workforce development		287	941	1,228	2,724
Practice development		364	1,624	1,988	514
Youth sector support activity		585	1,125	1,710	648
Total expenditure		1,236	3,690	4,926	3,886
NET SURPLUS/(EXPENDITURE)		(923)	984	61	(99)
Transfer between funds	14	1,274	(1,274)	-	-
NET MOVEMENT IN FUNDS		351	(290)	61	(99)
Total funds brought forward		1,247	537	1,784	1,883
Total funds carried forward		1,598	247	1,845	1,784

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

CONSOLIDATED AND COMPANY BALANCE SHEET

As at 31 March 2024	Note	Consolidated 2024	2023	Company 2024	2023
		£000	£000	£000	£000
FIXED ASSETS					
Tangible assets	9	30	32	30	32
Investments	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	1,045	663	1,063	681
Cash at bank & in hand		1,760	1,500	1,745	1,486
		2,805	2,163	2,808	2,167
CREDITORS: Amounts falling due within one year	12	(990)	(411)	(990)	(411)
NET CURRENT ASSETS		1,815	1,752	1,818	1,756
NET ASSETS		1,845	1,784	1,848	1,788
REPRESENTED BY FUNDS:					
Restricted funds	14	247	537	247	537
Designated funds	15	106	200	106	200
Unrestricted funds		1,492	1,047	1,495	1,051
TOTAL FUNDS		1,845	1,784	1,848	1,788

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the directors and authorised for issue on and are signed on their behalf by:

Carol A. Stone

Carol Stone, Chair
Company Registration Number: 2912597

The notes on pages 23 to 27 form part of these financial statements

CONSOLIDATED CASH FLOW STATEMENT
31 March 2024

	2024 £	2023 £
Cash flows from operating activities		
Net surplus/(deficit)	60	(99)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	21	14
Loss on disposal of fixed assets	-	-
Interest received	(33)	(4)
<i>Changes in:</i>		
Trade and other debtors	(381)	746
Trade and other creditors	578	62
Cash generated from operations	197	808
Interest received	33	4
Net cash from operating activities	278	723
Cash flows from investing activities		
Purchase of tangible assets	(18)	(30)
Proceeds from sale of investments	-	-
Net cash used in investing activities	(18)	(30)
Net increase/(decrease) in cash and cash equivalents	260	693
Cash and cash equivalents at beginning of year	1,500	807
Cash and cash equivalents at end of year	1,760	1,500

PARENT COMPANY CASH FLOW STATEMENT
31 March 2024

	2024 £	2023 £
Cash flows from operating activities		
Net surplus/(deficit)	60	(99)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	21	14
Loss on disposal of fixed assets	-	-
Interest received	(33)	(4)
<i>Changes in:</i>		
Trade and other debtors	(381)	(746)
Trade and other creditors	578	62
Cash generated from operations	197	(808)
Interest received	33	4
Net cash from operating activities	278	723
Cash flows from investing activities		
Purchase of tangible assets	(18)	(30)
Proceeds from sale of investments	-	-
Net cash used in investing activities	(18)	(30)
Net increase/(decrease) in cash and cash equivalents	260	693
Cash and cash equivalents at beginning of year	1,486	793
Cash and cash equivalents at end of year	1,746	1,486

NOTES TO THE CONSOLIDATED ACCOUNTS**1. Funds received for Activities**

The following funds were received to deliver a range of activities:

	Unrestricted	Restricted NYA	2024	2023
	£000	£000	£000	£000
National Citizen Service	40	-	40	119
DCMS	-	2,777	2,777	2,466
Nat West Plc	-	1,100	1,100	429
NLCF	-	247	247	-
YMCA	-	47	47	-
SIB	-	503	503	407
Other	202	-	202	362
Total	242	4,674	4,916	3,783

2. Investment Income

Investment income is interest on short-term bank deposits.

3. Resources expended on Charitable Activities

	Staff £000	Direct £000	Other £000	2024 £000	2023 £000
Workforce development	823	268	137	1,228	2,724
Professional development	773	1,047	168	1,988	514
Youth sector support activity	1,150	388	172	1,710	648
Total	2,746	1,703	477	4,926	3,886

Direct costs are those associated with providing the activity, including external delivery partners engaged on programmes, costs of running events and published materials. Other costs include support costs detailed in note 4 below.

4. Analysis of Support Costs for 2024

The National Youth Agency incurs costs which are not directly attributable to any one of its charitable activities but relate to the operation of the organisation. An analysis of support costs is as follows and is allocated to activities based on levels of income.

Support cost	2024 £000	2023 £000
Rent, rates and office costs	26	23
Printing, postage, stationery, and telephone	17	16
IT and related costs	151	152

Support cost	2024	2023
	£000	£000
Professional fees	68	59
Depreciation	21	14
Marketing and publications	32	22
Irrecoverable VAT	80	136
Other	82	87
	477	509

5. Net Incoming Resources

Net incoming resources are stated after charging:

	2024	2023
	£000	£000
Auditors' remuneration - Audit services	12	11
Depreciation	21	14

6. Gross transfer between funds

Transfers have been made from restricted funds to unrestricted funds at the year-end where surplus funds arising will not be clawed back by funders. Transfers from unrestricted funds at the year-end are to cover any deficits on restricted funds.

7. Pension scheme

The charity participates in a workplace scheme provided by Aegon which is accounted for as a defined contribution scheme. Charges for the year amounted to £113k.

8. Employee and trustee Information

The average number of persons (including part-time staff) employed by the group, including operational directors during the year was as follows:

	2024	2023
	FTE	FTE
Total	73	48

The aggregate costs of these persons were as follows:

	2024	2023
	£000	£000
Salaries and wages	2,328	1,500
Social security costs	243	163
Pension costs	113	76
Other staff related costs	62	72
Total	2,746	1,811

Two individuals (2023: four) earned between £60,000 and £69,999.

Three Individual (2023: one) earned between £70,000 and £79,999.

No individual (2023: one) earned between £80,000 and £89,999.

One individual (2023: none) earned between £100,000 and £110,000.

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £534,526 (2023: £492,385).

Trustees neither received nor waived any emoluments during the year in their capacity as Trustees of The National Youth Agency. Travel expenses amounting to £nil (2023: £nil) were reimbursed to Board members (2023: nil Board members).

9. Tangible Fixed Assets**Group and company**

Company	Computer equipment £000	Fixtures and fittings £000	Total £000
Cost			
At 1 April 2023	67	7	74
Additions	18	-	18
Disposals	(10)	(5)	(15)
At 31 March 2024	75	2	77
At 1 April 2023	34	7	41
Charge for year	21	-	21
Disposals	(10)	(5)	(15)
At 31 March 2024	45	2	47
Net book value			
At 31 March 2024	30	-	30
At 31 March 2023	32	-	32

10. Investments

Included in investments is £1 (2023: £1) investment in a subsidiary company at cost (see note 16). The charity also holds investments in NYA Youth Work Foundation, and NYA Education, which were both dormant throughout the year to 31 March 2024.

11. Debtors

	Consolidated		Company	
Amounts falling due within one year	2024 £000	2023 £000	2024 £000	2023 £000
Trade debtors	10	69	10	69
Other debtors	3	3	3	3
Amount due from subsidiary undertaking	-	-	18	18
Prepayments and accrued income	1,032	591	1,032	591
Total debtors	1,045	663	1,063	681

DCMS grant income of £786k relating to 2024 was received post year end (2023: £537k).

12. Creditors falling due within one year

	Consolidated		Company	
	2024	2023	2024	2023
	£000	£000	£000	£000
Trade creditors	526		526	265
		265		
Other taxation and social security	99	77	99	77
Other creditors	22	12	22	12
Accruals	307	51	307	51
Deferred income	36	6	36	6
Total	990	411	990	411

Analysis of deferred income is as follows:

	Consolidated		Company	
	2024	2023	2024	2023
	£000	£000	£000	£000
Brought forward	6	67	6	67
Utilised	(6)	(67)	(6)	(67)
Arising	36	6	36	6
Total	36	6	36	6

Deferred income is payments received for managing youth work programmes where the related expenditure will be incurred after 31 March 2025.

13. Financial commitments

There were no capital commitments at 31 March 2024.

14. Restricted funds

	At 31 March 2023 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer £'000	At 31 March 2024 £'000
Workforce development	-	1,248	(941)	(307)	-
Professional development	465	1,575	(1,624)	(238)	178
Youth sector support activity	72	1,851	(1,125)	(729)	69
	537	4,674	(3,690)	(1,274)	247

Due to the nature of funding across a number of large individual projects, the restricted funds have been apportioned across the main areas of charitable activity. Details of the individual projects are included in the Trustees Report. Details of transfers between funds are set out in note 6.

15. Designated Funds

A designated fund of £200k was set aside at 31 March 2023 to fund the amplify programme, digital development across the Youth Work One platform and scope options for building best practice and approaches for digital youth work delivery in the coming years. £94k was spend during the year from the fund leaving a fund balance of £106,000.

16. Subsidiary company

The National Youth Agency controls NYA Trading Limited. The principal activities of NYA Trading Limited are the provision of training and other commercial services.

A summary of the financial activities for the year and of the assets of NYA Trading Limited is:

	2024	2023
	£000	£000
Income	-	-
Resources expended	-	-
Net (Outgoing)/ Incoming Resources	-	-
Assets	14	14
Liabilities	(18)	(18)
Funds	(4)	(4)

17. Parent charitable company

The unconsolidated surplus of the parent charitable company for the year was £61k (2023: deficit £99k).

18. Related Party Transactions

There are no related party transactions that require disclosing.

19. Analysis of net assets between funds at 31 March 2024

	Unrestricted Funds	Restricted Funds	Total Funds
	£000	£000	2024 £000
Tangible fixed assets	30	-	30
Current assets	2,558	247	2,805
Creditors less than 1 year	(990)	-	(990)
Net Assets	1,598	247	1,845

Trustees and Management

NYA Committee Membership

2023/24 Board of Trustees

Carol Stone (Vice Chair (Chair of Impact Committee), appointed Chair May 2023

Alex Renshaw (Chair of Growth Committee)

Gabriel Buck (Chair of Finance and Governance Committee)

Kenneth Meeson (Chair of Audit Committee)

Mark Norris (Chair of People Committee), appointed Vice Chair May 2023

Breda Leyne (Chair of Education & Training Standards Committee)

Sally Carr (Chair of NYA Safeguarding Board)

Alison Pickering

Amma Anderson

Daniel Chery

Helen Watson

Mark Cory

Mervyn Kaye

Jonathan Hubbard appointed February 2024

Toby Ducker (Interim Chair), (Chair of Finance and Governance Committee) until May 2023

Mili Patel – stepped down November 2023

Mark Cory – stepped down August 2023

Finance & Governance Committee

Gabriel Buck, (Chair), May 2023

Alex Renshaw

Carol Stone

Toby Ducker, Chair until May 2023

Growth Committee

Alex Renshaw, Chair

Gabriel Buck

Alison Pickering

Audit Committee

Ken Meeson, Chair

Breda Leyne

Impact Committee

Jonathan Hubbard, (Chair), February 2024

Sally Carr
Mervyn Kaye
Amma Anderson
Carol Stone, Chair until May 2023

Education and Training Standards Committee

Breda Leyne, (Chair)
Anam Hoque, appointed January 2024
Daniel Chery, appointed February 2024
Darren Lake
David Algie
David Howell
El Warren
Faz Sidat, appointed February 2024
Felicha Downie, appointed July 2023
Graham Griffiths
Jess Achilleos
Kayleigh Wainwright
Kerry Gray
Mark Straw
Ruth Rickman-Williams
Ry Harris
Shaun Watson
Simon Williams
Sue Gill
Toby Hammond, appointed February 2024
Alan Smith, stepped down April 2023
Carol Stone, stepped down February 2024
Charlee Bewsher, stepped down May 2023
Jaffer Ali Hussain, stepped down January 2024

NYA Trading

Leigh Middleton
Amanda Fearn

Principle Places of Business and Advisors

The National Youth Agency
9 Newarke Street
19-23 Humberstone Road
Leicester
LE1 5SN

Auditors

Haines Watts, Chartered Accountants
Old Station House
Station Approach
Newport Street, Swindon
SN1 3DU

Bankers

Barclays Bank
Town Hall Square, Leicester
LE1 9AA

Solicitors

Bates Wells
10 Queen Street Place,
London,
EC4R 1BE

By order of the Board

Carol Stone Chair: Carol A. Stone

Date: 26/10/2024

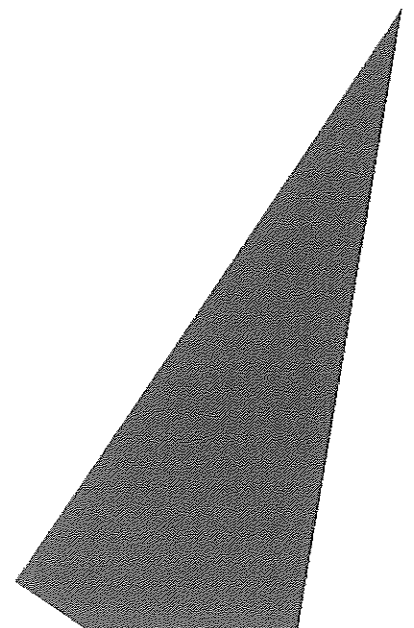
National Youth Agency

9 Newarke Street, Leicester LE1 5SN

Company registration no. 2912597

Register charity in England and Wales no. 1035804

nya.org.uk



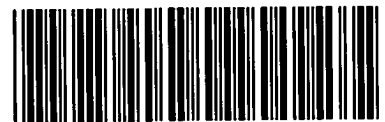
Accounts

**THE NATIONAL YOUTH AGENCY
(COMPANY LIMITED BY GUARANTEE)**

**Report of the Trustees
and audited financial
statements for the year
31 March 2023**



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COMPANIES HOUSE

Report and Financial Statements

31 March 2023

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1. Report of the Trustees 22/23

1.1 Introduction

The Trustees present their annual report (including the directors' report as required by company law) and audited financial statements for the year ended 31 March 2023.

1.2 Reference and Administrative Information

The National Youth Agency (The NYA) is a company limited by guarantee with a company registration of 2912597 and is registered with the Charity Commission for England and Wales under number 1035804.

NYA Trading Limited is a 100% owed trading subsidiary of The National Youth Agency and is a company registered in England and Wales under number 07570045.

Details of the Trustees for both organisations are provided on pages 31 and 32. Principal places of business and professional advisers of the charity are shown on page 33.

1.3 Structure, Governance and Management

The National Youth Agency operates within its Memorandum and Articles of Association which are registered with Companies House and the Charity Commission.

Trustees who held office during the year are detailed on page 31. The Chair is selected by the other Trustees either from the existing Trustee Board or through external recruitment. The Trustee Board is responsible for the strategic direction of the organisation and ensuring it is financially and operationally sound in all its policies and practices. The Board holds the Chief Executive and team to account in this respect. The current Chair Barbara Bradley stepped down in November 2022 after serving on the NYA Trustee Board for seven years and we extend our heartfelt thanks for her steerage and support through this time. As an interim step, one of our vice-Chairs and our Chair of Finance committee, Toby Ducker, stepped up to act as Chair of Trustees, supported by Carol Stone as vice-Chair. Sadly, whilst occurring post year end, in May 2023, Toby died unexpectedly which has been a huge loss and heavily felt by all at NYA. We are grateful to Carol Stone for stepping up to support us and she remains interim Chair supported by Mark Norris as vice-chair. As such Carol Stone is the signatory for the audited accounts 2022/23.

The Board of Trustees has in place a Nominations and Procedures Committee (known as the People Committee). Part of the remit of this Committee is to make recommendations to the Board on the appointment and reappointment of Trustees, having regard at all times to the provisions of the Memorandum and Articles of Association. Consideration is given to the composition of the Board in terms of the collective skills and experience required to support the NYA's operational strategy and to ensure its charitable aims are delivered. Four new trustees were appointed at the February 2022 Board of Trustees hence no new recruitment has occurred in the financial year 22/23.

The Board regularly undertakes reviews of its performance through a process of self-assessment against key objectives.

The Board of Trustees is supported by an Audit Committee which is responsible for ensuring the safeguarding of the charity's assets. A Finance & Governance Committee advises the Board on financial matters and the members of these committees are shown on pages 31 and 32. In addition, sub-groups are established to support the Executive team in our Growth (business development and fundraising), our Impact and to support on matters relating to our people (HR).

During 2022-23 the authority to conduct the day-to-day activities of the organisation was delegated by the Board to Mr Leigh Middleton who is the Charity's CEO. The Chief Executive is responsible for the implementation of the strategy and policies agreed by the Board.

The remuneration of key management personnel is set by the Board, with the policy objective of ensuring that they are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with other charities to ensure that the Charity remains sensitive to the broader issues of pay and employment conditions elsewhere. In the previous accounting year, in February 2022 trustees provided a 7% pay lift for all staff. This was in recognition of the cost-of-living increases that all faced, and that NYA held reserves and pipeline to provide confidence to award this level. Given the ongoing pressures in year and NYAs continued financial health, the Board awarded all staff an additional increase of 3% in October 2022.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope to be rewarded for growth in role with additional responsibilities. Delivery of the Charity's charitable vision and purpose is primarily dependent on our key management personnel and staff costs represents a significant proportion of our charitable expenditure. Through the 2022-23 period, NYA continued to expand the staff base in line with the increased activity and funding received. We went from a head count of 31 in April to 60 by the end of the year and were delighted to have 17 young people within that number, working as Young Assessors for the Youth Investment Fund activity.

The Trustees regularly consider the major strategic, business, and operational risks facing the organisation, and these are reviewed by the Finance Committee quarterly and managed by the Executive team.

Trustees pay particular attention to financial risk and the impact of funding changes, in particular:

- The impact of a reduction or discontinuation of income from one of its major funders; NYA has explored ways to actively diversify its income base in the last few years. This work has been led by the Director of Growth who is implementing a strategic plan to secure a depth and breadth of funds. In FY 22/23 we engaged a major corporate partner, and this has evolved to bring a balance to our core DCMS grant.

- Insolvency, cessation of trading by delivery partner or outsource provider. NYA maintains strong relationships with senior staff in these organisations and actively monitors performance within them.
- Reputational risks range from specific incidents within programmes (e.g. safeguarding) to much wider reputation management challenges. Policies are in place for safeguarding and media management and the large programmes we run have a crisis plan in place.
- Cyber risks with the increasing use of digital and expansion of data collection. As NYA has expanded its digital footprint through evolution of delivery and support platforms, it secured a Digital Development Manager in December 22 and secured the Cyber Essentials Plus kitemark during the same month.
- Active financial management to ensure reserve levels are within reserve policy guidelines and sufficient to meet the organisation's commitments.

1.4 Objectives and Activities

The objects of the charity and limited company, as set out in its governing document, are:

To maintain an Agency for the benefit of the community in general and young people in particular as a centre for the assistance in the training of young people so as to develop their physical, mental and spiritual capacities.

We are very serious about youth work, enabling young people to believe in themselves and to prepare for life. Educators, policy makers and employers all have crucial roles to play here. Youth work focuses on working holistically with young people. It's about building resilience and character and giving young people the life skills (often totally misleadingly described as "soft"), they need to live, learn, work, achieve and interact successfully with other people (see our definitions of youth work).

The National Youth Agency is the national body and Professional Statutory Regulatory Body (PSRB) in England for this important, under-recognised discipline. We have taken the lead in championing it for nearly sixty years. But as the choices and challenges facing young people get more demanding and the public funding to support them has decreased in the previous decade, our mission gets more urgent every day.

Our mission is to transform the lives of young people through the power of youth work. We do this through:

- **Influencing practice through policy and research** – showcasing great practice, incubating new approaches, celebrating its many thousands of practitioners, and winning more understanding of the value and depth of the discipline among policy makers, educators, and employers.
- **Developing a skilled & effective youth sector workforce** – training youth workers, setting occupational standards, offering accreditation for professional development, and constantly researching, innovating, and improving the methodologies and practice of youth work in all its forms.

- **Creating opportunities for young people** – making it happen through our networks of front-line youth work providers, our deep experience of managing complex projects and through innovative tie-ups and funding arrangements with imaginative commercial and public sector partners.

During this reporting year, NYA was mid-point in the delivery of our five-year strategy shaped around the above. However, we were ahead in terms of the achievement of strategic objectives (80%). The in-year work is detailed in section 1.6. and reflects that as the pandemic subsided, NYA reflected on our role, alongside our partners and stakeholders, in supporting great youth work to happen across England in a much-challenged landscape.

1.5 Public Benefit

NYA works in accordance with the Charity Commission's guidance which requires clarity in the public benefit arising from the organisation's work and clearly identified public beneficiaries.

NYA's work in leading and developing the sector drives the quality and relevance of youth work across England:

- Training those working with young people to have the knowledge, skills, and confidence to deliver high quality, impactful services, build on the needs of young people.
- Increasing safe practice by building training specifically for safeguarding and risk management in youth work environments.

NYA's work also meets this public benefit requirement in all its direct delivery programmes with young people:

- Supporting young people's skills development as well as practical information to help with employment so they are better able to enter the job market.
- Educating young people in financial management techniques in order that they can more easily transition into adulthood and life as an employee.
- Supporting social integration by building young people's confidence, self-belief, and experience in mixing with others from different backgrounds.
- Working with marginalised and disadvantaged young people to understand the challenges they face in getting involved in social action projects.
- Giving young people a meaningful voice in the world and ensuring they are involved in the development of services intended for them.

1.6 Achievements and Performance

Context

The Covid-19 pandemic continued into this reporting year and NYA led on the provision of guidance to enable the youth sector to navigate how to safely enable services to young people during this time. This ceased around August. However, the impact of the pandemic continued with the youth sector facing challenges in funding and in workforce, both recruitment and retention. These remain key factors within our strategy to support the rebuild of youth work across England. NYA positioned grass roots organisations at the heart of our decision making in year. A 6-month research report explored the realities and needs of grass roots organisations and resulted in the 'Joining the Dots' report. This has informed our focus in year and how we have shaped the forthcoming strategy 24-29.

During financial year 2022/23 NYA built on the foundations from the previous reporting period and secured a number of new important contracts to support our delivery and impact. In July 22, NYA was sub-contracted as a key partner in the Social Investment Business successful bid to deliver the DCMS Youth Investment Fund. This programme is the largest single investment in youth work infrastructure (£368m) to deliver a programme that will build or refurbish 300 youth facilities in England. NYA are positioned centrally to steer and support the future expectations of quality, youth engagement and practice within the funded programmes. NYA is the face of the programme to the youth sector and 22/23 is year one of this three-year programme.

The start of 2022, opened a new opportunity to work with NatWest and Marcus Rashford to design and deliver a programme called Thrive, working with 20 community youth groups across England. Following a successful pilot phase April-September 2022, NYA worked with NatWest to expand our partnership to encompass volunteering and flow three million pounds of NatWest apprenticeship levy to support the youth sector over the next three years. Contracting was agreed by the end of March for initiation at scale from April 23. All three strands support our strategic aims, and the Levy in particular is a key step in opening different funding pathways to build the youth work workforce in the future. Volunteering brings opportunities for youth projects to access professional skills (marketing, finance, legal and HR) and youth work skills where staff undertake training.

DCMS also moved to a three-year funding grant with NYA in recognition of the need to drive forward capacity building within the youth sector and drive up the quality of delivery through support, resources, and training. This investment is central to our work as the professional body for youth work in England and provides the confidence for NYA to push forward with ambitious plans. The key themes within this aside from our essential work for qualifications review, evolution, and validation, are curriculum for youth work, the safeguarding and risk hub, a national census and a Youth Worker Register for professionally qualified workers.

Collectively these three strands secured NYA financial stability for the next three years.

NYA invested designated reserves to support the growth of digital technologies and tools to strengthen the youth sector. A key part of this was the build for a new integrated web-platform called Youth Work One (YWO). It was designed to be a practitioner's single place

to go to access support, training, resources, professional dialogue, events and house the Census and Youth Work Register. This is branded neutrally to create a shared sector space populated by our partners and collaborators. This will be launched within the financial year 23/24.

Our training Academy has also continued to offer DCMS funded bursaries to over 570 learners' groups. The NYA worked with regional partners to flow down and invest in local training providers. The NYA's goal is to strengthen local infrastructure through national co-ordination and investment and the bursary is a key part of the strategy. The Academy has grown its free CPD offer and transitioned to a new Learning Management System. It also has a focus on commercial contracts to support youth related organisations to grow their staff level of skills and knowledge around youth work methodologies and practice.

In line with the financial growth, the NYA undertook a review of capacity and planned for expansion to support our delivery and infrastructure. This decision was made to both reflect the increased need of staff for contracted work and also as an investment to grow. This included a Policy and Communications Directorate within the NYA and newly formed posts focused on knowledge and data. The operational structure was strengthened to reflect the scale of direct delivery yet also to the core support for a larger organisation. This resulted in the appointment of an HR Manager and a Digital Development Manager.

Key achievements and performance

Highlights of the year included:

Delivering a skilled & effective youth sector workforce:

- Delivering a series of developments to underpin the development of the youth workforce (DCMS).
 - Created 22 modules of learning to inform the pilot for a level 4/5 DCMS bursary funded pathway.
 - Renewed validation guidance to support the introduction of level 6 apprenticeships as a pathway to professional qualification.
 - Focused support work with higher education providers and employers ahead of the introduction of the level 6 apprenticeship to engage both in the provision and support of the learning pathway.
 - Evolution of the National Youth Work Curriculum including as an online tool, working with the sector to inform and build resources to enrich the framework, resulting in an additional 20 resources to address immediate issues, such as cost of living crisis for young people.
 - Curriculum briefing papers written to support delivery - social care, health, youth justice, education and commissioners and funders.
 - Development of Practice Standards to replace Covid-19 guidance to support continued best practice in youth work planning and delivery.
 - Development of an online Safeguarding and Risk Hub for Youth Work.
 - Online webinars and discussion forums to support youth workers share, learn and co-support across a range of key issues and practice specialisms.
 - Secured and initiated delivery, in partnership with Regional Youth Work Units, of an additional 570 places for youth work bursaries at level 2 and level 3.

- o Consultation and drafting of a workforce strategy to guide sector wide activity to secure and grow the profession of youth work over the coming years.
- Through our **Education and Training Standards Committee** NYA led the sector's thinking and development in workforce matters. Through NYA the committee undertook validations of higher education youth and community work courses during 2022-23, completed the annual monitoring report to both quality assure learning programmes and assess the current levels of learners within level 6 and 7 programmes and the opportunities and challenges for training providers.
- The continued build of level 3 and level 6 apprenticeships as a much-needed gateway to expand routes into youth work.
- Continued growth of the Safeguarding Hub with resources and advice to support best practice in risk management and safeguarding.
- Developed the blue-print for an NYA National Register for Youth Workers, providing recognition and endorsement of professional status (level 6/7) for youth workers in England.

Influencing practice through policy and research:

- Facilitating connectivity and voice for lead stakeholders through the National Advisory Board, connecting lead national and regional organisations with policy makers and funders to bring a collective discussion around youth services and young people.
- Supported, informed and advocated for the revision of the Statutory Duty for Youth Work (507b) due for issue in FY 23/24.
- Launched the National Census and Workforce strategy.
- Hosted Youth Work Week 2022, themed as Festival of Youth Work, celebrating youth workers and the young people they support.
- Funded the Join the Dots report to explore the realities and needs of grass roots youth work across communities with recommendations to inform our future strategy.
- Held 9 events across England engaging 700 individuals. Working with our Regional Youth Work Unit partners to facilitate discussion and debate on frontline services to add insights to the Join the Dots report.
- Secured NYA as the Host for the forthcoming Commonwealth Conference for youth work to be delivered in FY 23/24. This is a great honour for NYA and we expect to explore youth work practice with 250 delegates from 56 countries.

Creating opportunities for young people:

- NYA continued to develop the amplifi programme for young people with a focus on youth work as a tool to support young people toward next steps.
- The Thrive pilot programme with NatWest benefitted around 800 young people.
- Worked in an advisory capacity with StreetGames to support the new National Citizenship Service grant programme that aims to flow £10m into communities to provide year-round NCS experiences for young people.

1.7 Financial Review and plans for future periods

The position of the group and the charity at the year-end is set out on page 21.

NYA's total income in 2022-23 was £3,787,000. The principal sources of income were from the DCMS and Youth Investment Fund, via Social Investment Business (SIB). Total expenditure of £3,886,000 on charitable activities resulted in a deficit position of -£99,000.

The Board of Trustees has discussed the level of appropriate reserves heading into the financial year 23-24 and has agreed to designated reserves up to £200,000 to fund the amplifi programme, digital development across the Youth Work One platform and scope options for building best practice and approaches for digital youth work delivery in the coming years.

It continues to be a difficult funding landscape for charities and generating new income support continues to be the agency's greatest challenge. At the end point of 22/23 NYA was successful in securing the income required for the financial year ahead, largely due to the three main funders of DCMS, NatWest and SIB. These three-year term contracts/grants have been central in NYA's capacity to respond to the needs of the sector, focus on their charitable objects and create opportunities for young people. The focus is now on sustaining and building those relationships for longer term security alongside diversifying income streams to safeguard NYA should any funder not continue.

Reserves

Trustees agreed a revised target of a minimum of £450,000 for 2022-3 for unrestricted reserves. The purpose of this reserve is to provide working capital for the Charity and ensure that it would be able to manage a shutdown of the organisation in the event of any sudden downturn in funding or calls on its resources.

As at 31 March 2023 the group had total reserves of £1,784,000 (2022 £1,883,000). Of this total, £1,247,000 represented unrestricted funds and £537,000 represented restricted funds. From the unrestricted reserves, £200,000 has been made allocated as designated reserves (note 15) - funds which will be spent during 2023-24. This reflects the organisations' commitment to hold a robust level of free reserves for operational purposes whilst balancing the need to invest in activity that furthers our charitable objectives. The Board is conscious that the NYA's income from key sources is highly uneven and time between payments/agreements can be lengthy. To mitigate the cashflow risk, the charity holds a higher than ideal level of free cash reserves.

Details of the restricted funds are given in note 14. Free reserves at the year-end (unrestricted funds not designated or tied up in tangible fixed assets) were £1,015,000 (2022 £609,000).

Future Plans

Our primary focus entering FY23/24 is to deliver excellence across our funded programmes and work to retain our relationships with key funders so that we have the security for longer term planning across our strategic aims. We will also continue to explore how we evolve our commercial offer, grow our Academy and flow investments into communities through our partnership work.

We will, as always, continue our research and policy work to make the case for youth work and stress the need for financial support for youth work and services to young people. The forthcoming Commonwealth youth work conference provides a unique opportunity to engage policy makers and practitioners from across the globe to share and inform our understanding and highlight the opportunities of youth work. We are also committed to supporting the DCMS on the planned launch of a strengthened statutory duty for youth work and have a programme of work to provide guidance and materials to support implementation through service review and development.

Statement of Trustees' Responsibilities

Charity and Company law require the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing the financial statements giving a true and fair view, the Trustees should follow best practice and are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and which enable them to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant information of which the charity's auditors are not aware; and,

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2023

- o the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Basis of accounting

The annual financial statements are attached to this report. These have been prepared in accordance with the policies summarised on pages 17, 18 and 19. This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

By order of the Board

Carol A. Stone

Carol Stone (Chair)

10/12/23

Independent Auditor's report to the members of the National Youth Agency

Opinion

We have audited the financial statements of the National Youth Agency (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise the group Statement of Financial Activities, group and parent charitable company Balance Sheets, group and parent company Cash Flows Statements and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2023, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

- o the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Companies Act 2006, UK GAAP Charity SORP (FRS102), Charities Act 2011 and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- o making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- o obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- o assessing the risk of management override including identifying and testing journal entries;

- o challenging the assumptions and judgements made by management in its significant accounting estimates.

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

This report is made solely to the charitable company's members and trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members and trustees as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb ACA

Susan Plumb ACA Senior Statutory Auditor
For and on behalf of
Haines Watts, Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3ED

Haines Watts is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

20 Dec 2023

Accounting Policies

General information

The charity is a private company limited, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 9 Newarke Street, Leicester, LE1 5SN.

Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Charities Act 2011. The charity constitutes a public entity benefit.

Basis of Preparation of the Accounts

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.

Going Concern

The NYA has ended 2022-23 in a strong financial position with a healthy level of reserves and cash and no long-term liabilities. At 31 March 2023 the group had net assets available for operating activities of £1,784,000 (2022 £1,883,000) and unrestricted reserves of £1,247,000 (2022 £1,225,000).

At the time of writing (October 2023) income amounting to £4.5m has been secured for 2023-24 and £3.1m for 2024-25 as our contracts with DCMS, Nat West, SIB and National Lottery Community fund roll over into the next year. The NYA cost base is flexible enough for the Board to be able to take decisions to invest in the resources required to meet our obligations under those and any other contracts and so our cash flow projections for the period up to the end of 2024 do not suggest that the NYA will have any difficulty in meeting its ongoing obligations.

The Board has considered the current economic and political climate and ensured that the NYA strategy and associated income plans are realistic. They have set a goal to have a more diverse portfolio of income and to minimise over reliance on its core DCMS funding. The organisation is working towards having 50% of its income from other non-core DCMS grant funding and is making steady progress towards this. The NYA has also invested in the

NYA Academy to grow our commercial training offer through investing in a wide range of local and regional delivery partners.

The Board of Trustees therefore concludes that, at the time of signing the accounts, the agency has at least one year before the reserves balance drops below the £450,000 floor where they would trigger the shut-down of the organisation.

As a result of the above, the Board of Trustees continue to adopt the going concern basis when preparing the financial statements.

Consolidation

NYA Trading Limited is a wholly owned subsidiary of the charitable company. Accordingly, the results of NYA Trading Limited are consolidated on a line-by-line basis into these financial statements. The charitable company has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

Incoming Resources

Incoming resources represent the amount due for the period and reflect their nature and source. Income is generally recognised on a receivable basis, where the amount is reasonably certain and there is adequate certainty of receipt. Specific bases used are as follows:

- Grants have been taken as received in the period based on the extent of the work undertaken and, where applicable, the terms of supporting contracts. Grant income is treated as 'restricted funds' where the associated contract and other documentation prescribe the products and services to be supplied.
- Income from conferences, events, sales of publications, provision of consultancy services and provision of support to partner organisations is included on the supply of the goods and services. Such income is treated as 'unrestricted funds' where the provision of such goods and services are not required by an agreement.

Resources Expended

Expenditure is recognised in the financial statements at the time of the activity which gives rise to the cost.

Resources expended on Charitable Activities include the direct costs of delivering those activities together with a proportion of the support costs of the organisation.

Support costs are allocated to activities on a basis detailed in note 4 to the consolidated financial statements.

Fund accounting

The unrestricted funds are general funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Pension costs

The charity participates in a workplace scheme provided by Aegon which is accounted for as a defined contribution scheme.

Fixed Assets and depreciation

The company treats as assets all IT items in excess of £100 and all other items over £200. Depreciation is provided on the cost in equal annual instalments to write them off over their estimated economic lives. These vary according to the asset type as follows:

Computer equipment	3-4 yrs
Fixtures and fittings	5 yrs or over the length of the lease

Debtors and prepayments

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

Creditors and provisions

Creditors and provisions 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 to settle the obligation can be measured or estimated reliably.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight-line basis over the period of the lease.

Consolidated Statement of Financial Activities**(including Income and Expenditure Account)****For the Year Ended 31st March 2023**

	Note	2023 Unrestricted £000	2023 Restricted £000	2023 Total £000	2022 Total £000
INCOME FROM:					
Charitable activities:					
Funds received for Activities	1	91	3,692	3,783	2,898
Investment income	2	4	-	4	-
Total Income		95	3,692	3,787	2,898
EXPENDITURE ON:					
Charitable activities:	3				
Developing a skilled and effective Youth Sector Workforce		720	1,738	2,724	2,154
Influencing practice through policy and research		79	514	514	491
Creating opportunities for young people		187	648	648	126
Total expenditure		986	2,900	3,886	2,771
NET (EXPENDITURE)/SURPLUS		(891)	792	(99)	127
Transfer between funds	14	913	(913)	-	-
NET MOVEMENT IN FUNDS		22	(121)	(99)	127
Total funds brought forward		1,225	658	1,883	1,756
Total funds carried forward		1,247	537	1,784	1,883

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

Consolidated and Company Balance Sheet

As at 31 March 2023

		Consolidated		Company	
	Note	2023	2022	2023	2022
		£000	£000	£000	£000
FIXED ASSETS					
Tangible assets	9	32	16	32	16
Investments	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	663	1,409	681	1,427
Cash at bank & in hand		1,500	807	1,486	793
		<u>2,163</u>	<u>2,216</u>	<u>2,167</u>	<u>2,220</u>
CREDITORS: Amounts falling due within one year	12	(411)	(349)	(411)	(394)
NET CURRENT ASSETS		1,752	1,867	1,756	1,871
NET ASSETS		<u>1,784</u>	<u>1,883</u>	<u>1,788</u>	<u>1,887</u>
REPRESENTED BY FUNDS:					
Restricted funds	14	537	658	537	658
Designated funds	15	200	600	200	600
Unrestricted funds		1,047	625	1,051	629
TOTAL FUNDS		<u>1,784</u>	<u>1,883</u>	<u>1,788</u>	<u>1,887</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the directors and authorised for issue on and are signed on their behalf by:

Carol A. Stone

Carol Stone, Chair

Company Registration Number: 2912597

The notes on pages 24 to 30 form part of these financial statements.

10/12/23

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2023

Consolidated Cash Flow Statement

31 March 2023

	2023	2022
	£	£
Cash flows from operating activities		
Net (deficit)/surplus	(99)	127
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	14	7
Loss on disposal of fixed assets	-	-
Interest received	(4)	-
<i>Changes in:</i>		
Trade and other debtors	746	(531)
Trade and other creditors	62	65
Cash generated from operations	808	(466)
Interest received	4	-
Net cash from operating activities	723	(332)
Cash flows from investing activities		
Purchase of tangible assets	(30)	(12)
Proceeds from sale of investments	-	-
Net cash used in investing activities	(30)	(12)
Net increase/(decrease) in cash and cash equivalents	693	(344)
Cash and cash equivalents at beginning of year	807	1,151
Cash and cash equivalents at end of year	1,500	807

Parent Company Cash Flow Statement**31 March 2023**

	2023	2022
	£	£
Cash flows from operating activities		
Net (deficit)/surplus	(99)	127
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	14	7
Loss on disposal of fixed assets	-	-
Interest received	(4)	-
<i>Changes in:</i>		
Trade and other debtors	(746)	(531)
Trade and other creditors	62	65
Cash generated from operations	(808)	(466)
Interest received	4	-
Net cash from operating activities	<u>723</u>	<u>(332)</u>
Cash flows from investing activities		
Purchase of tangible assets	(30)	(12)
Proceeds from sale of investments	-	-
Net cash used in investing activities	<u>(30)</u>	<u>(12)</u>
Net increase/(decrease) in cash and cash equivalents	693	(344)
Cash and cash equivalents at beginning of year	793	1,137
Cash and cash equivalents at end of year	<u>1,486</u>	<u>793</u>

Notes to Consolidated Accounts

Funds Received for Activities

The following funds were received to deliver a range of activities:

	Unrestricted	Restricted NYA	2023	2022
	£000	£000	£000	£000
National Citizen Service	-	119	119	17
DCMS		2,466	2,466	2,158
Youth Futures Foundation	-	-	-	300
Nat West Plc		429	429	-
SIB	-	407	407	-
Other	91	271	362	423
Total	91	3,692	3,783	2,898

1. Investment Income

Investment income is interest on short-term bank deposits.

2. Resources expended on Charitable Activities

	Staff	Direct	Other	2023	2022
	£000	£000	£000	£000	£000
Developing a skilled and effective Youth Sector Workforce	1,209	1,063	452	2,724	2,154
Influencing practice through policy and research	185	287	42	514	491
Creating opportunities for young people	417	216	15	648	126
Total	1,811	1,566	509	3,886	2,771

Direct costs are those associated with providing the activity, including external delivery partners engaged on programmes, costs of running events and published materials. Other costs include support costs detailed in note 6 below.

3. Analysis of Support Costs for 2023

The National Youth Agency incurs costs which are not directly attributable to any one of its charitable activities but relate to the operation of the organisation. An analysis of support costs is as follows and is allocated to activities based on levels of income.

Support cost	2023 £000	2022 £000
Rent, rates and office costs	23	41
Printing, postage, stationery, and telephone	16	9
IT and related costs	152	52
Professional fees	59	59
Depreciation	14	7
Marketing and publications	22	27
Irrecoverable VAT	136	109
Other	87	62
	509	366

4. Net Incoming Resources

Net incoming resources are stated after charging:

	2023 £000	2022 £000
Auditors' remuneration - Audit services	11	10
Depreciation	7	7

6. Gross transfer between funds

Transfers have been made from restricted funds to unrestricted funds at the year-end where surplus funds arising will not be clawed back by funders. Transfers from unrestricted funds at the year-end are to cover any deficits on restricted funds.

6. Pension scheme

The charity participates in a workplace scheme provided by Aegon which is accounted for as a defined contribution scheme. Charges for the year amounted to £76k.

8. Employee and trustee information

The average number of persons (including part-time staff) employed by the group, including operational directors during the year were as follows:

	2023	2022
	FTE	FTE
Total	48	26

The aggregate costs of these persons were as follows:

	2023 £000	2022 £000
Salaries and wages	1,500	1,017
Social security costs	163	104
Pension costs	76	57
Other staff related costs	72	35
Total	1,811	1,213

Four individuals (2022: two) earned between £60,000 and £69,999.

One Individual (2022: two) earned between £70,000 and £79,999.

One individual (2022: one) earned between £80,000 and £89,999.

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The compensation paid to key management personnel for services provided to the charity was £492,385 (2022: £325,335).

Trustees neither received nor waived any emoluments during the year in their capacity as Trustees of The National Youth Agency. No travel expenses were reimbursed to Board members during the year (2022: nil).

9. Tangible Fixed Assets**Group and Company**

Company	Computer equipment £000	Fixtures and fittings £000	Total £000
Cost			
At 1 April 2022	64	7	71
Additions	30	-	
Disposals	(28)	-	-
At 31 March 2023	66	7	73
At 1 April 2022	48	7	55
Charge for year	14	-	14
Disposals	(28)	-	(28)
At 31 March 2023	34	7	41
Net book value			
At 31 March 2023	32	-	32
At 31 March 2022	16	-	16

10. Investments

Included in investments is £1 (2022: £1) investment in a subsidiary company at cost (see note 16). The charity also holds investments in NYA Youth Work Foundation, and NYA Education, which were both dormant throughout the year to 31 March 2023.

11. Debtors

	Consolidated		Company	
Amounts falling due within one year	2023 £000	2022 £000	2023 £000	2022 £000
Trade debtors	69	80	69	80
Other debtors	3		3	3
		3		
Amount due from subsidiary undertaking	-	-	18	18
Prepayments and accrued income	591	1,326	591	1,326
Total debtors	663	1,409	681	1,427

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2023

DCMS grant income of £537k relating to 2023 was received post year end.

12. Creditors falling due within one year

	Consolidated		Company	
	2023	2022	2023	2022
	£000	£000	£000	£000
Trade creditors	265	168	265	168
Other taxation and social security	77	46	77	46
Other creditors	12	12	12	12
Accruals	51	56	51	56
Deferred income	6	67	6	67
Total	411	349	411	349

Analysis of deferred income is as follows:

	Consolidated		Company	
	2023	2022	2023	2022
	£000	£000	£000	£000
Brought forward	67	51	67	51
Utilised	(67)	(51)	(67)	(51)
Arising	6	67	6	67
Total	6	67	6	67

Deferred income is payments received for managing youth work programmes where the related expenditure will be incurred after 31 March 2024.

13. Financial commitments

There were no capital commitments at 31 March 2023.

14. Restricted funds

	At 31 March 2022 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer £'000	At 31 March 2023 £'000
Developing a skilled and effective Youth Sector Workforce	608	2,189	(1,738)	(594)	465
Influencing practice through policy and research	50	579	(514)	(115)	-
Creating opportunities for young people	-	924	(648)	(204)	72
	658	3,692	(2,900)	(913)	537

Due to the nature of funding across a number of large individual projects, the restricted funds have been apportioned across the main areas of charitable activity. Details of the individual projects are included in the Trustees Report. Details of transfers between funds are set out in note 6.

15. Designated Funds

A designated fund of £200,000 has been set aside at 31 March 2023 to fund the amplifi programme, digital development across the Youth Work One platform and scope options for building best practice and approaches for digital youth work delivery in the coming years.

16. Subsidiary company

The National Youth Agency controls NYA Trading Limited. The principal activities of NYA Trading Limited are the provision of training and other commercial services.

A summary of the financial activities for the year and of the assets of NYA Trading Limited is:

	2023 £000	2022 £000
Income	-	-
Resources expended	-	-
Net (Outgoing)/ Incoming Resources	-	-
Assets	14	14
Liabilities	(18)	(18)
Funds	(4)	(4)

17. Parent charitable company

The unconsolidated deficit of the parent charitable company for the year was £99k (2022 surplus £127k).

18. Related Party Transactions

There are no related party transactions that require disclosing.

19. Analysis of net assets between funds at 31 March 2023

	Unrestricted Funds	Restricted Funds	Total Funds 2023
	£000	£000	£000
Tangible fixed assets	32	-	32
Current assets	1,626	537	2,163
Creditors less than 1 year	(411)	-	(411)
Net Assets	1,247	537	1,784

Trustees and Management

NYA Committee Membership 2022/3

Board of Trustees

Barbara Bradley (Chair) - stepped down 18/11/2022

Toby Ducker (Interim Chair) appointed 18/11/2022, (Chair of Finance and Governance)

Carol Stone (Vice Chair (Chair of Impact Committee))

Alex Renshaw (Chair of Growth Committee)

Kenneth Meeson (Chair of Audit Committee)

Mark Norris (Chair of People Committee)

Gill Millar (Chair of Education & Training Standards Committee) – stepped down 4/5/2022

Breda Leyne (Chair of Education & Training Standards Committee) – appointed 25/05/2022

Sally Carr (Chair of NYA Safeguarding Board)

Ali Pickering

Amma Anderson

Daniel Chery

Gabriel Buck

Helen Watson

Mark Cory

Mervyn Kaye

Lynne Stevens – stepped down 23/10/2022

Finance and Governance Committee

Toby Ducker (Chair)

Gabriel Buck

Carol Stone

Lynne Stevens – stepped down 23/10/2022

Audit Committee

Cllr Kenneth Meeson (Chair)

Toby Ducker

Growth Committee

Alexandra Renshaw (Chair)

Lynne Stevens - stepped down 23/10/22

Alison Pickering

Gabriel Buck

People Committee

Mark Norris (Chair)

Helen Watson

Mark Cory

Daniel Chery

Impact Committee

Carol Stone (Chair)

Sally Carr

Amma Anderson

Mervyn Kaye

Education and Training Standards Committee

Gill Millar (Chair) – stepped down 4/5/2022

Breda Leyne (Chair) – appointed 25/5/2022

Alan Smith

Carol Stone

Charlee Bewsher

Christine Smith - stepped down 19/7/2022

Darren Lake

David Algie

David Howell

El Warren

Graham Griffiths

Jaffer Ali Hussain

Jess Achilleos - appointed 19/7/2022

Kayleigh Wainwright

Kerry Gray – appointed 19/7/2022

Kev Henman – stepped down 19/7/2022

Liz Hassock - stepped down 4/5/2022

Mark Straw

Ruth Rickman-Williams – appointed September 2022

Ry Harris

Shaun Watson

Sheila Curran - stepped down 19/7/2022

Simon Williams – appointed September 2022

Siobhan Endean - stepped down 4/5/2022

Sue Gill

NYA Trading Limited

Leigh Middleton

Amanda Fearn

Principle Places of Business and Advisors

The National Youth Agency
9 Newarke Street
19-23 Humberstone Road
Leicester
LE1 5SN

Auditors

Haines Watts, Chartered Accountants
Old Station House
Station Approach
Newport Street, Swindon
SN1 3DU

Bankers

Barclays Bank
Town Hall Square, Leicester
LE1 9AA

Solicitors

Bates Wells
10 Queen Street Place,
London,
EC4R 1BE

By order of the Board

Carol Stone Chair: *CAROL A Stone*

Date: *10/12/2023*

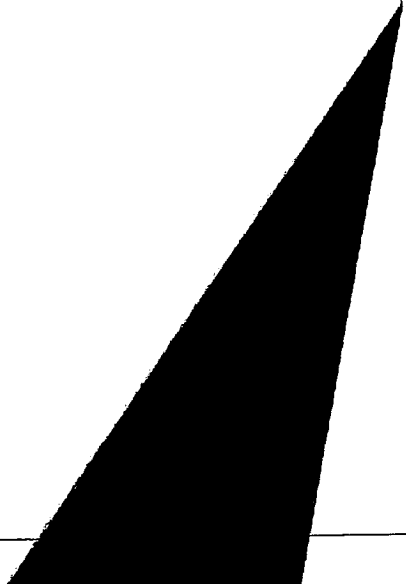
National Youth Agency

9 Newarke Street, Leicester LE1 5SN

Company registration no. 2912597

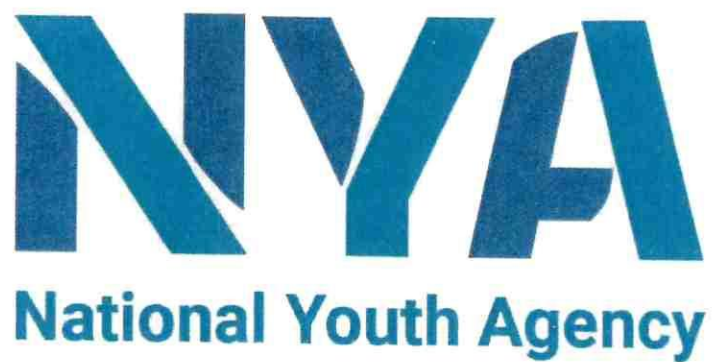
Register charity in England and Wales no. 1035804

nya.org.uk



Accounts

Company Registration Number: 2912597
Charity Registration number: 1035804



THE NATIONAL YOUTH AGENCY
(COMPANY LIMITED BY GUARANTEE)

Report of the Trustees and audited financial statements for the year 31 March 2022

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

Report and Financial Statements 31 March 2022

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REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

1. REPORT OF THE TRUSTEES 2021/22

1.1 Introduction

The Trustees present their annual report (including the directors' report as required by company law) and audited financial statements for the year ended 31 March 2022.

1.2 Reference and Administrative Information

The National Youth Agency (The NYA) is a company limited by guarantee with a company registration of 2912597 and is registered with the Charity Commission for England and Wales under number 1035804.

NYA Trading Limited is a 100% owed trading subsidiary of The National Youth Agency and is a company registered in England and Wales under number 07570045.

Details of the Trustees for both organisations are provided on pages 29 and 30. Principal places of business and professional advisers of the charity are shown on page 30.

1.3 Structure, Governance and Management

The National Youth Agency operates within its Memorandum and Articles of Association which are registered with Companies House and the Charity Commission.

Trustees who held office during the year are detailed on page 29. The Chair is selected by the other Trustees either from the existing Trustee Board or through external recruitment. The Trustee Board is responsible for the strategic direction of the organisation and ensuring it is financially and operationally sound in all its policies and practices. The Board holds the Chief Executive and team to account in this respect. The current Chair is Barbara Bradley who is supported by Carol Stone and Toby Ducker as vice-Chairs.

The Board of Trustees has in place a Nominations and Procedures Committee (known as the People Committee). Part of the remit of this Committee is to make recommendations to the Board on the appointment and reappointment of Trustees, having regard at all times to the provisions of the Memorandum and Articles of Association. Consideration is given to the composition of the Board in terms of the collective skills and experience required to support the NYA's operational strategy and to ensure its charitable aims are delivered. Over the course of the COVID pandemic the focus was on retention of the current Board of Trustees to provide as much stability and continuity as possible at board level. Toward the end of 2021 a recruitment process took place to increase Board diversity and four new trustees were appointed at the February Board of Trustees.

The Board regularly undertakes reviews of its performance through a process of self-assessment against key objectives.

The Board of Trustees is supported by an Audit Committee which is responsible for ensuring the safeguarding of the charity's assets. A Finance & Governance Committee advises the Board on financial matters and the members of these committees are shown on pages 29 and 30. In addition, sub-groups are established to support the Executive team in our Growth (business development and fundraising), our Impact and to support on matters relating to our people (HR).

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

During 2021-22 the authority to conduct the day-to-day activities of the organisation was delegated by the Board to Mr Leigh Middleton who is the Charity's CEO. The Chief Executive is responsible for the implementation of the strategy and policies agreed by the Board.

The remuneration of key management personnel is set by the Board, with the policy objective of ensuring that they are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with other charities to ensure that the Charity remains sensitive to the broader issues of pay and employment conditions elsewhere. This year the review was conducted in February 2022 and a decision made by trustees to provide a 7% pay lift for all staff. This was in recognition of the cost-of-living increases that all faced, and that NYA held reserves and pipeline to provide confidence to award this level. Please note that this decision was made in February and was implemented to flow back the 7% lift to January 2022.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope to be rewarded for excellence. Delivery of the Charity's charitable vision and purpose is primarily dependent on our key management personnel and staff costs represents a significant proportion of our charitable expenditure. Through the 2021-22 period, NYA continued to expand the staff base in line with the increased activity and funding received. We formalised and made permanent our interim Head of Operations post and recruited for a Deputy Director of Youth Work, Workforce Officer, managers for our safeguarding work and amplifi platform and built our youth work specialist team by three additional appointments. We were also delighted to welcome three young people to our team, supporting our project work.

The Trustees regularly consider the major strategic, business, and operational risks facing the organisation, and these are reviewed by the Audit Committee and managed by the Executive team. Trustees pay particular attention to financial risk and the impact of funding changes, in particular:

- The impact of a reduction or discontinuation of income from one of its major funders; NYA has explored ways to actively diversify its income base in the last few years. This work has been led by the Director of Growth and Business Development Manager who are implementing a strategic plan to secure a depth and breadth of funds. Toward the end of the financial year 21/22 we engaged a major corporate partner and as this evolves in future years, will be a positive step to balance our positive levels of Government grants.
- Insolvency, cessation of trading by delivery partner or outsource provider. NYA maintains strong relationships with senior staff in these organisations and actively monitors performance within them.
- Reputational risks range from specific incidents within programmes (e.g. safeguarding) to much wider reputation management challenges. Policies are in place for safeguarding and media management and the large programmes we run have a crisis plan in place.
- Cyber risks with the increasing use of digital and expansion of data collection. An outsourced contract for a Chief Technology Officer was put in place in January 2022 with the remit to review all NYA digital practice and policies and to support the digital build across the organisation and our service provision. The NYA has secured the Cyber Essentials quality mark and is working towards Cyber Essentials Plus.
- Active financial management to ensure reserve levels are within reserve policy guidelines and sufficient to meet the organisation's commitments.

1.4 Objectives and Activities

The objects of the charity and limited company, as set out in its governing document, are:

To maintain an Agency for the benefit of the community in general and young people in particular as a centre for the assistance in the training of young people so as to develop their physical, mental and spiritual capacities.

We are very serious about youth work, enabling young people to believe in themselves and to prepare for life. Educators, policy makers and employers all have crucial roles to play here. Youth work focuses on working holistically with young people. It's about building resilience and character and giving young people the life skills (often totally misleadingly described as "soft"), they need to live, learn, work, achieve and interact successfully with other people (see our definitions of youth work).

The National Youth Agency is the national body and Professional Statutory Regulatory Body (PSRB) in England for this important, under-recognised discipline. We have taken the lead in championing it for over fifty years. But as the choices and challenges facing young people get more demanding and the public funding to support them has decreased in the previous decade, our mission gets more urgent every day.

Our mission is to transform the lives of young people through the power of youth work. We do this through:

- **Influencing practice through policy and research**— showcasing great practice, incubating new approaches, celebrating its many thousands of practitioners, and winning more understanding of the value and depth of the discipline among policy makers, educators, and employers.
- **Developing a skilled & effective youth sector workforce**— training youth workers, setting occupational standards, offering accreditation for professional development, and constantly researching, innovating, and improving the methodologies and practice of youth work in all its forms.
- **Creating opportunities for young people**— making it happen through our networks of front-line youth work providers, our deep experience of managing complex projects and through innovative tie-ups and funding arrangements with imaginative commercial and public sector partners.

In April 2020 we launched a new five-year strategy to guide our work against our mission. However, this coincided with the start of the COVID-19 lock down and growing pandemic and we pivoted our energies to what the youth sector needed doing in the moment. Our strong strategy enabled the clarity and pace for who we are and what we do best as the home of youth work. COVID-19 played a major part into the FY21/22 and we continued to build the work from the previous year, driving our digital growth to provide online support, resources, discussions, learning and qualifications to enable high quality youth work responses to the pandemic, leading research to understand the changing landscape for young people and the necessity of youth work within this and importantly we held our role to steer the youth sector through our COVID-19 guidance, working with Government to ensure clarity on the delivery of youth activities as levels of COVID rose and lessened.

1.5 Public Benefit

NYA works in accordance with the Charity Commission's guidance which requires clarity in the public benefit arising from the organisation's work and clearly identified public beneficiaries.

NYA's work in leading and developing the sector drives the quality and relevance of youth work across England.

- Training those working with young people to have the knowledge, skills, and confidence to deliver high quality, impactful services, build on the needs of young people.
- Increasing safe practice by building training specifically for safeguarding and risk management in youth work environments.

NYA's work also meets this public benefit requirement in all its direct delivery programmes with young people:

- Supporting young people's skills development as well as practical information to help with employment so they are better able to enter the job market.
- Educating young people in financial management techniques in order that they can more easily transition into adulthood and life as an employee.
- Supporting social integration by building young people's confidence, self-belief, and experience in mixing with others from different backgrounds.
- Working with marginalised and disadvantaged young people to understand the challenges they face in getting involved in social action projects.
- Giving young people a meaningful voice in the world and ensuring they are involved in the development of services intended for them.

1.6 Achievements and Performance

Context

The NYA had a strong performance during 2021/22 which was overshadowed by the ongoing COVID-19 pandemic. During the year the NYA responded to over 11,000 enquiries from all corners of the youth sector who needed our help. The youth sector landscape is bleak with around 25% of youth projects not re-opening because of the pandemic. As a result, the NYA doubled our efforts to respond to the needs of young people and to support the reinvention and recovery of youth services across England.

The NYA continued to provide up-to-date guidance in line with Government Regulations to ensure the youth sector provided the maximum levels of support for young people. Our work secured Key Worker status for youth work practitioners and Essential Services status for youth work providers which cemented the vital importance of youth work across England.

In responding to the sectors needs the NYA invested in our digital tools and capabilities to provide greater access to free tools, resources and training which was vital to keeping youth services safe and effective. The NYA also launched the first National Youth Sector Census to map the youth sector for the first time in over a decade. This is a direct response to a government challenge understand and baseline the youth sector landscape before any major programme of investment could be considered. The NYA successfully mapped over 50% of the sector by March 2022 and this work will continue in to 2023. The NYA is building a new Data Warehouse and analysis tools to allow easy access and use of the Census data.

The NYA was able to expand the capacity and reach of the NYA Academy through offering 18 free online courses for youth workers. The Academy has also continued to offer DCMS funded bursaries

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

to over 558 learners who come from underrepresented groups. The NYA worked with regional partners to flow down and invest in local training providers. The NYA's goal is to strengthen local infrastructure through national co-ordination and investment.

We have built on our previous years DCMS funding and established a positive, supportive, and productive relationship with DCMS, securing grant income for our core operations and workforce development, investment in initial training through a bursary programme and for our COVID-19 guidance support. In the face of adversity, NYA has much to be proud of and recognition goes to the work of the team who have worked relentlessly to respond to need and achieved an enormous amount in the period of this financial year.

The NYA has continued its work to improve EEDI practices. Following a mini review by the Equality Trust the NYA appointed a consultant to complete a more in-depth review of our internal practices. Following this review the NYA has taken considerable steps to update policies, procedures and HR practices to keep the organisation at the forefront of this fast-developing areas of leadership and governance. We have been very aware for some time of the need to improve the boards diversity and worked with Inclusive Boards to appoint four new trustees. By March 2022 25% of the NYA's board were from Black or People of Colour, or other underrepresented groups.

Finally, the NYA launched several wide-ranging reviews:

1. Digital and Cyber Security Review
2. Joining the Dots – Review of support needed by frontline youth providers post pandemic
3. NYA Mission, Vision and Purpose review – linked to our impact

The reviews above will report in 2022/23 and are expected to shape the future direction of the NYA as the world adjusts to a post pandemic world and the impact of the war in Ukraine. The NYA overnight reinvented itself to meet the needs of our sector when the pandemic struck. As the pandemic hopefully fades the NYA needs to reflect on our role once more, alongside our partners and stakeholders, in supporting great youth work to happen across England.

Key achievements and performance

Highlights of the year included:

Delivering a skilled & Effective youth sector workforce:

- Delivering a series of developments to underpin the development of the youth workforce (DCMS).
 - Renewed guidance to support the revised Levels 2 and 3 Youth Work qualifications and wide communications to promote the take up of these.
 - Work towards a new Level 3 and level 6 Youth Work apprenticeship qualification.
 - Consultation and development of a framework for future Level 4 and 5 qualifications.
 - Development of an online Safeguarding and Risk Hub for Youth Work.
 - Development of the NYA online Learning Platform with significant content/resources build to support the meeting of the needs of young people's lives and build specialist skills and knowledge.
 - Associated online webinars and discussion forums to support youth workers share, learn and co-support in the face of the additional COVID-19 challenges.
 - Secured and initiated delivery, in partnership with Regional Youth Work Units, of an additional 558 places for youth work bursaries at level 2 and level 3.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

- Consultation and drafting of a workforce strategy to guide sector wide activity to secure and grow the profession of youth work over the coming years.
- Through our **Education and Training Standards Committee** NYA led the sector's thinking and development in workforce matters. Through NYA the committee undertook validations of higher education youth and community work courses during 2021-22 and worked with the learning organisations to manage the restrictions of COVID-19 for students requiring placement work with young people to limit impact on their studies. NYA completed the annual monitoring report to both quality assure learning programmes and assess the current levels of learners within level 6 and 7 programmes and the opportunities and challenges for training providers. NYA was the UKCES sector skills provider for youth and community work and supported the Joint Negotiating Committee's engagement with voluntary youth sector employers.
- The continued build of the NYA Academy; with the support of funders this has secured a range of accessible training, supporting over 1,000 learners.
- Securing an additional £630,000 to fund bursary places for level 2 and 3 qualifications across community organisations.
- Delivered bespoke training and development for national organisations solidifying our profile as a key provider of initial youth work qualifications and CPD.

Influencing practice through policy and research:

- Facilitating connectivity and voice for lead stakeholders through the National Advisory Board, connecting lead national and regional organisations with policy makers and funders to bring a collective discussion around youth services and young people.
- Delivered a series of reports to explore the landscape of young people's lives and positioning youth works response. These aimed to make the case for protecting investment in young people:
 - **Between the Lines: The role of youth work in addressing gangs**
 - **Outside Looking In: Youth Employment and youth work**
 - **Times Running Out: The impact of COVID-19 on the youth sector**
 - **Overlooked: Rural youth services**
 - **Keeping Young People in Sight: Youth work and safeguarding**
- Foundation work for developing a framework for a National Census and Workforce strategy through the Research Hub continued.

Creating opportunities for young people:

- NYA continued to develop the amplifi programme for young people with a focus on employment. Amplifi will evolve to become the NYA's digital hub for young people to access great youth work by 2025.
- The NYA secured a new pilot programme with a large national bank which we expect to convert into a multi-year investment in young people.
- The NYA sponsored the Children and Young People Now Awards youth work category which recognises the impact of youth sector organisations work.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

1.7 Financial Review and plans for future periods

The position of the group and the charity at the year-end is set out on page 19.

Due to COVID-19 the NYA experienced a second different financial year to normal. We secured increased funding from DCMS and other funders who were excellent in supporting our work. The NYA also benefitted from our backers changing the pace and nature of their support in response to the pandemic.

NYA's total income in 2021-22 was £2,898,000. The principal sources of income were from the DCMS and Youth Futures Foundation. Total expenditure of £2,771,000 on charitable activities resulted in net incoming resources of £127,000.

The Board of Trustees has discussed the level of appropriate reserves heading into the financial year 22-23 and has agreed to designated reserves up to £600,000 to drive forward key aspects of NYA activity to support our core mission.

Within the challenging funding landscape for charities, generating new income support continues to be the agency's greatest challenge. Our successful relationship and grants from DCMS have been vital in providing a stronger sustainability platform for our core work, which in turn cements our valuable role in the sector and attracts additional funders towards our work. The focus now is to avoid over reliance on Government support and through the established Growth Directorate, focus on diversifying the income streams. We made headway into this during the financial year 21-22 with additional grants and through our growing traded services work.

Reserves

Trustees agreed a revised target of a minimum of £350,000 for 2021-22 for unrestricted reserves. The purpose of this reserve is to provide working capital for the Charity and ensure that it would be able to manage a shutdown of the organisation in the event of any sudden downturn in funding or calls on its resources.

At 31 March 2022 the group had total reserves of £1,883,000 (2021 £1,756,000). Of this total, £1,225,000 represented unrestricted funds and £658,000 represented restricted funds. From the unrestricted reserves, £600,000 has been made allocated as designated reserves (note 15). This reflects the organisations commitment to hold a robust level of free reserves for sustainability whilst balancing the need to invest in activity that furthers our charitable objects. The Board is conscious that the NYA's income from key sources is highly uneven and time between payments/agreements can be lengthy. To mitigate cashflow risk the charity holds a higher than ideal level of free cash reserves to mitigate these fluctuations. However, the trustees are aware the NYA exists to achieve our charitable mission and so has allocated designated funds to key strategic priorities to ensure reserves remain reasonable.

Details of the restricted funds are given in note 14. Free reserves at the year-end (unrestricted funds not designated or tied up in tangible fixed assets) were £609,000 (2021 £829,000).

Future Plans

Following the continued DCMS investment and with relationships established with a broader base of grant funding and increased traded services, NYA is confident in its ability to build on success and expand its support offer to the sector. We cannot underplay the impact of COVID-19 on the youth

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

sector as a whole and we expect to see a significant impact on direct delivery and expect several organisations to close.

We will continue our research and policy work to make and stress the need for financial support for youth work and services to young people and hope that the Government's commitment to a Youth Investment Fund will be released to support the youth sector as we emerge from the pandemic and respond to the needs of young people.

Statement of Trustees' Responsibilities

Charity and Company law require the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing the financial statements giving a true and fair view, the Trustees should follow best practice and are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and which enable them to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant information of which the charity's auditors are not aware; and,
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Basis of accounting

The annual financial statements are attached to this report. These have been prepared in accordance with the policies summarised on pages 16, 17 and 18. This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

By order of the Board



Barbara Bradley

18 Nov 2022

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NATIONAL YOUTH AGENCY

Opinion

We have audited the financial statements of the National Youth Agency (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the group Statement of Financial Activities, group and parent charitable company Balance Sheets, group and parent company Cash Flows Statements and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2022, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NATIONAL YOUTH AGENCY

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NATIONAL YOUTH AGENCY

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Companies Act 2006, UK GAAP Charity SORP (FRS102), Charities Act 2011 and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NATIONAL YOUTH AGENCY

Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

This report is made solely to the charitable company's members and trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members and trustees as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb ACA

Susan Plumb ACA Senior Statutory Auditor
For and on behalf of
Haines Watts, Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3ED

Haines Watts is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

24 Nov 2022

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

ACCOUNTING POLICIES

General information

The charity is a private company limited, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 9 Newarke Street, Leicester, LE1 5SN.

Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Charities Act 2011. The charity constitutes a public entity benefit.

Basis of Preparation of the Accounts

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.

Going Concern

The group had net assets available for operating activities of £1,883K at 31st March 2022.

The NYA started 2022/23 for the first time in over a decade with no historical debts or legacy liabilities and with unrestricted reserves of £1,225k. This has positioned the NYA well for future stability and growth to meet the needs of the Youth Sector as it emerges from the challenges of the COVID19 Pandemic. During the Pandemic the NYA secured Key Worker and Essential Service priority status for youth work in England. As a result, this led to the DCMS mainstreaming funding for the NYA into their core budgets following the 2021 Comprehensive Spending Review. The NYA has now negotiated core funding for its workforce, safeguarding and Census/data projects from the DCMS until March 2025.

The NYA has also been able to secure mainstream funding of the Youth Worker Bursary funding until March 2023 which amounts of a further £1m invest in the youth sector via the National Youth Agency.

The NYA board has set a goal to have a diverse portfolio of income and to minimise over reliance on its core DCMS funding. The organisation is working towards having 50% of its income from other non-core DCMS grant funding and is making steady progress towards this. The NYA has also invested in the NYA Academy to grow our commercial training offer through investing in a wide range of local and regional delivery partners. The NYA Academy team continues to expand as demand for our support grows post pandemic.

The NYA has been successful once more in securing income from the following sources in 2022/23:

1. Donations and gifts (including pro bono)
2. Grants and Trusts
3. Traded Services (NYA Academy)
4. Corporate Social Responsibility partnerships.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

ACCOUNTING POLICIES

Market conditions remain tough in the light of the pandemic hangover, Brexit and the cost-of-living crisis meaning securing significant new income streams is not easy. However, we have a strong income generation strategy in place to drive the Directorate for Growth. If no new income is secured reserves and committed income will support the Charity's operations until at least March 2025, with reduced spending extending this if required.

This concludes that at the time of signing the accounts, the agency has over one year before the reserves balance reaches the £350,000 floor where the Trustees will trigger the shut-down of the organisation. Please note that in the light of the pandemic and the learnings from this, plus the new structure put in place in 2019-20, the reserves floor has been raised by the Board of Trustees to better reflect the level required to protect up to three months running costs.

As a result of the above the trustees continue to adopt the going concern basis when preparing the financial statements.

Consolidation

NYA Trading Limited is a wholly owned subsidiary of the charitable company. Accordingly, the results of NYA Trading Limited are consolidated on a line-by-line basis into these financial statements. The charitable company has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

Incoming Resources

Incoming resources represent the amount due for the period and reflect their nature and source. Income is generally recognised on a receivable basis, where the amount is reasonably certain and there is adequate certainty of receipt. Specific bases used are as follows:

- Grants have been taken as received in the period based on the extent of the work undertaken and, where applicable, the terms of supporting contracts. Grant income is treated as 'restricted funds' where the associated contract and other documentation prescribe the products and services to be supplied.
- Income from conferences, events, sales of publications, provision of consultancy services and provision of support to partner organisations is included on the supply of the goods and services. Such income is treated as 'unrestricted funds' where the provision of such goods and services are not required by an agreement.

Resources Expended

Expenditure is recognised in the financial statements at the time of the activity which gives rise to the cost.

Resources expended on Charitable Activities include the direct costs of delivering those activities together with a proportion of the support costs of the organisation.

Support costs are allocated to activities on a basis detailed in note 4 to the consolidated financial statements.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

ACCOUNTING POLICIES

Fund accounting

The unrestricted funds are general funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Pension costs

The charity participates in a workplace scheme provided by Aegon which is accounted for as a defined contribution scheme.

The charity did participate in the Leicestershire County Council Superannuation Scheme, a defined benefit scheme. An exit agreement was reached such that the charity left the scheme at 31 March 2021.

Fixed Assets and depreciation

The company treats as assets all IT items in excess of £100 and all other items over £200. Depreciation is provided on the cost in equal annual instalments to write them off over their estimated economic lives. These vary according to the asset type as follows

Computer equipment	3-4 yrs
Fixtures and fittings	5 yrs or over the length of the lease

Debtors and prepayments

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

Creditors and provisions

Creditors and provisions 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 to settle the obligation can be measured or estimated reliably.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight-line basis over the period of the lease.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including Income and Expenditure Account)

For the Year Ended 31st March 2022

	Note	2022 Unrestricted	2022 Restricted	2022 Total	2021 Total
		£000	£000	£000	£000
INCOME FROM:					
Charitable activities:					
Funds received for Activities	1	372	2,526	2,898	2,877
Investment income	2	-	-	-	-
Total Income		372	2,526	2,898	2,877
EXPENDITURE ON:					
Charitable activities:	3				
Developing a skilled and effective Youth Sector Workforce		484	1,670	2,154	1,318
Influencing practice through policy and research		118	373	491	589
Creating opportunities for young people		18	108	126	85
Total expenditure		620	2,151	2,771	1,992
NET SURPLUS/(EXPENDITURE)		(248)	375	127	885
Transfer between funds	14	33	(33)	-	-
Other recognised gains / (losses)					
Release of pension liability	7	-	-	-	4,899
		(215)	342	127	5,784
NET MOVEMENT IN FUNDS					
Total funds brought forward		1,440	316	1,756	(4,028)
Total funds carried forward		1,225	658	1,883	1,756

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

CONSOLIDATED AND COMPANY BALANCE SHEET

As at 31 March 2022

	Note	Consolidated		Company	
		2022	2021	2022	2021
		£000	£000	£000	£000
FIXED ASSETS					
Tangible assets	9	16	11	16	11
Investments	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	1,409	878	1,427	896
Cash at bank & in hand		807	1,151	793	1,137
		2,216	2,029	2,220	2,033
CREDITORS: Amounts falling due within one year	12	(349)	(284)	(349)	(284)
NET CURRENT ASSETS		1,867	1,745	1,871	1,749
NET ASSETS		1,883	1,756	1,887	1,760
REPRESENTED BY FUNDS:					
Restricted funds	14	658	316	658	316
Designated funds	15	600	600	600	600
Unrestricted funds		625	840	629	844
TOTAL FUNDS		1,883	1,756	1,887	1,760

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the directors and authorised for issue on 18 Nov 2022 and are signed on their behalf by:



Barbara Bradley, Chair
Company Registration Number: 2912597

The notes on pages 22 to 28 form part of these financial statements

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

CONSOLIDATED CASH FLOW STATEMENT 31 March 2022

	2022 £	2021 £
Cash flows from operating activities		
Net surplus/(deficit)	127	5,784
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	7	5
Loss on disposal of fixed assets	-	-
Defined benefit pension liability movement	-	(4,899)
<i>Changes in:</i>		
Trade and other debtors	(531)	(655)
Trade and other creditors	65	(98)
Cash generated from operations	(466)	(753)
Interest received	-	-
Net cash from operating activities	<u>(332)</u>	<u>137</u>
Cash flows from investing activities		
Purchase of tangible assets	(12)	(9)
Proceeds from sale of investments	-	-
Net cash used in investing activities	<u>(12)</u>	<u>(9)</u>
Net decrease in cash and cash equivalents		
Cash and cash equivalents at beginning of year	<u>1,151</u>	<u>1,023</u>
Cash and cash equivalents at end of year	<u>807</u>	<u>1,151</u>

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

PARENT COMPANY CASH FLOW STATEMENT 31 March 2022

	2022 £	2021 £
Cash flows from operating activities		
Net surplus/(deficit)	127	5,784
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	7	5
Loss on disposal of fixed assets	-	10
Defined benefit pension liability movement	-	(4,899)
<i>Changes in:</i>		
Trade and other debtors	(531)	(654)
Trade and other creditors	65	(98)
Cash generated from operations	(466)	(752)
Interest received	-	-
Net cash from operating activities	(332)	138
Cash flows from investing activities		
Purchase of tangible assets	(12)	(9)
Proceeds from sale of investments	-	-
Net cash used in investing activities	(12)	(9)
Net decrease in cash and cash equivalents		
Cash and cash equivalents at beginning of year	1,137	1,008
Cash and cash equivalents at end of year	793	1,137

NOTES TO THE CONSOLIDATED ACCOUNTS

1. Funds received for Activities

The following funds were received to deliver a range of activities:

	Unrestricted	Restricted NYA	2022	2021
	£000	£000	£000	£000
National Citizen Service	-	17	17	8
Telefonica/O2	-	-	-	48
DCMS	136	2,022	2,158	2,150
Youth Futures Foundation	-	300	300	59
The Big Lottery	-	-	-	299
Other	236	187	423	313
Total	372	2,526	2,898	2,877

2. Investment Income

Investment income is interest on short-term bank deposits.

3. Resources expended on Charitable Activities

	Staff £000	Direct £000	Other £000	2022 £000	2021 £000
Developing a skilled and effective Youth Sector Workforce	997	879	278	2,154	1,318
Influencing practice through policy and research	146	286	59	491	589
Creating opportunities for young people	70	27	29	126	85
Total	1,213	1,192	366	2,771	1,992

Direct costs are those associated with providing the activity, including external delivery partners engaged on programmes, costs of running events and published materials. Other costs include support costs detailed in note 6 below.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

4. Analysis of Support Costs for 2022

The National Youth Agency incurs costs which are not directly attributable to any one of its charitable activities but relate to the operation of the organisation. An analysis of support costs is as follows and is allocated to activities based on levels of income.

Support cost	2022 £000	2021 £000
Rent, rates and office costs	41	68
Printing, postage, stationery, and telephone	9	7
IT and related costs	52	34
Professional fees	59	57
Depreciation	7	5
Marketing and publications	27	8
Irrecoverable VAT	109	60
Other	62	17
	366	256

5. Net Incoming Resources

Net incoming resources are stated after charging:

	2022 £000	2021 £000
Auditors' remuneration - Audit services	10	10
Depreciation	7	5

6. Gross transfer between funds

Transfers have been made from restricted funds to unrestricted funds at the year-end where surplus funds arising will not be clawed back by funders. Transfers from unrestricted funds at the year-end are to cover any deficits on restricted funds.

7. Pension scheme

The charity participates in a workplace scheme provided by Aegon which is accounted for as a defined contribution scheme. Charges for the year amounted to £57k.

The charity did participate in the Leicestershire County Council Superannuation Scheme, a defined benefit scheme. An exit agreement was reached such that the charity left the scheme at 31 March 2021 at no cost. This resulted in the release of the FRS 102 deficit provision of £4,899k being carried in the Balance Sheet in the prior year Statement of Financial Activities.

8. Employee and trustee Information

The average number of persons (including part-time staff) employed by the group, including operational directors during the year was as follows:

	2022	2021
	FTE	FTE
Total	26	16

The aggregate costs of these persons were as follows:

	2022	2021
	£000	£000
Salaries and wages	1,017	701
Social security costs	104	71
Pension costs	57	190
Other staff related costs	35	14
Total	1,213	976

One individual (2021: one) earned between £80,000 and £89,999).

Two individuals (2021: one) earned between £60,000 and £69,999)

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £325,335 (2021: £296,451).

Trustees neither received nor waived any emoluments during the year in their capacity as Trustees of The National Youth Agency. Travel expenses amounting to £nil (2021 £nil) were reimbursed to Board members (2021: nil Board members).

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

9. Tangible Fixed Assets

Group and company

Company	Computer equipment £000	Fixtures and fittings £000	Total £000
Cost			
At 1 April 2021	52	7	59
Additions	12	-	12
Disposals	-	-	-
At 31 March 2022	64	7	71
At 1 April 2021	41	7	48
Charge for year	7	-	7
Disposals	-	-	-
At 31 March 2022	48	7	55
Net book value			
At 31 March 2022	16	-	16
At 31 March 2021	11	-	11

10. Investments

Included in investments is £1 (2021: £1) investment in a subsidiary company at cost (see note 16). The charity also holds investments in NYA Youth Work Foundation, and NYA Education, which were both dormant throughout the year to 31 March 2022.

11. Debtors

Amounts falling due within one year	Consolidated		Company	
	2022 £000	2021 £000	2022 £000	2021 £000
Trade debtors	80	45	80	45
Other debtors	3	3	3	3
Amount due from subsidiary undertaking	-	-	18	18
Prepayments and accrued income	1,326	830	1,326	830
Total debtors	1,409	878	1,427	896

DCMS grant income of £1,275k relating to 2022 was received post year end.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

12. Creditors falling due within one year

	Consolidated		Company	
	2022	2021	2022	2021
	£000	£000	£000	£000
Trade creditors	168	82	168	82
Other taxation and social security	46	42	46	42
Other creditors	12	-	12	-
Accruals	56	109	56	109
Deferred income	67	51	67	51
Total	349	284	349	284

Analysis of deferred income is as follows:

	Consolidated		Company	
	2022	2021	2022	2021
	£000	£000	£000	£000
Brought forward	51	62	51	62
Utilised	(51)	(62)	(51)	(62)
Arising	67	51	67	51
Total	67	51	67	51

Deferred income is payments received for managing youth work programmes where the related expenditure will be incurred after 31 March 2023.

13. Financial commitments

There were no capital commitments at 31 March 2022.

14. Restricted funds

	At 31 March 2021 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer £'000	At 31 March 2022 £'000
Developing a skilled and effective Youth Sector Workforce	284	1,968	(1,671)	27	608
Influencing practice through policy and research	-	484	(372)	(62)	50
Creating opportunities for young people	32	74	(108)	2	-
	316	2,526	(2,151)	(33)	658

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

Due to the nature of funding across a number of large individual projects, the restricted funds have been apportioned across the main areas of charitable activity. Details of the individual projects are included in the Trustees Report. Details of transfers between funds are set out in note 6.

15. Designated Funds

A designated fund of £600k has been set aside at 31 March 2022 to fund a series of priority work strands to support the sector – to cover our research, impact, safeguarding and direct delivery service for young people. We hope that additional funds may be secured in the coming financial year to support this further.

Designated Funds 22/23 to be delivered as follows:

Census and Associated Research Hub Activity	£200,000
Impact & Evaluation Activity	£200,000
amplifi	£100,000
Safeguarding & Risk Hub	£ 50,000
Digital Investment	£ 50,000

16. Subsidiary company

The National Youth Agency controls NYA Trading Limited. The principal activities of NYA Trading Limited are the provision of training and other commercial services.

A summary of the financial activities for the year and of the assets of NYA Trading Limited is:

	2022	2021
	£000	£000
Income	-	-
Resources expended	-	-
Net (Outgoing)/ Incoming Resources	-	-
Assets	14	14
Liabilities	(18)	(18)
Funds	(4)	(4)

17. Parent charitable company

The unconsolidated surplus of the parent charitable company for the year was £127k (2021 surplus £5,784k). This is the net movement in funds for the year after the actuarial movement in respect of the pension scheme of £nil (2021; loss of £4,899).

18. Related Party Transactions

There are no related party transactions that require disclosing.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

19. Analysis of net assets between funds at 31 March 2022

	Unrestricted Funds £000	Restricted Funds £000	Total Funds 2022 £000
Tangible fixed assets	16	-	16
Current assets	1,558	658	2,216
Creditors less than 1 year	(349)	-	(349)
Net Assets	1,225	658	1,883

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

TRUSTEES AND MANAGEMENT

Board of Trustees

Barbara Bradley (Chair)
Alex Renshaw (Chair of Growth Committee)
Ali Pickering
Amma Anderson
Carol Stone (Vice Chair (Chair of Impact Committee))
Daniel Chery
Gabriel Buck
Helen Watson
Kenneth Meeson (Chair of Audit Committee)
Lynne Stevens
Mark Cory
Mark Norris (Chair of People Committee)
Sally Carr (Chair of NYA Safeguarding Board)
Toby Ducker (Vice Chair (Chair of Finance and Governance))
Gill Millar (Chair of Education, Training and Standards Committee)

Finance and Governance Committee

Toby Ducker (Chair)
Gabriel Buck
Lynne Stevens
Carol Stone

Audit Committee

Cllr Kenneth Meeson (Chair)
Toby Ducker

Growth Committee

Alexandra Renshaw (Chair)
Lynne Stevens

People Committee

Mark Norris (Chair)
Sally Carr

Impact Committee

Carol Stone (Chair)
Sally Carr
Helen Watson

Education and Training Standards Committee

Gill Millar (Chair)
Alan Smith
Liz Hassock
David Howell
Mark Straw
Ry Harris
El Warren
Graham Griffiths
Kev Henman

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2022

Ester Horner-Aird
Mike Collyer (until February 2022)
Charlee Bewsher
Christine Smith
Carol Stone
Sheila Curran
Sue Gill
Val Harris (until January 2022)
Shaun Watson
Jaffer Ali Hussain
Robin Konieczny (until January 2022)
Siobhan Endean
Darren Lake
David Algie

NYA Trading Limited

Leigh Middleton
Amanda Fearn

Principal Places of Business and Advisers

The National Youth Agency
9 Newarke Street
19-23 Humberstone Road
Leicester
LE1 5SN

Auditors

Haines Watts, Chartered Accountants
Old Station House
Station Approach
Newport Street, Swindon
SN1 3DU

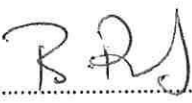
Bankers

Barclays Bank
Town Hall Square, Leicester
LE1 9AA

Solicitors

Bates, Wells and Braithwaite
2-6 Cannon Street
London
EC4M 6YH

By order of the Board

Barbara Bradley Chair: 

Date: 18/11/2022

Accounts

Company Registration Number: 2912597
Charity Registration number: 1035804



National Youth Agency

THE NATIONAL YOUTH AGENCY
(COMPANY LIMITED BY GUARANTEE)

Report of the Trustees and audited financial statements for the year 31 March 2021

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

Report and Financial Statements

31 March 2021

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REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

1. REPORT OF THE TRUSTEES 2020/21

1.1 Introduction

The Trustees present their annual report (including the directors' report as required by company law) and audited financial statements for the year ended 31 March 2021.

1.2 Reference and Administrative Information

The National Youth Agency (The NYA) is a company limited by guarantee with a company registration of 2912597 and is registered with the Charity Commission for England and Wales under number 1035804.

NYA Trading Limited is a 100% owned trading subsidiary of The National Youth Agency and is a company registered in England and Wales under number 07570045.

Details of the Trustees for both organisations are provided on pages 31 and 32. Principal places of business and professional advisers of the charity are shown on page 32.

1.3 Structure, Governance and Management

The National Youth Agency operates within its Memorandum and Articles of Association which are registered with Companies House and the Charity Commission.

Trustees who held office during the year are detailed on page 31. The Chair is selected by the other Trustees either from the existing Trustee Board or through external recruitment. The Trustee Board is responsible for the strategic direction of the organisation and ensuring it is financially and operationally sound in all its policies and practices. The Board holds the Chief Executive and team to account in this respect. The current Chair is Barbara Bradley who is supported by Carol Stone and Toby Ducker as vice-Chairs.

The Board of Trustees has in place a Nominations and Procedures Committee (known as the People Committee). Part of the remit of this Committee is to make recommendations to the Board on the appointment and reappointment of Trustees, having regard at all times to the provisions of the Memorandum and Articles of Association. Consideration is given to the composition of the Board in terms of the collective skills and experience required to support the NYA's operational strategy and to ensure its charitable aims are delivered. Over the course of the COVID pandemic the focus was on retention of the current Board of Trustees to provide as much stability and continuity as possible at board level.

The Board regularly undertakes reviews of its performance through a process of self-assessment against key objectives.

The Board of Trustees is supported by an Audit Committee which is responsible for ensuring the safeguarding of the charity's assets. A Finance & Governance Committee advises the Board on financial matters and the members of these committees are shown on pages 31 and 32. In addition, sub-groups are established to support the Executive team in our Growth (business development and fundraising), our Impact and to support on matters relating to our people (HR).

During 2020-21 the authority to conduct the day-to-day activities of the organisation was delegated by the Board to Mr Leigh Middleton who is the Charity's CEO. The Chief Executive is responsible for the implementation of the strategy and policies agreed by the Board.

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The remuneration of key management personnel is set by the Board, with the policy objective of ensuring that they are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the Charity's success. The appropriateness and relevance of the remuneration policy is reviewed annually including reference to comparisons with other charities to ensure that the Charity remains sensitive to the broader issues of pay and employment conditions elsewhere. This year the review was conducted in December 2020 and a decision made by trustees to provide a 2% pay lift for all staff. This was in recognition that pay has been static for a period of time and that NYA held reserves and pipeline to provide confidence to award this level. Please note that whilst this decision was made in December 2020, implementation is from April 2021.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope to be rewarded for excellence. Delivery of the Charity's charitable vision and purpose is primarily dependent on our key management personnel and staff costs represents a significant proportion of our charitable expenditure. Through the 2020-21 period, the final recruitment activity took place from the previous financial years restructure: securing a Growth Director, Business Development Manager, and a Communications Manager. The COVID-19 pandemic presented a number of additional challenges for the youth work sector with NYA quick to respond. In line with the increased activity and funding received we appointed an interim Head of Operations to support the current structure in the short term, with a view for a further review of structure in 2021-22.

The Trustees regularly consider the major strategic, business, and operational risks facing the organisation, and these are reviewed by the Audit Committee and managed by the Executive team. Trustees pay particular attention to financial risk and the impact of funding changes, in particular:

- The impact of a reduction or discontinuation of income from one of its major funders; NYA has explored ways to actively diversify its income base in the last few years. This work has been supported by the appointment of a Director of Growth and Business Development Manager and the associated targets and approaches to achieve this. Securing a depth and breadth of funds remain a challenge in the current financial climate due to the nature of the charities work. The development of traded services via our Academy, quality awards and consultation is building to improve our income balance.
- Insolvency, cessation of trading by delivery partner or outsource provider. NYA maintains strong relationships with senior staff in these organisations and actively monitors performance within them.
- Reputational risks range from specific incidents within programmes (e.g. safeguarding) to much wider reputation management challenges. Policies are in place for safeguarding and media management and the large programmes we run have a crisis plan in place.
- Cyber risks with the increasing use of digital and expansion of data collection.
- Active financial management to ensure reserve levels are within reserve policy guidelines and sufficient to meet the organisation's commitments.

1.4 Objectives and Activities

The objects of the charity and limited company, as set out in its governing document, are:

To maintain an Agency for the benefit of the community in general and young people in particular as a centre for the assistance in the training of young people so as to develop their physical, mental and spiritual capacities.

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We are very serious about youth work, enabling young people to believe in themselves and to prepare for life. Educators, policy makers and employers all have crucial roles to play here. Youth work focuses on working holistically with young people. It's about building resilience and character and giving young people the life skills (often totally misleadingly described as "soft"), they need to live, learn, work, achieve and interact successfully with other people (see our definitions of youth work).

The National Youth Agency is the national body and Professional Statutory Regulatory Body (PSRB) in England for this important, under-recognised discipline. We have taken the lead in championing it for over fifty years. But as the choices and challenges facing young people get more demanding and the public funding to support them has decreased in the previous decade, our mission gets more urgent every day.

Our mission is to transform the lives of young people through the power of youth work. We do this through:

- **Influencing practice through policy and research**— showcasing great practice, incubating new approaches, celebrating its many thousands of practitioners, and winning more understanding of the value and depth of the discipline among policy makers, educators, and employers.
- **Developing a skilled & Effective Youth Sector Workforce**— training youth workers, setting occupational standards, offering accreditation for professional development, and constantly researching, innovating, and improving the methodologies and practice of youth work in all its forms.
- **Creating opportunities for young people**— making it happen through our networks of front-line youth work providers, our deep experience of managing complex projects and through innovative tie-ups and funding arrangements with imaginative commercial and public sector partners.

In April 2020 we launched a new five-year strategy to guide our work against our mission. However, this coincided with the start of the Covid-19 lock down and growing pandemic and we pivoted our energies to what the youth sector needed doing in the moment. Reflecting back, our strong strategy enabled the clarity and pace for who we are and what we do best as the home of youth work. In the light of Covid-19, we accelerated our digital growth to provide online support, resources, discussions, learning and qualifications to enable high quality youth work responses to the pandemic, we led research to understand the changing landscape for young people and the necessity of youth work within this and importantly we steered the entire sector through our Covid-19 guidance, working with Government to ensure clarity on the delivery of youth activities.

1.5 Public Benefit

NYA works in accordance with the Charity Commission's guidance which requires clarity in the public benefit arising from the organisation's work and clearly identified public beneficiaries.

NYA's work in leading and developing the sector drives the quality and relevance of youth work across England.

- Training those working with young people to have the knowledge, skills, and confidence to deliver high quality, impactful services, build on the needs of young people.
- Increasing safe practice by building training specifically for safeguarding and risk management in youth work environments.

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NYA's work also meets this public benefit requirement in all its direct delivery programmes with young people:

- Supporting young people's skills development as well as practical information to help with employment so they are better able to enter the job market.
- Educating young people in financial management techniques in order that they can more easily transition into adulthood and life as an employee.
- Supporting social integration by building young people's confidence, self-belief, and experience in mixing with others from different backgrounds.
- Working with marginalised and disadvantaged young people to understand the challenges they face in getting involved in social action projects.
- Giving young people a meaningful voice in the world and ensuring they are involved in the development of services intended for them.

1.6 Achievements and Performance

Context

The landscape for young people and youth work delivery organisations has once again been extremely challenging and now heavily impacted by the Covid-19 pandemic. The disruptions to young people's education and lives generally and to the ability of delivery organisations to keep services running, keep securing income and retaining staff.

The Covid-19 pandemic and subsequent periods of lockdown coincided with the start of the financial year 20-21. NYA made the rapid decision to retain our full staffing cohort and not to furlough any of our team throughout the pandemic. We flipped our business model overnight, set up every employee to work digitally and pivoted our entire operations toward guiding and supporting organisations and individuals to navigate services to young people. Clearly lockdown presented many challenges to young people, especially those in less secure home environments or vulnerable in their communities and who's access to youth work is central to their well-being.

Working with DCMS and Public Health England, NYA provided Covid-19 written guidance (Managing youth sector activities and spaces during Covid-19), webinars and a guidance support service for questions/concerns. This provided a vital link connecting NYA to grass roots practitioners, helping us understanding the challenges and concerns and being able to provide leadership, clarity, and support to our profession.

From this learning, NYA has spearheaded two important areas of work – a Youth Work Census and a Safeguarding and Risk Hub. It is clear that youth services are today delivered in a variety of different ways; from local authorities' direct delivery or commissioning, faith-based provision to voluntary and wider community organisations. The Census planning evolved through 20-21 and initial work commenced in March. Through 21-22 we expect to be able to provide a map of the shape and levels of youth provision to better inform needs analysis and funder responses. It was also evident from our work through Covid-19 that the levels of safeguarding and risk management knowledge and practice urgently needed improvement across England. This was scoped and initiated in 20-21 and will evolve through the coming year.

Throughout the pandemic the NYA has worked with the sector and key technical partners through our Research Hub to research and understand the impact of the pandemic on young people. Resulting reports have explored young people's needs through Covid-19 and the contexts for where and how youth work can respond.

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The pandemic has also demonstrated the unique and clear importance of infrastructure and leadership support, and this has led to a positive year for securing funds. In a typical year many Grant and Trust funders seek to support frontline delivery and avoid the underpinning support provided by organisations such as the NYA. In 20-21 we saw this change as funders recognised the role the NYA has played in providing the safe foundations for the youth sector to operate during the pandemic.

We have built on our previous years DCMS funding and established a positive, supportive, and productive relationship with DCMS, securing grant income for our core operations and workforce development, investment in initial training through a bursary programme and also for our Covid-19 guidance support. We also secured larger scale funding from National Lottery Community Fund and Youth Futures Foundation that has enabled us to build our digital platforms, support work for youth workers, safeguarding hub and Census work.

In the face of adversity, NYA has much to be proud of and recognition goes to the work of the team who have worked relentlessly to respond to need and achieved an enormous amount in the period of this financial year.

Within this Covid-19 landscape, we have continued our core work with a strong focus on ensuring safe and effective practice through the growth and development of the youth work profession. This is evident in our achievements below.

The NYA recognises we have a challenge to lean into to improve the diversity of our organisation. The NYA has appointed the Equality Trust to conduct a review of our work, systems, processes, strategy, and communications (to name a few). Due to the nature of the NYA's work, we maintain a range of national boards and forums which co-opt sector stakeholders. To improve the diversity of our Education Training and Standards Committee and the National Youth Advisory Board we need to lead and catalyse real lasting change across the whole youth sector. To achieve this the NYA has established a large national leadership programme known as Equal Equity which will continue to reach out and engage stakeholders in this journey.

Key achievements and performance

Highlights of the year included:

Delivering a skilled & Effective youth sector workforce:

- Delivering a series of developments to underpin the development of the youth workforce (DCMS).
 - Renewed guidance to support the revised Levels 2 and 3 Youth Work qualifications and wide communications to promote the take up of these.
 - Work towards a new Level 3 and level 6 Youth Work apprenticeship qualification
 - Consultation and development of a framework for future Level 4 and 5 qualifications.
 - Development of an online Safeguarding and Risk Hub for Youth Work.
 - Development of the NYA online Learning Platform with significant content/resources build to support the meeting of the needs of young people's lives and build specialist skills and knowledge.
 - Associated online webinars and discussion forums to support youth workers share, learn and co-support in the face of the additional Covid-19 challenges.
 - Creation of a Youth Work Curriculum area on the NYA website for interactive engagement.
 - Secured and initiated delivery, in partnership with Regional Youth Work Units, of an additional 450 youth work bursaries at level 2 and level 3.

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- Consultation and drafting of a workforce strategy to guide sector wide activity to secure and grow the profession of youth work over the coming years.
- Through our **Education and Training Standards Committee** NYA led the sector's thinking and development in workforce matters. Through NYA the committee undertook validations of higher education youth and community work courses during 2020-21 and worked with the learning organisations to manage the restrictions of Covid-19 for students requiring placement work with young people to limit impact on their studies. NYA completed the annual monitoring report to both quality assure learning programmes and assess the current levels of learners within level 6 and 7 programmes and the opportunities and challenges for training providers. NYA was the UKCES sector skills provider for youth and community work and supported the Joint Negotiating Committee's engagement with voluntary youth sector employers.
- The continued build of the NYA Academy; with the support of funders this has secured a range of accessible training, supporting over 1,000 learners.
- Securing an additional £565,000 to fund bursary places for level 2 and 3 qualifications across community organisations.
- Delivered bespoke training and development for national organisations solidifying our profile as a key provider of initial youth work qualifications and CPD.

Influencing practice through policy and research:

- Facilitating connectivity and voice for lead stakeholders through the National Advisory Board, connecting lead national and regional organisations with policy makers and funders to bring a collective discussion around youth services and young people.
- Launching a sufficiency statement to provide a benchmark for Local Authorities to consider levels of youth work in areas and a 10 Year vision for youth work. Delivered a series of reports to explore the landscape of young people's lives during Covid-19 and positioning youth works response. These aimed to make the case for protecting investment in young people:
 - **Out of Sight: Vulnerable Young People: COVID-19 Response**
 - **Time Out: Re-Imagining Schools - COVID-19**
 - **Hidden in Plain Sight – Gangs and Exploitation, A Youth Work Response to COVID-19**
- Foundation work for developing a framework for a National Census and Workforce strategy through the Research Hub continued.

Creating opportunities for young people:

- Through the FY 20-21 we ran 6 direct delivery projects with our funders O2, Heritage Lottery Fund, Big Lottery Fund, Walsall Council and Royal Astronomical Society. Investment with NYA expertise increases young people's confidence, builds resilience skills and fosters entrepreneurial spirit to create leaders of the future. It supports young people to develop a positive mindset when entering the world of work.
- NYA secured commitment and process to transition the Go Think Big programme from O2 to NYA and initiated a new platform build and project plan to lead further development in 21-22.
- The NYA sponsored the Children and Young People Now Awards youth work category which recognises the impact of youth sector organisations work.

1.7 Financial Review and plans for future periods

The position of the group and the charity at the year-end is set out on page 20.

Due to Covid19 the NYA experienced a different financial year to normal. We secured increased funding from DCMS and other funders who were excellent in supporting our work. The NYA also benefitted from our backers changing the pace and nature of their support in response to the pandemic. Some funders, such as Paul Hamlyn Foundation, immediately offered the NYA additional funds to help our Covid19 response. The DCMS likewise increased and amended their financial support for the NYA in dialogue with us to match the new ways of working we had to adopt.

The pandemic led to additional funding for the NYA and due to the nature of the national response, funding was occasionally offered retrospectively to flow backwards across the financial year. Our DCMS income arrived late in the financial year and covered work the NYA had already completed. This lateness didn't allow the NYA to ramp up additional work which has slipped into 21-22.

NYA's total income in 2020-21 was £2,877,000. The principal sources of income were from the DCMS, National Lottery Community Fund and Youth Futures Foundation. Total expenditure of £1,992,000 on charitable activities resulted in net incoming resources of £885,000.

Our surplus is due to the timing of income and a considerable proportion is restricted to fund committed activity in 2021-22. The Board of Trustees has also discussed the level of appropriate reserves heading into the financial year 21-22 and has agreed to designated reserves up to £600,000 to drive forward key aspects of NYA activity to support our core mission.

Within the challenging funding landscape for charities, generating new income support continues to be the agency's greatest challenge. Our successful relationship and grants from DCMS have been vital in providing a stronger sustainability platform for our core work, which in turn cements our valuable role in the sector and attracts additional funders towards our work. The focus now is to avoid over reliance on Government support and through the newly established Growth Directorate, focus on diversifying the income streams. We made headway into this during the financial year 20-21 with additional grants and through our growing traded services work.

Pension

The NYA is party to two separate pension schemes as of the start of 20-21. Historically, the NYA is a member of the Leicestershire County Council Pension Scheme (LGPS) owing to our historical role in supporting local government youth services. The NYA has not had active new members for many years but owing to decisions in the past and the loss of financial support for the agency in 2008 (from Dept of Education) the NYA has had to manage a significant deficit of the LGPS for over a decade. The NYA currently has an active pension scheme provided by Aegon which is a standard cash scheme typical in the charity sector.

Toward the end of the financial year 20-21 we were offered the opportunity to exit the Leicestershire County Council Pension Scheme and initiated conversations to scope the level of pay required to do this and over what time scale. As this is a significant long-term liability for NYA this was pursued positively but cautiously.

Our auditors have been provided with full access to all the actuarial reports, papers, and agreements in auditing this set of accounts.

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The NYA until this point had a legal and financial liability to the LGPS scheme and paid monthly to meet our portion of the scheme's overall deficit. Like many charities this was expected to take many years (maybe decades) to resolve. However, due to the impact of the pandemic the UK Government amended the LGPS schemes regulations to allow pension authorities (Leicestershire County Council – or LCC) to crystallise the debt of members in deficit. Leicestershire contacted the NYA and offered us a route to settle our deficit through capital cash repayment. By January 2021 our settlement figure was estimated to be £885k, however, due to the performance of the stock market the already invested sum (circa £32m over the 50+ years of membership) resulted in a scheme surplus of £1m. The NYA board and LCC resolved to allow LCC to retain this surplus in recognition of stock market volatility and to permit the NYA to exit the scheme liability free.

The NYA has signed a Cessation Termination agreement which confirms all future liability for past NYA LGPS members will be the responsibility of LCC.

This remarkable journey throughout 20-21 for the NYA has resulted in our significant financial deficit (due to LGPS) reported over many years through our accounts has now been removed. The NYA is for the first time since 2008 no longer in a deficit position. The trustees are grateful to LCC leaders and officers for working with us to resolve this matter.

Reserves

Trustees agreed a revised target of a minimum of £240,000 for 2020-21 for unrestricted reserves. The purpose of this reserve is to provide working capital for the Charity and ensure that it would be able to manage a shutdown of the organisation in the event of any sudden downturn in funding or calls on its resources.

At 31 March 2021 the group had total reserves of £1,756,000 (2020 £871,000). Of this total, £1,440,000 represented unrestricted funds and £316,000 represented restricted funds. From the unrestricted reserves, £600,000 has been made allocated as designated reserves (note 15). This reflects the organisations commitment to hold a robust level of free reserves for sustainability whilst balancing the need to invest in activity that furthers our charitable objects. The Board is conscious that the NYA's income from key sources is highly uneven and time between payments/agreements can be lengthy. To mitigate cashflow risk the charity holds a higher than ideal level of free cash reserves to mitigate these fluctuations. However, the trustees are aware the NYA exists to achieve our charitable mission and so has allocated designated funds to key strategic priorities to ensure reserves remain reasonable.

Details of the restricted funds are given in note 14. Free reserves at the year-end (unrestricted funds not designated or tied up in tangible fixed assets) were £840,000.

Future Plans

Following both DCMS investment and with relationships established with a broader base of grant funding and increased traded services, NYA is confident in its ability to build on success and expand its support offer to the sector. We cannot underplay the impact of Covid-19 on the youth sector as a whole and we expect to see a significant impact on direct delivery and expect a number of organisations to close.

We will continue our research and policy work to make and stress the need for financial support for youth work and services to young people and hope that the Government's commitment to a Youth Investment Fund will be released to support the youth sector as we emerge from the pandemic and respond to the needs of young people.

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Statement of Trustees' Responsibilities

Charity and Company law require the Trustees to prepare financial statements for each financial year which give a true and fair view of the Charity's financial activities during the year and of its financial position at the end of the year. In preparing the financial statements giving a true and fair view, the Trustees should follow best practice and are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and which enable them to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

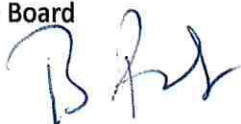
In so far as the Trustees are aware:

- there is no relevant information of which the charity's auditors are not aware; and,
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Basis of accounting

The annual financial statements are attached to this report. These have been prepared in accordance with the policies summarised on pages 16, 17 and 18. This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

By order of the Board



Barbara Bradley

28 Nov 2021

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NATIONAL YOUTH AGENCY

Opinion

We have audited the financial statements of the National Youth Agency (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2021 which comprise the group Statement of Financial Activities, group and parent charitable company Balance Sheets, group and parent company Cash Flows Statements and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2021, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funders, suppliers and wider economy. The trustees' view on the impact of COVID-19 is disclosed in the accounting policies note on page 17.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Companies Act 2006, UK GAAP (FRS102), Charities Act 2011 and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

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Despite the audit being planned and conducted in accordance with ISAs (UK) there remains an unavoidable risk that material misstatements in the financial statements may not be detected owing to inherent limitations of the audit, and that by their very nature, any such instances of fraud or irregularity likely involve collusion, forgery, intentional misrepresentations, or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

This report is made solely to the charitable company's members and trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members and trustees as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

S Plumb ACA

Susan Plumb ACA Senior Statutory Auditor
For and on behalf of
Haines Watts, Chartered Accountants and Statutory Auditors
Old Station House
Station Approach
Newport Street
Swindon
SN1 3ED

Haines Watts is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

7 december 2021

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

ACCOUNTING POLICIES

General information

The charity is a private company limited, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 9 Newarke Street, Leicester, LE1 5NS.

Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Charities Act 2011. The charity constitutes a public entity benefit.

Basis of Preparation of the Accounts

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity and rounded to the nearest £.

Going Concern

The group had net assets available for operating activities of £1,756k at 31st March 2021. The charity has been in negotiations with the Leicester County Council Pension Scheme to exit the scheme. An agreement has now been reached with a cessation report as at 31 March 2021 showing no liabilities arising at that date and no termination payment due. As a result, the long-term pension liability recorded in regards to the LGPS under FRS 102 requirements has been reversed out of these financial statements.

The NYA has been pivoting its income generation activities away from a high reliance on a small number of corporate funders to a blended model of income from four strands:

1. Donations and gifts (including pro bono)
2. Grants and Trusts
3. Traded Services (NYA Academy)
4. Corporate Social Responsibility partnerships.

The NYA secured our role in with O2 for the transfer of delivery of Go Think Big (GTB), bringing an additional offer into NYA and providing an investment opportunity to corporates and funders to directly support this strand of work for young people. NYA has built relationships with three lead funders and secured income of over £750k from grants and trusts, outside of Government.

The NYA has secured further investment of £1.4m from Government for youth work, with a focus on supporting the development of the national workforce and providing much needed support, resources, and steerage during the COVID-19 pandemic.

Market conditions remain tough in the light of the pandemic and Brexit and securing significant new income streams is not easy. However, we have a strong income generation strategy in place to drive

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

the Directorate for Growth. If no new income is secured reserves and committed income will support the Charity's operations until at least Dec 2022, with reduced spending extending this if required.

This concludes that at the time of signing the accounts, the agency has over one year before the reserves balance reaches the £240,000 floor where the Trustees will consider the shut-down of the organisation. Please note that in the light of the pandemic and the learnings from this, plus the new structure put in place in 2019-20, the reserves floor has been raised by the Board of Trustees to better reflect the level required to protect up to three months running costs.

The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funding, suppliers and wider economy. The Trustees' view on the impact of COVID-19 is that, given the measures that could be undertaken to mitigate the current adverse conditions and the current resources available, they can continue to adopt the going concern basis in preparing the financial statements.

Consolidation

NYA Trading Limited is a wholly owned subsidiary of the charitable company. Accordingly, the results of NYA Trading Limited are consolidated on a line-by-line basis into these financial statements. The charitable company has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

Incoming Resources

Incoming resources represent the amount due for the period and reflect their nature and source. Income is generally recognised on a receivable basis, where the amount is reasonably certain and there is adequate certainty of receipt. Specific bases used are as follows:

- Grants have been taken as received in the period based on the extent of the work undertaken and, where applicable, the terms of supporting contracts. Grant income is treated as 'restricted funds' where the associated contract and other documentation prescribe the products and services to be supplied.
- Income from conferences, events, sales of publications, provision of consultancy services and provision of support to partner organisations is included on the supply of the goods and services. Such income is treated as 'unrestricted funds' where the provision of such goods and services are not required by an agreement.

Resources Expended

Expenditure is recognised in the financial statements at the time of the activity which gives rise to the cost.

Resources expended on Charitable Activities include the direct costs of delivering those activities together with a proportion of the support costs of the organisation.

Support costs are allocated to activities on a basis detailed in note 4 to the consolidated financial statements.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

Fund accounting

The unrestricted funds are general funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Pension costs

The National Youth Agency participates in the Leicestershire County Council Superannuation Scheme. This is a defined benefit scheme which is externally funded and contracted out of the State Earnings Related Pension Scheme. The fund is valued every three years by a professionally qualified independent actuary using the projected unit method and the actuary advises the rates of contributions payable.

In the intervening years, the actuary reviews the progress of the Scheme. Pension costs are assessed in accordance with the advice of the actuary, based on the latest actuarial valuation of the Scheme. Current service costs and gains and losses on settlements and curtailments are charged to the Statement of Financial Activities and included within staff costs. The interest cost and the expected return on assets are shown as net amount within Finance costs. Actuarial gains and losses are recognised immediately in the Statement of Financial Activities.

The charity exited the scheme at 31 March 2021 as explained in the Trustees Report.

The charity also participates in a workplace scheme provided by Aegon which is accounted for as a defined contribution scheme.

Fixed Assets and depreciation

The company treats as assets all IT items in excess of £100 and all other items over £200. Depreciation is provided on the cost in equal annual instalments to write them off over their estimated economic lives. These vary according to the asset type as follows

Computer equipment	3-4 yrs
Fixtures and fittings	5 yrs or over the length of the lease

Debtors and prepayments

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

Creditors and provisions

Creditors and provisions 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 to settle the obligation can be measured or estimated reliably.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight-line basis over the period of the lease.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including Income and Expenditure Account)

For the Year Ended 31st March 2021

	Note	2021 Unrestricted	2021 Restricted	2021 Total	2020 Total
		£000	£000	£000	£000
INCOME FROM:					
Charitable activities:					
Funds received for Activities	1	150	2,727	2,877	3,337
Investment income	2	-	-	-	2
Total Income		150	2,727	2,877	3,339
EXPENDITURE ON:					
Charitable activities:	3				
Developing a skilled and effective Youth Sector Workforce		65	1,253	1,318	1,256
Influencing practice through policy and research		20	569	589	326
Creating opportunities for young people		20	65	85	1,441
Total expenditure		105	1,887	1,992	3,023
NET SURPLUS/(EXPENDITURE)		45	840	885	316
Transfer between funds	14	613	(613)	-	-
Other recognised gains / (losses)					
FRS 102 adjustment re service costs and interest	7	-	-	-	-
Remeasurement in respect of pension scheme	7	-	-	-	1,071
Release of pension liability	7	4,899	-	4,899	-
NET MOVEMENT IN FUNDS		5,557	227	5,784	1,387
Total funds brought forward		(4,117)	89	(4,028)	(5,415)
Total funds carried forward		1,440	316	1,756	(4,028)

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

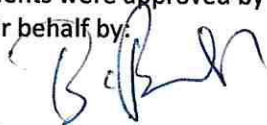
CONSOLIDATED AND COMPANY BALANCE SHEET

As at 31 March 2021

	Note	Consolidated		Company	
		2021	2020	2021	2020
		£000	£000	£000	£000
FIXED ASSETS					
Tangible assets	9	11	7	11	7
Investments	10	-	-	-	-
CURRENT ASSETS					
Debtors	11	878	223	896	242
Cash at bank & in hand		1,151	1,023	1,137	1,008
		2,029	1,246	2,033	1,250
CREDITORS: Amounts falling due within one year	12	(284)	(382)	(284)	(382)
NET CURRENT ASSETS		1,745	864	1,749	868
NET ASSETS AVAILABLE FOR OPERATING ACTIVITIES		1,756	871	1,749	875
Pension disclosure in accordance with Financial Reporting Standard 102:					
Long term pension liability	7	-	(4,899)	-	(4,899)
Net liabilities including long term pension liability		1,756	(4,028)	1,760	(4,024)
REPRESENTED BY FUNDS:					
Restricted funds	14	316	89	316	89
Designated funds	15	600	-	600	-
Unrestricted funds		840	782	844	786
FUNDS AVAILABLE FOR OPERATING ACTIVITIES		1,756	871	1,760	875
Long term pension liability		-	(4,899)	-	(4,899)
Net liabilities including long term pension liability		1,756	(4,028)	1,760	(4,024)

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the directors and authorised for issue on 28 Nov 2021 and are signed on their behalf by:



Barbara Bradley, Chair

Company Registration Number: 2912597

The notes on pages 23 to 30 form part of these financial statements

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

CONSOLIDATED CASH FLOW STATEMENT 31 March 2021

	2021 £	2020 £
Cash flows from operating activities		
Net surplus/(deficit)	5,784	1,387
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	5	7
Loss on disposal of fixed assets	-	10
Defined benefit pension liability movement	(4,899)	(1,071)
<i>Changes in:</i>		
Trade and other debtors	(655)	375
Trade and other creditors	(98)	-
Cash generated from operations	(753)	399
Interest received	-	2
Net cash from operating activities	<u>137</u>	<u>710</u>
Cash flows from investing activities		
Purchase of tangible assets	(9)	(5)
Proceeds from sale of investments	-	-
Net cash used in investing activities	<u>(9)</u>	<u>(5)</u>
Net decrease in cash and cash equivalents		
Cash and cash equivalents at beginning of year	<u>1,023</u>	<u>318</u>
Cash and cash equivalents at end of year	<u>1,151</u>	<u>1,023</u>

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

PARENT COMPANY CASH FLOW STATEMENT 31 March 2021

	2021 £	2020 £
Cash flows from operating activities		
Net surplus/(deficit)	5,784	1,387
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	5	7
Loss on disposal of fixed assets	-	10
Defined benefit pension liability movement	(4,899)	(1,071)
<i>Changes in:</i>		
Trade and other debtors	(654)	375
Trade and other creditors	(98)	-
Cash generated from operations	(752)	375
Interest received	-	2
Net cash from operating activities	<u>138</u>	<u>709</u>
Cash flows from investing activities		
Purchase of tangible assets	(9)	(5)
Proceeds from sale of investments	-	-
Net cash used in investing activities	<u>(9)</u>	<u>(5)</u>
Net decrease in cash and cash equivalents		
Cash and cash equivalents at beginning of year	<u>1,008</u>	<u>304</u>
Cash and cash equivalents at end of year	<u>1,137</u>	<u>1,008</u>

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

NOTES TO THE CONSOLIDATED ACCOUNTS

1. Funds received for Activities

The following funds were received to deliver a range of activities:

	Unrestricted	Restricted NYA	2021	2020
	£000	£000	£000	£000
National Citizen Service	-	-	-	1,080
Telefonica/O2	-	48	48	328
DCMS	-	2,150	2,150	1,414
The Big Lottery	-	299	299	38
Other	150	230	380	477
Total	150	2,727	2,877	3,337

2. Investment Income

Investment income is interest on short-term bank deposits.

3. Resources expended on Charitable Activities

	Staff £000	Direct £000	Other £000	2021 £000	2020 £000
Developing a skilled and effective Youth Sector Workforce	491	546	90	1,127	1,256
Influencing practice through policy and research	216	107	80	403	326
Creating opportunities for young people	269	107	86	462	1,441
Total	976	760	256	1,992	3,023

Direct costs are those associated with providing the activity, including external delivery partners engaged on programmes, costs of running events and published materials. Other costs include support costs detailed in note 6 below.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

4. Analysis of Support Costs for 2021

The National Youth Agency incurs costs which are not directly attributable to any one of its charitable activities but relate to the operation of the organisation. An analysis of support costs is as follows and is allocated to activities based on levels of income.

Support cost	2021 £000	2020 £000
Rent, rates and office costs	68	192
Printing, postage, stationery, and telephone	7	44
IT and related costs	34	16
Professional fees	57	57
Depreciation	5	5
Marketing and publications	8	1
Irrecoverable VAT	60	52
Other	17	28
	256	395

5. Net Incoming Resources

Net incoming resources are stated after charging:

	2021 £000	2020 £000
Auditors' remuneration - Audit services	10	10
Depreciation	5	7
Rentals under operating leases – land and buildings	-	80

6. Gross transfer between funds

Transfers have been made from restricted funds to unrestricted funds at the year-end where surplus funds arising will not be clawed back by funders. Transfers from unrestricted funds at the year-end are to cover any deficits on restricted funds.

7. Pension scheme

The principal pension scheme for the Charity's staff is the Leicestershire County Council Pension Fund. The pension cost was £190,000 (2020; £197,000). The pension costs are assessed in accordance with the advice of independent qualified actuaries using normal actuarial principles.

The charity has been in negotiations with the Leicester County Council Pension Scheme to exit the scheme. An agreement has now been reached with a cessation report as at 31 March 2021 showing no liabilities arising at that date and no termination payment due. As a result, the long-term pension liability recorded in regard to the LGPS under FRS 102 requirements has been reversed out of these financial statements. Comparative information about the scheme is included for completeness and information.

The latest actuarial valuation of the Leicestershire County Council Superannuation Fund was at 31 March 2019. The actuary used the projected unit method. The assumptions that have the most significant effect on the valuations and other relevant data are as follows:

Rate of increase in salaries	2.8%
Rate of increase in pensions	2.3%
Market value of the assets at the date of the last valuation	£4,312m

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

7. Pension scheme (continued)

The actuarial value of the assets was insufficient to cover all of the benefits which had accrued to members after allowing for future increases in earnings as the assets represent 89% of liabilities (compared to 76% at 31 March 2016).

Comparative information - the actuary of the scheme identified the Charity's share of its assets and liabilities as at 31 March 2020 under FRS 102. The assumptions used by the actuary are:

	2020
	%
Salary increases	2.4
Pension increases	1.9
Discount rate	2.3

The assets and scheme liabilities in the scheme being the amounts recognised in the balance sheet are:

	2020	
	%	Fund value £000
Equities	6	892
Bonds	10	1,631
Investment funds and Unit Trusts	74	12,439
Property	7	1,249
Cash	3	500
Fair value of plan assets	100	16,711
Present value of funded obligations		(21,610)
Net Pension (Deficit)/Surplus		(4,899)

Analysis of amounts recognised in the Statement of Financial activities

	2020 £000
Current service cost	-
Losses and curtailments and settlements	-
Contributions by employer	141
FRS 102 adjustment	141
Interest cost	(141)
Remeasurement on scheme liabilities	3,191
Remeasurement on scheme assets	(2,120)
Total remeasurement on defined benefit pension scheme	1,071

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

7. Pension scheme (continued)

	2020 £000
Reconciliation of defined benefit obligations	
Opening defined benefit obligation	24,883
Current service cost	-
Interest cost	590
Actuarial (gains)/losses	(3,191)
Contributions by members	-
Benefits paid	(672)
Closing defined benefit obligation	<u>21,610</u>
Reconciliation of fair value of plan assets	
Opening fair value of plan assets	18,913
Interest cost	449
Contributions by the employer	141
Contributions by members	-
Actuarial gains/(losses)	(2,120)
Benefits paid	(672)
Closing fair value of plan assets	<u>16,711</u>

Amounts for the current and three previous periods are as follows:

	2020 £000
Defined benefit obligation	(21,610)
Fair value of plan assets	16,711
(Deficit)/Surplus	(4,899)

Employer's contributions for the year ended 31st March 2021 are estimated at £155,000 (2019/2020 estimated at £155,000).

8. Employee and trustee Information

The average number of persons (including part-time staff) employed by the group, including operational directors during the year was as follows:

	2021 FTE	2020 FTE
Total	16	26

The aggregate costs of these persons were as follows:

	2021 £000	2020 £000
Salaries and wages	701	822
Social security costs	71	75
Pension costs	190	197
Other staff related costs	14	39
Total	976	1,113

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

8. Employee and trustee Information (continued)

One individual (2020: none) earned between £80,000 and £89,000).

One individual (2020: one) earned between £60,000 and £70,000)

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £296,451 (2020: £262,426).

Total redundancy and termination payments in the year amounted to £nil (2020 £16,013).

Trustees neither received nor waived any emoluments during the year in their capacity as Trustees of The National Youth Agency. Travel expenses amounting to £nil (2020 £1,093) were reimbursed to Board members (2020: 5 Board members).

9. Tangible Fixed Assets

Group and company

Company	Computer equipment £000	Fixtures and fittings £000	Total £000
Cost			
At 1 April 2020	43	7	50
Additions	9		9
Disposals			
At 31 March 2021	52	7	59
Net book value			
At 1 April 2020	36	7	43
Charge for year	5	-	5
Disposals			
At 31 March 2021	41	7	48
Net book value			
At 31 March 2021	11	-	11
At 31 March 2020	7	-	7

10. Investments

Included in investments is £1 (2020: £1) investment in a subsidiary company at cost (see note 16). The charity also holds investments in NYA Youth Work Foundation, and NYA Education, which were both dormant throughout the year to 31 March 2021.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

11. Debtors

	Consolidated		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Amounts falling due within one year				
Trade debtors	45	144	45	144
Other debtors	3	25	3	25
Amount due from subsidiary undertaking	-	-	18	18
Prepayments and accrued income	830	54	830	54
Total debtors	878	223	896	242

DCMS grant income of £787k relating to 2021 was received post year end.

12. Creditors falling due within one year

	Consolidated		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Trade creditors	82	3	82	3
Other taxation and social security	42	57	42	57
Other creditors	-	6	-	6
Accruals	109	254	109	254
Deferred income	51	62	51	62
Total	284	382	284	382

Analysis of deferred income is as follows:

	Consolidated		Company	
	2021	2020	2021	2020
	£000	£000	£000	£000
Brought forward	62	116	62	116
Utilised	(62)	(116)	(62)	(116)
Arising	51	62	51	62
Total	51	62	51	62

Deferred income is payments received for managing youth work programmes where the related expenditure will be incurred after 31 March 2022.

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

13. Financial commitments

There were no capital commitments at 31 March 2021.

14. Restricted funds

	At 31 March 2020 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer £'000	At 31 March 2021 £'000
Developing a skilled and effective Youth Sector Workforce	81	1,763	(1,253)	(307)	284
Influencing practice through policy and research	7	807	(569)	(245)	-
Creating opportunities for young people	1	157	(65)	(61)	32
	<u>89</u>	<u>2,727</u>	<u>(1,887)</u>	<u>(613)</u>	<u>316</u>

Due to the nature of funding across a number of large individual projects, the restricted funds have been apportioned across the main areas of charitable activity. Details of the individual projects are included in the Trustees Report. Details of transfers between funds are set out in note 6.

15. Designated Funds

A designated fund of £600k has been set aside at 31 March 2021 to fund a series of priority work strands to support the sector – to cover our research, impact, safeguarding and direct delivery service for young people. We hope that additional funds may be secured in the coming financial year to support this further.

Designated Funds 20/21 to be Delivered as follows:

Census and Associated Research Hub Activity	£200,000
Impact & Evaluation Activity	£200,000
Amplifi	£100,000
Safeguarding & Risk Hub	£ 50,000
Digital Investment	£ 50,000

16. Subsidiary company

The National Youth Agency controls NYA Trading Limited. The principal activities of NYA Trading Limited are the provision of training and other commercial services.

A summary of the financial activities for the year and of the assets of NYA Trading Limited is:

	2021 £000	2020 £000
Income	-	-
Resources expended	-	-
Net (Outgoing)/ Incoming Resources	-	-
Assets	14	14
Liabilities	(18)	(18)
Funds	(4)	(4)

17. Parent charitable company

The unconsolidated surplus of the parent charitable company for the year was £5,784k (2020 surplus £1,387,000). This is the net movement in funds for the year after the actuarial movement in respect of the pension scheme of £4,899k (2020; loss of £1,071,000).

18. Related Party Transactions

There are no related party transactions that require disclosing.

19. Analysis of net assets between funds at 31 March 2021

	Unrestricted Funds £000	Restricted Funds £000	Total Funds 2021 £000
Tangible fixed assets	11	-	11
Current assets		316	2,029
Creditors less than 1 year	(284)	-	(284)
Net Assets	1,440	316	1,756

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

TRUSTEES AND MANAGEMENT

Board of Trustees

Barbara Bradley (Chair)
Carol Stone (Vice-Chair)
Toby Ducker (Vice-Chair)
Gabriel Buck
Cllr Kenneth Meeson
Mark Norris
Gill Millar
Lynne Stevens
Alexandra Renshaw
Sally Carr
Helen Watson
Leigh Middleton (Secretary)

Finance and Governance Committee

Toby Ducker (Chair)
Gabriel Buck
Mark Norris

Audit Committee

Cllr Kenneth Meeson (Chair)
Toby Ducker

Growth Committee

Alexandra Renshaw (Chair)
Lynne Stevens

People Committee

Mark Norris (Chair)
Sally Carr

Impact Committee

Carol Stone (Chair)
Sally Carr
Helen Watson

Education and Training Standards Committee

Gill Millar (Chair)
Alan Smith (Vice Chair)
Aneela Asim (resigned April 2020)
Carol Stone
Charlee Bewsher
Christine Smith
David Algie
David Howell
El Warren
Esther Horner
Graham Griffiths
Darren Lake (appointed July 2020)

REPORT AND FINANCIAL STATEMENTS: NATIONAL YOUTH AGENCY 31 MARCH 2021

Kev Henman
Liz Hassock
Mark Straw
Mike Collyer
Robin Konieczny
Ruth Richardson (appointed July 2020)
Ryan Harris
Shaun Watson
Sheila Curran
Siobhan Endean
Sue Gill
Val Harris

NYA Trading Limited
Leigh Middleton
Amanda Fearn
Lisa Putnam (resigned 28.6.20)

Principal Places of Business and Advisers

The National Youth Agency
9 Newarke Street
19-23 Humberstone Road
Leicester
LE1 5SN

Auditors

Haines Watts, Chartered Accountants
Old Station House
Station Approach
Newport Street, Swindon
SN1 3DU

Bankers

Barclays Bank
Town Hall Square, Leicester
LE1 9AA

Solicitors

Bates, Wells and Braithwaite
2-6 Cannon Street
London
EC4M 6YH

By order of the Board

Barbara Bradley Chair: 

Date: 