

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).

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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

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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.

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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 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.

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### 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

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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.

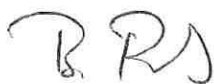
In so far as the Trustees are aware:

- 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

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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 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

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### **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.

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](http://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 31<sup>st</sup> 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 31<sup>st</sup> March 2022

	Note	2022 Unrestricted	2022 Restricted	2022 Total	2021 Total
		£000	£000	£000	£000
<b>INCOME FROM:</b>					
Charitable activities:					
Funds received for Activities	1	372	2,526	2,898	2,877
Investment income	2	-	-	-	-
<b>Total Income</b>		<b>372</b>	<b>2,526</b>	<b>2,898</b>	<b>2,877</b>
<b>EXPENDITURE ON:</b>					
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
<b>Total expenditure</b>		<b>620</b>	<b>2,151</b>	<b>2,771</b>	<b>1,992</b>
<b>NET SURPLUS/(EXPENDITURE)</b>		<b>(248)</b>	<b>375</b>	<b>127</b>	<b>885</b>
Transfer between funds	14	33	(33)	-	-
<b>Other recognised gains / (losses)</b>					
Release of pension liability	7	-	-	-	4,899
		<b>(215)</b>	<b>342</b>	<b>127</b>	<b>5,784</b>
<b>NET MOVEMENT IN FUNDS</b>					
Total funds brought forward		<b>1,440</b>	<b>316</b>	<b>1,756</b>	<b>(4,028)</b>
Total funds carried forward		<b>1,225</b>	<b>658</b>	<b>1,883</b>	<b>1,756</b>

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
<b>FIXED ASSETS</b>					
Tangible assets	9	16	11	16	11
Investments	10	-	-	-	-
<b>CURRENT ASSETS</b>					
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
<b>CREDITORS: Amounts falling due within one year</b>	12	(349)	(284)	(349)	(284)
<b>NET CURRENT ASSETS</b>		1,867	1,745	1,871	1,749
<b>NET ASSETS</b>		1,883	1,756	1,887	1,760
<b>REPRESENTED BY FUNDS:</b>					
Restricted funds	14	658	316	658	316
Designated funds	15	600	600	600	600
Unrestricted funds		625	840	629	844
<b>TOTAL FUNDS</b>		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 £
<b>Cash flows from operating activities</b>		
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>
<b>Cash flows from investing activities</b>		
Purchase of tangible assets	(12)	(9)
Proceeds from sale of investments	-	-
Net cash used in investing activities	<u>(12)</u>	<u>(9)</u>
<b>Net decrease in cash and cash equivalents</b>		
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 £
<b>Cash flows from operating activities</b>		
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
<b>Cash flows from investing activities</b>		
Purchase of tangible assets	(12)	(9)
Proceeds from sale of investments	-	-
Net cash used in investing activities	(12)	(9)
<b>Net decrease in cash and cash equivalents</b>		
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
<b>Total</b>	<b>372</b>	<b>2,526</b>	<b>2,898</b>	<b>2,877</b>

**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
<b>Total</b>	<b>1,213</b>	<b>1,192</b>	<b>366</b>	<b>2,771</b>	<b>1,992</b>

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
	<b>366</b>	<b>256</b>

### 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
<b>Total</b>	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
<b>Total</b>	<b>1,213</b>	<b>976</b>

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
<b>Cost</b>			
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
<b>Net book value</b>			
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
<b>Total debtors</b>	<b>1,409</b>	<b>878</b>	<b>1,427</b>	<b>896</b>

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
<b>Total</b>	<b>349</b>	<b>284</b>	<b>349</b>	<b>284</b>

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
<b>Total</b>	<b>67</b>	<b>51</b>	<b>67</b>	<b>51</b>

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	-
	<b>316</b>	<b>2,526</b>	<b>(2,151)</b>	<b>(33)</b>	<b>658</b>

## 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 £000	2021 £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)
<b>Net Assets</b>	<b>1,225</b>	<b>658</b>	<b>1,883</b>

## 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