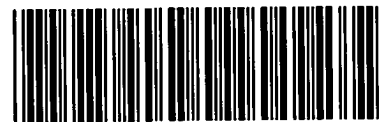


**THE NATIONAL YOUTH AGENCY  
(COMPANY LIMITED BY GUARANTEE)**

**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](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.*

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 31<sup>st</sup> March 2023**

	Note	2023 Unrestricted £000	2023 Restricted £000	2023 Total £000	2022 Total £000
<b>INCOME FROM:</b>					
Charitable activities:					
Funds received for Activities	1	91	3,692	3,783	2,898
Investment income	2	4	-	4	-
<b>Total Income</b>		<b>95</b>	<b>3,692</b>	<b>3,787</b>	<b>2,898</b>
<b>EXPENDITURE ON:</b>					
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
<b>Total expenditure</b>		<b>986</b>	<b>2,900</b>	<b>3,886</b>	<b>2,771</b>
<b>NET (EXPENDITURE)/SURPLUS</b>		<b>(891)</b>	<b>792</b>	<b>(99)</b>	<b>127</b>
Transfer between funds	14	913	(913)	-	-
<b>NET MOVEMENT IN FUNDS</b>		<b>22</b>	<b>(121)</b>	<b>(99)</b>	<b>127</b>
Total funds brought forward		1,225	658	1,883	1,756
<b>Total funds carried forward</b>		<b>1,247</b>	<b>537</b>	<b>1,784</b>	<b>1,883</b>

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

		<b>Consolidated</b>		<b>Company</b>	
	Note	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>FIXED ASSETS</b>					
Tangible assets	9	32	16	32	16
Investments	10	-	-	-	-
<b>CURRENT ASSETS</b>					
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)
		<u>1,752</u>	<u>1,867</u>	<u>1,756</u>	<u>1,871</u>
<b>NET CURRENT ASSETS</b>					
		<u>1,784</u>	<u>1,883</u>	<u>1,788</u>	<u>1,887</u>
<b>NET ASSETS</b>					
<b>REPRESENTED BY FUNDS:</b>					
Restricted funds	14	537	658	537	658
Designated funds	15	200	600	200	600
Unrestricted funds		1,047	625	1,051	629
<b>TOTAL FUNDS</b>		<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 £
<b>Cash flows from operating activities</b>		
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)
<b>Cash flows from investing activities</b>		
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
	£	£
<b>Cash flows from operating activities</b>		
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)
<b>Cash flows from investing activities</b>		
Purchase of tangible assets	(30)	(12)
Proceeds from sale of investments	-	-
Net cash used in investing activities	(30)	(12)
<b>Net increase/(decrease) in cash and cash equivalents</b>	693	(344)
<b>Cash and cash equivalents at beginning of year</b>	793	1,137
<b>Cash and cash equivalents at end of year</b>	1,486	793

## 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
<b>Total</b>	<b>91</b>	<b>3,692</b>	<b>3,783</b>	<b>2,898</b>

### 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
<b>Total</b>	<b>1,811</b>	<b>1,566</b>	<b>509</b>	<b>3,886</b>	<b>2,771</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.

**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
	<b>509</b>	<b>366</b>

**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
<b>Total</b>	<b>48</b>	<b>26</b>

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
<b>Total</b>	<b>1,811</b>	<b>1,213</b>

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
<b>Cost</b>			
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
<b>Net book value</b>			
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
<b>Total debtors</b>	<b>663</b>	<b>1,409</b>	<b>681</b>	<b>1,427</b>

# 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
<b>Total</b>	<b>411</b>	<b>349</b>	<b>411</b>	<b>349</b>

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
<b>Total</b>	<b>6</b>	<b>67</b>	<b>6</b>	<b>67</b>

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)
<b>Net Assets</b>	<b>1,247</b>	<b>537</b>	<b>1,784</b>

## **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](http://nya.org.uk)

