THE FOYER FEDERATION

England & Wales · Charity number 1040482

Details

Other names	FOYER FEDERATION FOR YOUTH
Status	Registered
Legal form	Charitable company
Company number	02699839
Registered	1994-08-31
Register	View on the Charity Commission register

Contact

Address	Work.Life Core Building 30 Brown Street Manchester M2 1DH
Phone	07940 309903
Email	inbox@foyer.net
Website	www.foyer.net

Activities

Objects: THE RELIEF OF YOUNG PERSONS WHO ARE HOMELESS OR OTHERWISE IN NECESSITOUS CIRCUMSTANCES IN PARTICULAR AND WITHOUT PREJUDICE TO THE GENERALITY OF THE FOREGOING BY ENCOURAGING AND ASSISTING IN THE PROVISION OF AN INTEGRATED SYSTEM OF SHORT-TERM ACCOMMODATION AND TRAINING (INCLUDING VOCATIONAL TRAINING) COUPLED WITH ADVICE AND COUNSELLING FOR YOUNG PEOPLE AND THE PROVISION OF RECREATIONAL FACILITIES WITH THE OBJECT OF IMPROVING THE CONDITION OF LIFE.

Activities: The Foyer Federation continues to be seen as an organisation that punches above its weight and our focus on innovation has helped us develop relationships and enabled us to demonstrate how the Foyer approach can be 'stretched' so that it works for all those whose transition to adulthood is particularyly challenging in settings that go well beyond the traditional supported housing model.

Downloaded from opencharities.uk/ew/1040482

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Accommodation/housing, Economic/community Development/employment
- **Who:** Children/young People, People With Disabilities

Geography

- Northern Ireland
- Scotland
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£518,137	£624,677	£311,196	10
2024-03-31	£832,793	£748,299	£417,736	8
2023-03-31	£693,028	£524,240	£333,174	7
2022-03-31	£410,140	£342,199	-	-
2021-03-31	£283,178	£222,556	-	-

Trustees

Name	Role	Appointed
Alastair Wilson		2022-01-24
Alieu Fofanah		2023-10-17
Andrew Ward		2020-03-20
Fiona Jia-Ying Lin		2021-09-15
Hannah Oluwadamilaara Adeyemi		2022-01-03
Jack Davy-Dupris		2026-04-14
Leona Kaye McDermid		2023-07-18
Louise Ann Joseph		2023-07-18
Marcel Pawel Kazimierczak		2026-02-17

Downloaded from opencharities.uk/ew/1040482

THE FOYER FEDERATION

England & Wales - Charity number 1040482

Accounts

The FOYER Federation

Annual Report

2024-25



Charity Number
1040482

Company Number
02699839

Principal Address

The Foyer Federation
Work.Life Core Building
30 Brown Street
Manchester
M2 1DH

Independent Examiner
Cathy Hood FCA DChA
137 Barlows Lane
Liverpool
L9 9HZ

Bankers
Unity Trust Bank
Nine Brindley place
Birmingham
B1 2HB

NatWest
135 Bishopsgate
London
EC2M 3UR

Chair of the Board of Trustees
Alastair Wilson

Elected Trustees
Andrew Ward
Louise Ann Joseph
Leona Kaye McDermid

Non-elected Trustees
Sabira Mohamed Kanji (resigned 23rd April 2024)
Joanne Rich
Fiona Jia-Ying Lin
Hannah Oluwadamilaara Adeyemi
Nathalie Alison Tolmie-Thomson
Alieu Fofanah
Lynette Barlow, Treasurer (appointed 30th April 2024)

Secretary
Rachel Middleton

Chief Executive
Joel Lewis

Head of Programmes and Network
Kate Russell-Ellis

Head of Development and Partnerships
Siobhan Cunningham

Head of Communications
Jenny Liversidge-Wright (appointed 14th Ocober 2024)

A COMPANY LIMITED BY GUARANTEE STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2025

The Trustees (also referred to as Directors per the Companies Act 2006) are pleased to present their annual Trustees' report together with the financial statements of the charity for the year ending 31st March 2025, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities, Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The structure, governance and management section include a reference to related party transactions in note 18 and all Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 7 to the accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and in accordance with the Foyer Federation Charity policy, and to withdraw from decisions where a conflict of interest arises.



Contents

Chair's report 4

Chief Executive's summary 5

Our Values & Mission. 7

Our 2025-30 Strategy 8

Our 2024-25 Successes 9

Our 2024-25 Challenges 12

Our 2024-25 Priorities. 14
- 1. The right systems. 16
- 2. The right people 28
- 3. The right income. 31

Our 2025-26 Priorities. 33

INDEPENDENT EXAMINER'S REPORT
PERIOD ENDING 31 MARCH 2025. 37

STATEMENT OF FINANCIAL ACTIVITIES. 38

BALANCE SHEET 39

NOTES TO THE FINANCIAL STATEMENTS 40



Chair's report

Over the last year, it is undeniable that both the youth supported housing sector and the Foyer Federation itself have gone through a period of rapid change. It has been hugely encouraging to see our dedicated CEO and his excellent team working so effectively with both our members and our committed trustees, to rise to this challenge and take the charity from strength to strength.

The entire team has lived our values: **authentically** sticking to our mission, by focussing on impact; **bravely** standing strong in a complex and unpredictable funding landscape; **lovingly** delivering trauma-informed support to our network staff; building on our **maverick** approach to sharing power with young people; and remaining **savvy** to land opportunities that have arisen in a complex operating environment.

As ever, the Foyer Federation is a small but mighty team, going above and beyond expectations with limited resources. This report shows clearly how Joel and the team have deftly balanced working with the network to support very clear immediate needs alongside advancing the charity's long-term vision and strategic positioning.

We are extremely grateful to our funders, network, and supporters for sharing our vision and working with the Foyer Federation to develop truly transformational living and learning communities so that young people who can't live at home can move on with the power and agency they need to thrive.

I am incredibly proud to Chair such an impactful charity and community. As we move into 2025-26 our clear plan will guide progress against the delivery of the next phase of our 'impact-first' approach, to best meet the needs of both the youth supported housing sector and the young people they exist to serve.

Alastair Wilson
Chair of the Trustee Board



Chief Executive's summary

2024-25 has been a real 'build the car as you're driving it' kind of year - and I couldn't be more proud of the team for their hard work and resilience throughout this period.

Officially 'year zero' leading to our 2025-30 strategy, our goal for the year was to strengthen the foundations of the Foyer Federation to set ourselves up for ambitious growth and influence over the next five years. With the launch of the strategy coinciding with the end of a number of our funded programmes and an increasingly challenging funding environment, we knew that 2024-25 was never going to be a smooth journey - and we were right!

At the beginning of 2025, I embarked on a national tour of our Youth Foyers and was equally encouraged and concerned. The commitment, passion and quality that many services are delivering in the face of huge challenges was humbling and it was exciting to see some of the creative solutions that staff and young people have developed to overcome barriers to moving out, accessing learning, improving wellbeing and gaining employment. The positive impact of the approach was clear to see, but even in the most resilient of services the need for future investment to build capacity and improve quality is evident.

Despite the clear commitment and vision of Youth Foyers, our network has been under immense, mounting pressure in recent years, and 2024-25 really felt like the year where it all came to a head. With the roll out of new regulation and the prospect of more on the horizon, planning for rising service delivery costs (especially the National Insurance increase) alongside local authorities stripping back their support funding, the Youth Foyers in our network have been feeling the strain. On top of these challenges, young people have been grappling with increased mental health needs, a reduction in employment opportunities and the ongoing impact of the cost of living crisis.

In light of these challenges, it became increasingly clear throughout the year that many of our Youth Foyers are in trauma - and we need to respond accordingly.

We've put a great deal of time and energy into really understanding how we work at the Foyer Federation so that we can better meet the needs of our network - and reading through this report, it's clear how far we have come.

We've developed a new Theory of Change, launched a new website, established our identity and unique



position in the sector, developed a new Youth Foyer brand, grown our staff team, crafted a new case for support, embedded youth voice at all levels of the charity - and all of this alongside delivering 30 training sessions, four Community of Practice events, 15 Talent Bond grants and much, much more.

Looking back on how we started the year to where we are now, it's clear that we've come a long way towards achieving our goal. The Foyer Federation is in a much stronger position with a much clearer understanding of our unique role and impact in ensuring that young people who can't live at home can realise their power and purpose - and as we move into 2025-26 we're more focussed than ever on this mission.

As a small team with limited resources, we've achieved a huge amount in what has been an incredibly tough year - and I'd like to take this opportunity to genuinely thank our staff team, our Trustees, our network and our supporters who share our vision, and continue to weather the storm to make meaningful impact in the lives of young people in Youth Foyers across the UK.

Joel Lewis
Chief Executive



Our Values & Mission

VISION

All young people who can't live at home can realise their power and purpose.

MISSION

Support the development of transformational living and learning communities for young people experiencing homelessness.

VALUES

Authentic: We are unwavering in our purpose.

Brave: We stand up for what matters.

Loving: We care about each other and the world around us.

Maverick: We shake things up to make them better.

Savvy: We keep one eye on the now and one at the end of the game.

Young people who experience homelessness are more likely to experience it later in life too. Our purpose is to break this cycle.

We work with our national network of Youth Foyers to provide transformative opportunities to young people who can't live at home.

Rather than focussing purely on addressing immediate circumstances, we work with services to centre young people's long term goals and potential.

By building on young people's strengths, talents and aspirations, Youth Foyers offer a holistic living and learning opportunity for young people to realise their power and purpose, and move on equipped to thrive as independent adults.

The Charity Commission's guidance on public benefit, in accordance with section 17 of the Charities' Act 2011, sets out two key principles:

1. The organisation must have an identifiable benefit and
2. The benefit must be to the public or a section of the public.

Trustees have reviewed the vision and mission of the charity in the light of this guidance and have been mindful of it when setting the aims and objectives for the coming year. They believe the activities of the Charity and the achievements detailed in this report clearly demonstrate that the Charity meets both these requirements.

Our 2025-30 Strategy

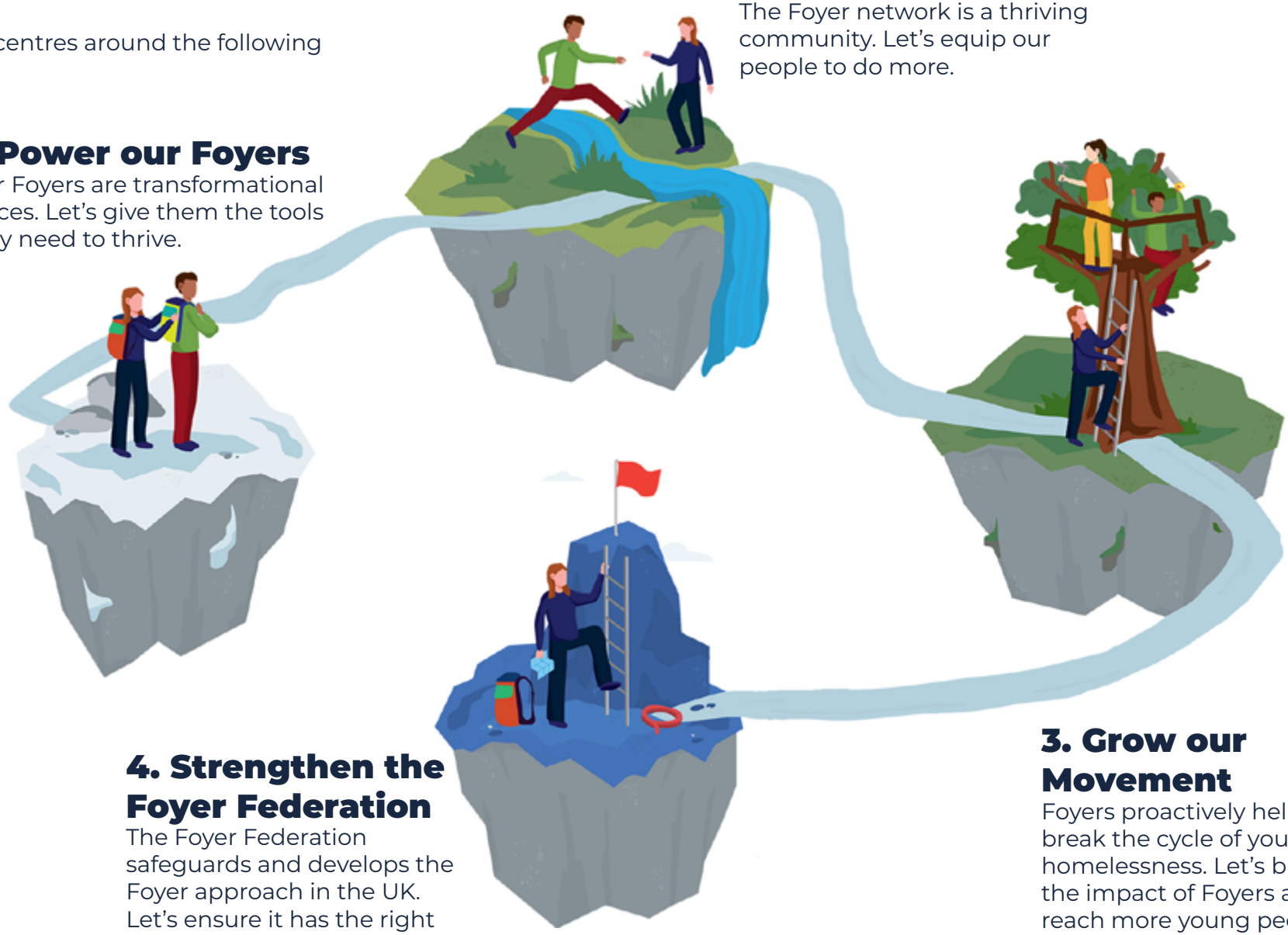
Our strategic plan centres around the following four aims:

1. Power our Foyers

Our Foyers are transformational places. Let's give them the tools they need to thrive.

2. Activate our Community

The Foyer network is a thriving community. Let's equip our people to do more.



3. Grow our Movement

Foyers proactively help break the cycle of youth homelessness. Let's broaden the impact of Foyers and reach more young people.

4. Strengthen the Foyer Federation

The Foyer Federation safeguards and develops the Foyer approach in the UK. Let's ensure it has the right foundation to build on.

Our 2024-25 Successes

2024-25 has been a year of learning and honest reflection at the Foyer Federation, with some great successes and opportunities for development.

Throughout the year, we have:

- Maintained a network of **65 Youth Foyers**.
- Delivered a total of **30 training sessions**, reaching 378 people and receiving an average feedback rating of 4.75/5.
- Delivered **four Community of Practice events** with 39 members of staff from 22 Youth Foyers, and 55 from outside of our network.
- Completed our **Youth Power Fund programme**, working with 17 young people and reaching 148 more throughout the year to challenge power structures in youth supported housing services, and developing meaningful opportunities for young people to lead and influence in their Youth Foyers.
- Completed the **ReRooted programme** with 58 members of staff and 66 young people from 20 Youth Foyers this year, building staff knowledge, confidence and skills to better support young people with their mental health.





- Awarded **£4200 in Talent Bond grants**, providing the opportunity for 15 young people to build a skill, talent or aspiration.
- Partnered with the National Survivor Users Network to plan, deliver and co-create two consultation workshops and interviews with 4 Youth Foyers and 22 young people, **'Reimagining Safety'** to explore how to develop safeguarding approaches with lived experience in mind.
- Gathered and shared insights from 141 young people from 25 Youth Foyers via our **May 2024 Big Questions Survey,** providing opportunity for the network to feed youth voice into their practice.
- Launched a **new Foyer Federation website**, strengthening our ability to communicate our work and purpose to key stakeholders.
- Developed strategic relationships in the homelessness sector, including joining the steering group of the **Youth Chapter Collective** and the **APPG for Ending Homelessness**, setting us up to begin influencing on a wider strategic scale.
- Developed a new **Youth Foyer brand** to define and celebrate high quality youth supported housing.

- Crafted a **new case for support**, drawing on insights from the sector and building a compelling narrative around the current supported housing landscape and our role within it.

- Developed a new Foyer Federation **Theory of Change** to better understand, articulate and evaluate our impact on youth supported housing services and young people who can't live at home.

- Our Chief Executive toured our network as part of **launching our new strategy** visiting 10 locations across all regions and engaging staff, young people, and commissioners representing 34 Youth Foyers.





Our 2024-25 Challenges

Despite our successes, during this period several sectoral and wider societal challenges came to a head. From the continuing fall out from the pandemic and cost-of-living crisis to new regulatory context, our network is feeling the strain.

The introduction of Ofsted's Supported Accommodation Regulations has placed an additional financial, administrative and operational burden on the Youth Foyers who provide housing for care experienced young people aged 16-17, and the Supported Housing (Regulatory Oversight) Act 2023 will add more cost and capacity pressures across the network.

Alongside this, staff capacity and service budgets continue to be stretched at a time when young people's mental health needs are increasing, leading to a sense of burnout and trauma in the network and wider sector.

What we are hearing consistently is that the sector is under immense pressure, with a real sense of stress around funding and staffing, and a growing fear that the sector is drifting away from a person-centred, youth work approach in favour of a more compliance driven model. And we are feeling this pressure ourselves.

We entered 2024-25 with a clear ambition to grow our network. We built a strong pipeline and held over 40 meetings with prospective members. However, while many showed genuine interest, shared our vision and expressed a real desire to work with us, the challenges in the sector have acted as a barrier to meaningful engagement.

We have also seen a widening gap between members that have an established accreditation record and commitment to Youth Foyer and Advantaged Thinking, and those who have not engaged previously.

With less resilience and capacity to deliver a holistic offer, and with added economic and regulatory challenges in the wider sector and society, the message from our network and the wider sector then was clear: **they need us to evolve**.



Our 2024-25 Priorities

For 2024-25, our priority was on aim 4 of our 2025-30 strategy, 'Strengthen the Foyer Federation', and adapting our work and approach to meet services where they are. This included building:

1. The right systems:

Implementing and improving systems, processes and central operations to maximise the effectiveness of our activities and demonstrate the breadth and depth of our impact. Key activities included:

- **a.** Developing more robust ways to track the impact of our work and sharing it with others.
- **b.** Expanding the reach and effectiveness of our communications.
- **c.** Developing better internal systems for relationship management of our member network.

2. The right people:

Nurturing and growing the staff and trustee team to effectively deliver the strategic aims in line with our values. Key activities included:

- **a.** Ensuring young people continue to share power at all levels of the organisation.
- **b.** Building the diversity, skills and experience of the staff team; and creating and shaping new and existing staff roles to deliver the strategy effectively.

3. The right income:

Building a diverse and sustainable income base to deliver the strategy in line with the mission. Key activities included:

- **a.** Growing the amount and percentage mix of our earned income, including membership, training and the strategic partner offer.
- **b.** Effectively communicating a compelling case for investment in the Foyer Federation to future funders.



1. The Right Systems

Implementing and improving systems, processes and central operations to maximise the effectiveness of our activities and demonstrate the breadth and depth of our impact.

1. The right systems

a) Developing more robust ways to track the impact of our work and sharing it with others.

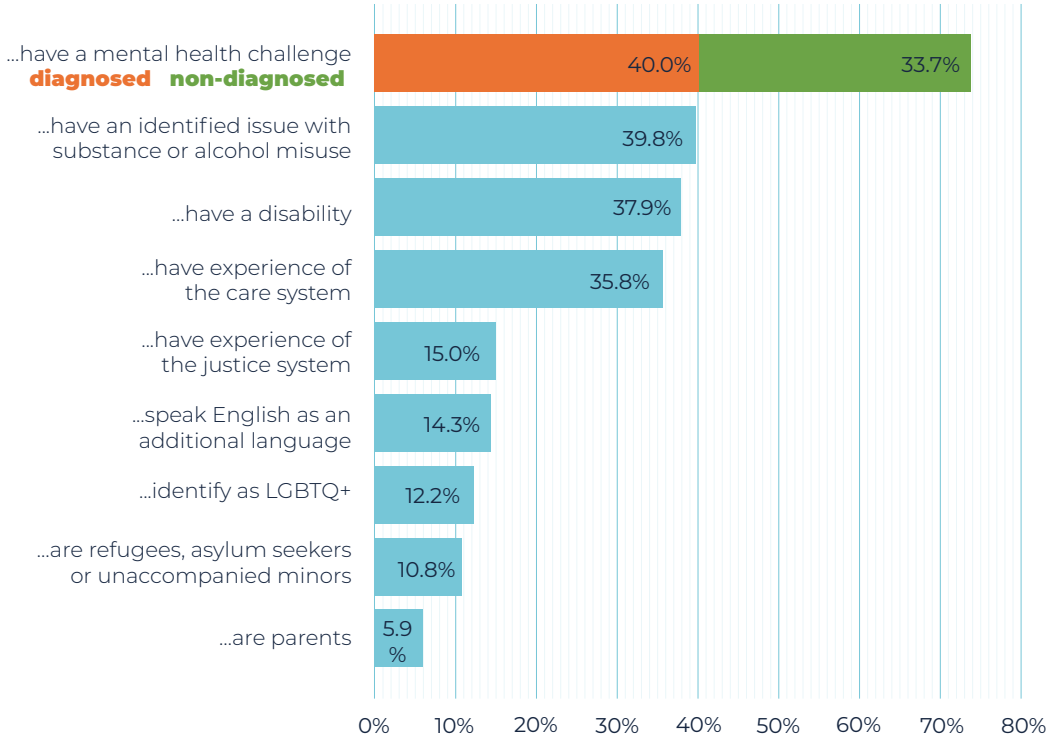
The Foyer Federation's purpose is to increase the quality of youth supported housing services so that young people who can't live at home can move on with the power and agency to thrive.

Through our Youth Foyer Theory of Change, developed in 2016 with the University of Cumbria and young people in Youth Foyers, we know the impact that Youth Foyers make and, through our 2021-24 strategy, we know how important the Advantaged Thinking approach is in achieving this impact. This high quality provision remains our goal.

However, the sector faces an increasingly complex regulatory landscape, a ruthless funding environment and deepening challenges felt by young people. In 2024-25, the network saw young people moving into Youth Foyers facing a number of intersecting challenges (see graph to the right).

Since 2018, the needs of the young people they work with have grown, including an increase in the number of young people who: have experience of the care system; speak English as an additional language; have disabilities; are refugees, asylum seekers or unaccompanied minors; face mental health challenges (see p17).

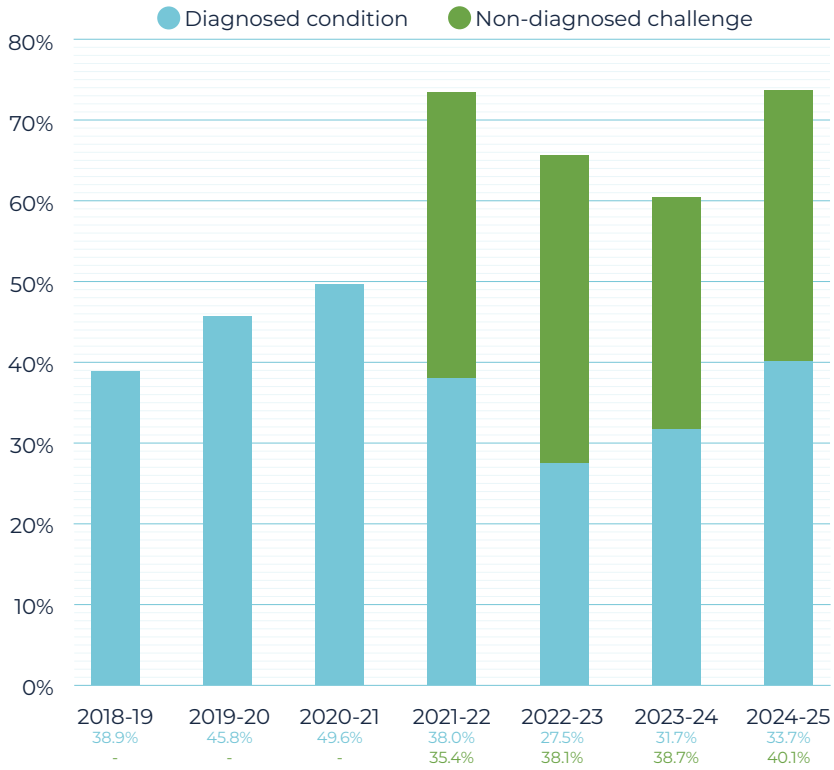
% of young people moving into a Youth Foyer in 2024-25 who...*



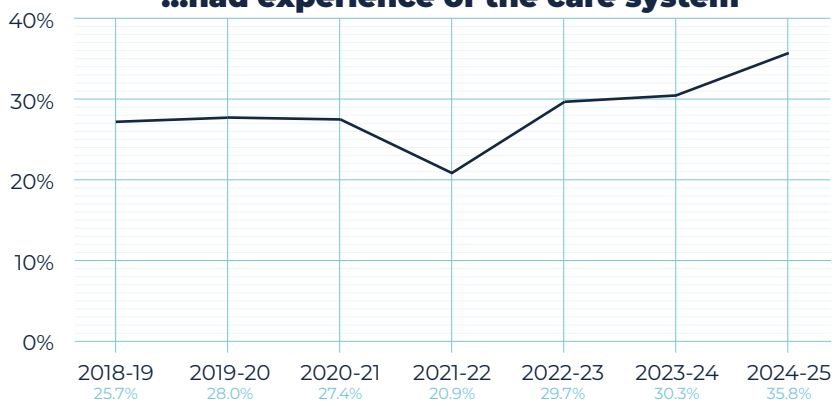
*Based on 427 young people who moved into 19 Youth Foyers between April 2024 and March 2025.

% of young people moving into Youth Foyers who...

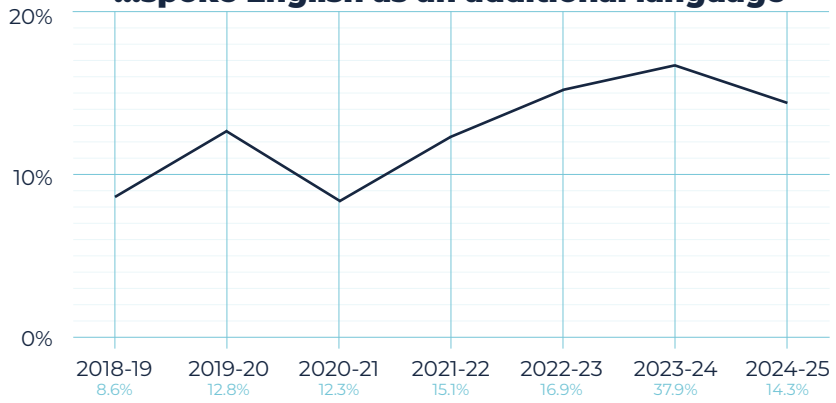
...were facing mental health challenges



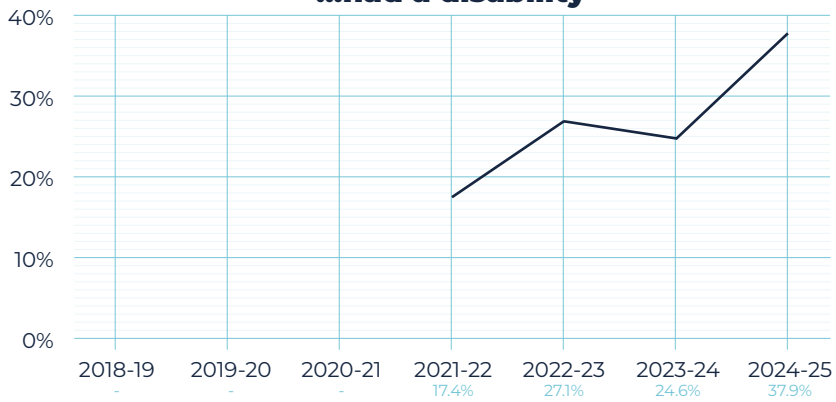
...had experience of the care system



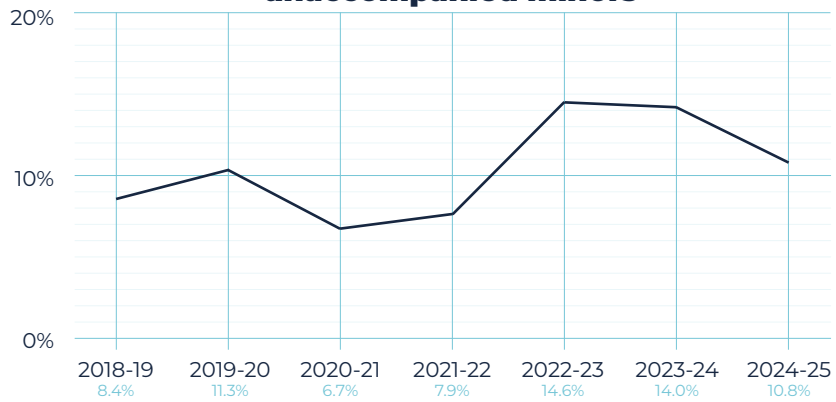
...spoke English as an additional language



...had a disability



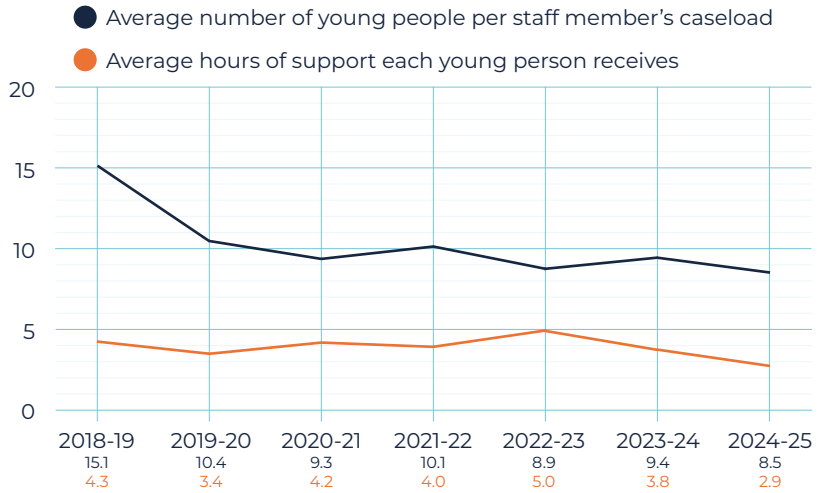
...were refeguees, asylum seekers or unaccompanied minors



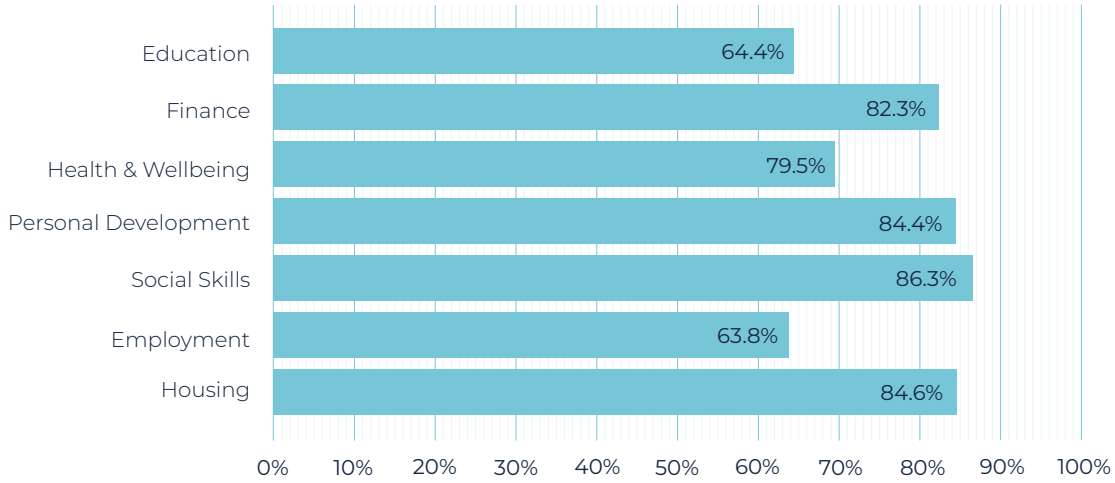
Alongside this growth in need, the capacity of Youth Foyers to support young people has trended downwards: the average number of staff per Youth Foyer employed to work with young people and the average number of hours of support a young person receives per week have decreased.

However, despite this increase in challenge and decrease in capacity, Youth Foyers continue to have a strong and meaningful impact on the lives of young people.

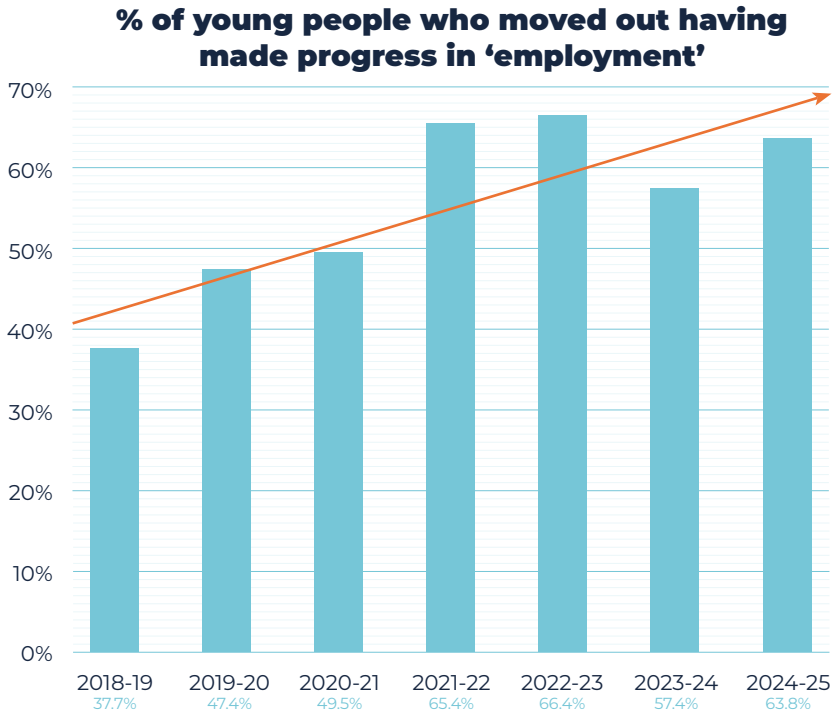
Average Youth Foyer staff caseload vs. hours of support per young person

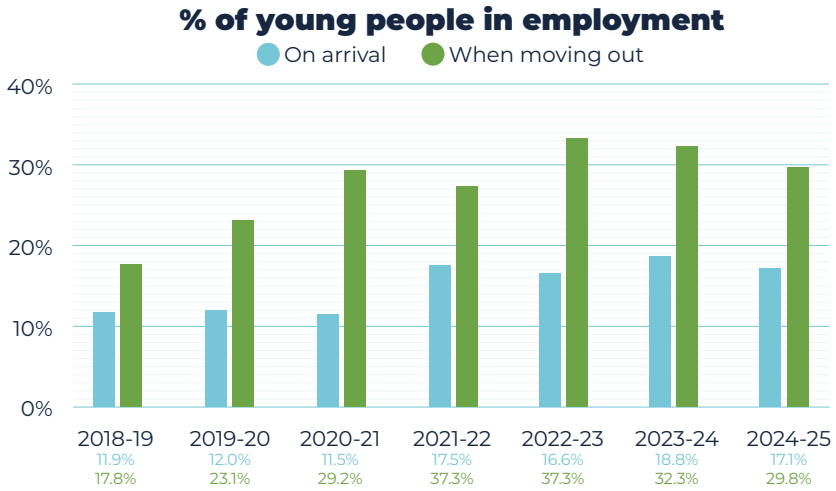


% of young people who moved on from a Youth Foyer in 2024-25 having made progress in...*



*Based on 409 young people who moved on from 19 Youth Foyers between April 2024 to March 2025.



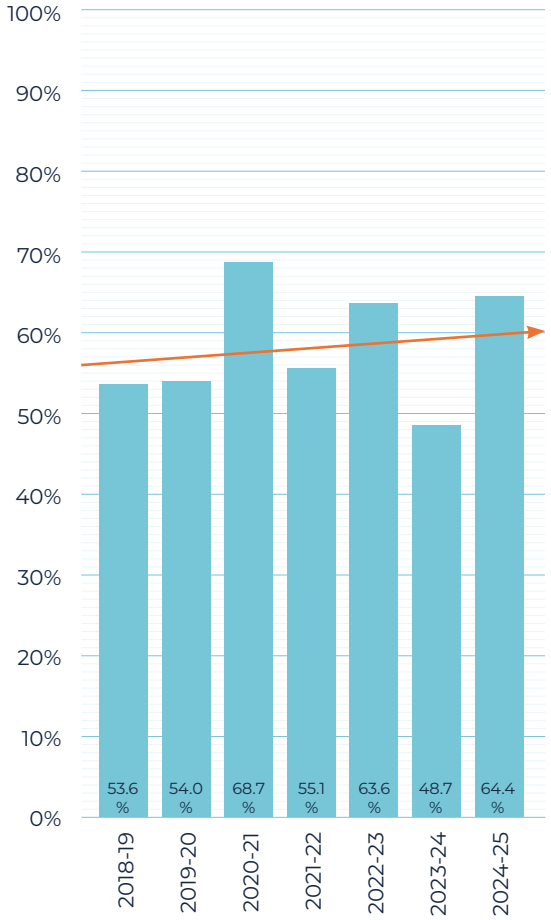


Since 2018, the percentage of young people moving on from Youth Foyers having made progress in employment outcomes has trended steadily upwards, increasing from 37.7% in 18-19 to 63.8% in 24-25. However the difference between the number of young people in employment on departure vs. arrival has been narrowing since its peak in 21-22 (see graphs to the left).

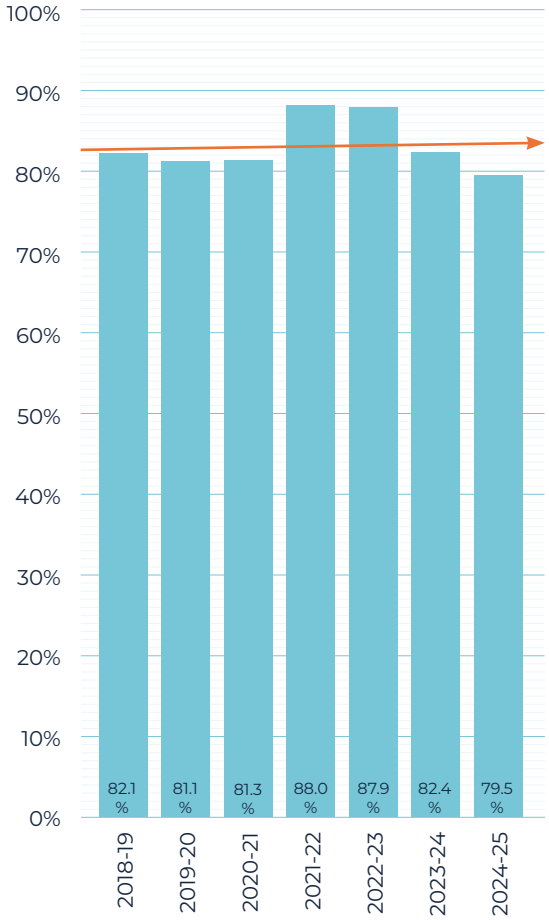
In addition to this, while progress in education has trended gently upwards and health and wellbeing and housing outcomes have remained constant (see p20), we are seeing a downward trend in outcomes relating to personal development and - to a lesser degree - social skills and finance (see p21).

% of young people who moved out having made progress in...

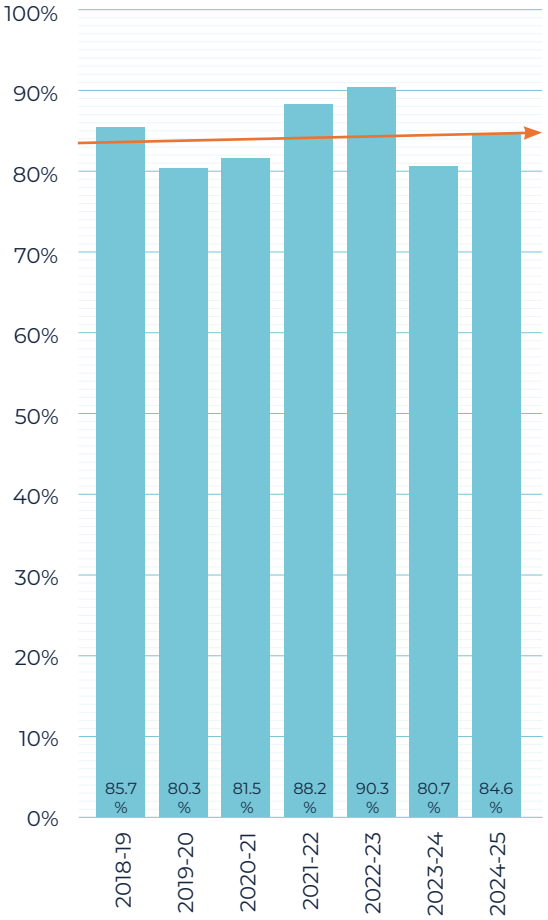
Education



Health & Wellbeing

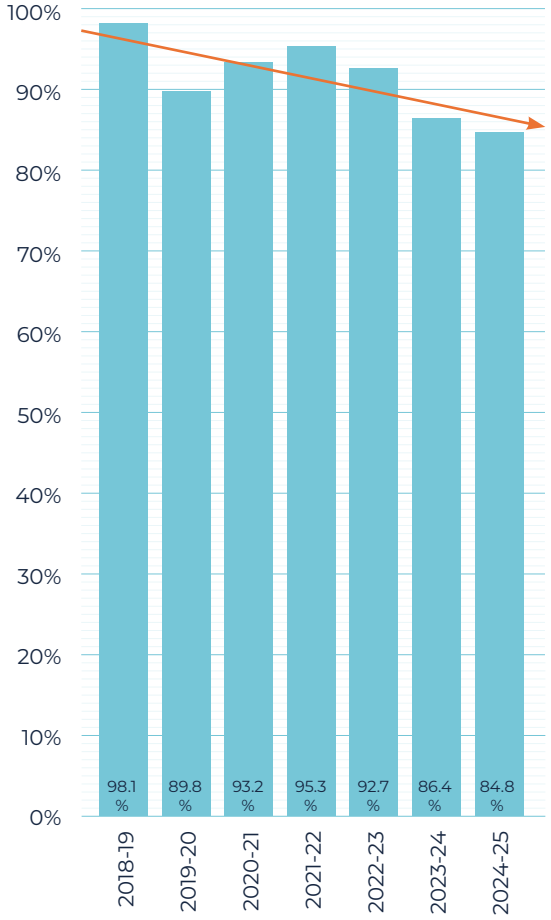


Housing

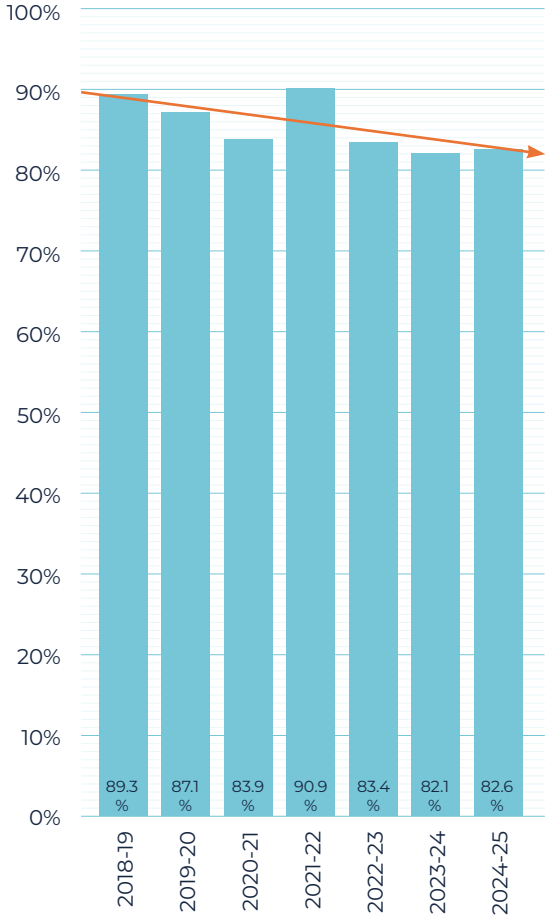


% of young people who moved out having made progress in...

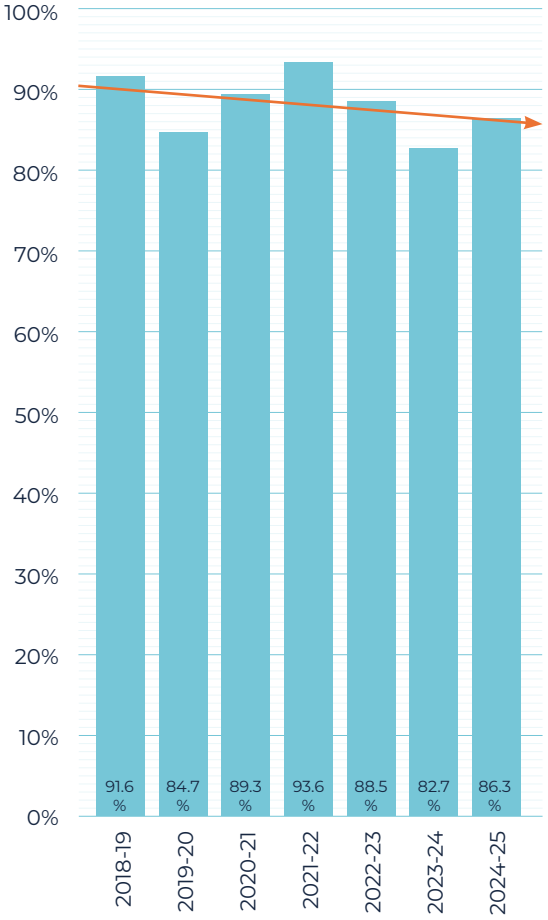
Personal Development



Finance



Social Skills



Our goal for 2024-25 then was to develop a stronger understanding of the key characteristics of a Youth Foyer and reevaluate how we can meaningfully work with services so that the hallmark holistic impact of a Youth Foyer can be maintained in the face of rising contextual challenges.

To that end, we developed the Youth Foyer Quality Standards to describe fundamental principles of a high quality service, and we developed a Foyer Federation Theory of Change (see p23) to articulate how we support services to embed these Quality Standards and deliver impactful work with young people who can't live at home.

This Theory of Change allows us to reframe and reprioritise our work with the network to address contextual challenges and develop services':

- **Resilience** to external challenges.
- **Capacity** to work holistically with young people.
- High **quality** provision that centres youth voice.

With a firmer understanding of both our impact and Youth Foyers' impact, we are now in a stronger position to tailor, monitor and evaluate our work to meet the needs of the network; develop agile approaches to external challenges; and strengthen our own resilience and capacity as a membership charity.

As we move into 2025-26, our focus in this area is to develop a robust impact framework to allow us to effectively measure and report not just on young people's long term outcomes but on the journeys and development of Youth Foyers themselves.



The Foyer Federation Theory of Change

CONTEXT

Young people experiencing homelessness are more likely to experience it later in life too.

Youth supported housing services enable young people to manage short term circumstances.

Many youth supported housing services prioritise short term contractual obligations over young people's long term outcomes.

Prioritising young people's long term outcomes earlier reduces the chances of repeat homelessness.

Strengths-based approaches to working with young people achieve better long term outcomes.

THE FOYER FEDERATION

...works with youth supported housing services to build resilience, capacity and quality, prioritising young people's long term outcomes.

The Foyer Federation works with youth supported housing services to:

develop high quality infrastructure;

embed strengths-based and youth-led approaches;

provide training and opportunities for staff to connect, share learning and co-create resources;

fill gaps in provision with programmes for young people.

YOUTH SUPPORTED HOUSING SERVICES

...become safe, stable and nurturing communities that provide holistic support to set and achieve their goals.

Youth supported housing services build:

resilience to external challenges;

capacity to work holistically with young people;

high quality provision that centres youth voice.

YOUNG PEOPLE

...move on from youth supported housing with greater agency and power in their lives, equipped to thrive as independent adults.

More young people move on from supported housing with:

a route towards employment;

skills for living independently;

positive health and wellbeing;

a sense of purpose and connection to the wider world and society;

power and agency to set and achieve their goals.

IMPACT

Young people who can't live at home can realise their power and purpose.

b) Expanding the reach and effectiveness of our communications.

The Foyer Federation has a rich history and track record of working nationally to build quality in youth supported housing services. Most recently, through the 2021-24 'A Home for Advantaged Thinking' strategy, we have established a reputation as pioneers in strengths-based approaches in the sector.

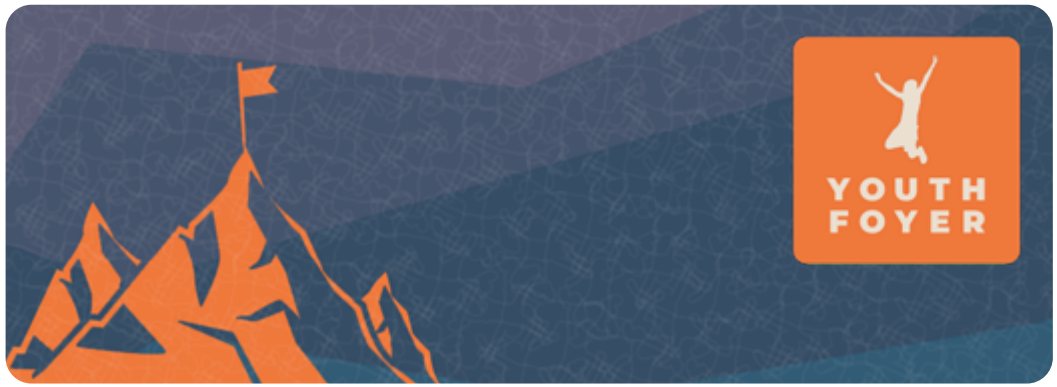
As the supported housing landscape has evolved over the last 30+ years and as services and young people face new and developing challenges, the 2025-30 strategy sets out ambitious goals to reestablish Youth Foyer as the contemporary gold standard in high quality provision for young people who can't live at home. Our identity and brand are therefore central to achieving this strategy and, in October 2024, we invested in a new head of communications to shape this.

In December 2024, we launched our new Foyer Federation website, which offers greater accessibility and better communicates our work and purpose to key stakeholders and, building on the successful addition of the Advantaged Thinking brand through our 2021-24 strategy, we developed a clear brand hierarchy, identifying:

- **'The Foyer Federation'** as a parent brand, with a distinct position and voice in the sector and a unique value proposition to drive investment towards our core work;







- **‘Advantaged Thinking’** as a sub-brand, acting as our innovation arm and mechanism for reach and mobility beyond the homelessness sector;

- and a new **‘Youth Foyer’** sub-brand to define our vision for the youth supported housing sector, encompassing the rich history of the Foyer approach and adding credibility to the Foyer Federation parent brand.

Through these brands, we have developed clearer avenues for reach and, combined with our new Theory of Change, we are able to create compelling messaging and stories to drive engagement and investment across our work.

As we move into 2025-26, our focus will be on developing strategies to grow our reach of these brands through partnerships with young people and organisations in the wider sector, securing meaningful engagement and support that is key to our 2025-30 strategy.



c) Developing better internal systems for the relationship management of our member network.

i) CRM: As we develop our understanding of the impact of the challenges that our network is facing and solidify our unique position in supporting services to build their resilience, capacity and quality, it is important that we have strong systems to monitor engagement and impact.

In 2024-25, we began development of our CRM system to allow for more nimble approaches to relationship management, and for stronger insights on both the short and long term impact of our work on services and young people.

This work is ongoing and will continue into 2025-26, with a focus on tailoring the CRM around our impact framework and embedding best practice across the team.

ii) Advantaged Thinking Hub: A strong focus for 2024-25 was on building and rolling out the Advantaged Thinking Hub (ATHub) to the network.

The ATHub was intended to be a dynamic learning and development environment. Shaped and maintained by the Youth Foyer community, the purpose of the online learning management system was to provide a space for young people and staff in Youth Foyers to develop a rich 'living curriculum', with accessible and engaging learning materials crafted and curated by the people who use them.

In 2024-25, we began testing the Totara platform with the network to learn more about the user experience, as well as the platform's limitations and opportunities for development. During testing, we learned of significant barriers to developing the system further.

These barriers undermined a key strategic aim of the platform to support independent learning, which means that, as we move into 2025-26, we will be shifting our focus to building a legacy of the ATHub and transferring learning resources to more accessible systems.

The original motivation behind the ATHub remains, however. Throughout 2025-26, our priority will be to work with young people to develop a practical learning framework, directly answering the question, 'What learning should young people experience in Youth Foyers?' so that the network is able to confidently deliver high quality learning with young people who can't live at home; and we will continue to build and share a bank of curated and accessible learning materials to accompany it.



2. THE RIGHT PEOPLE

Nurturing and growing the staff and trustee team to effectively deliver the strategic aims in line with our values.

2. The right people

a) Ensuring young people continue to share power at all levels of the organisation.

In 2024-25, we developed a refreshed Youth Involvement & Influencing Policy and methodology to test and implement meaningful ways of partnering with young people throughout the Foyer Federation. This work creates a clear pathway for youth engagement and offers staff a roadmap to guide young people consistently and supportively throughout their involvement journey.

Through this work, we have been able to build a roster of Young Consultants - young people with lived experience of Youth Foyer - who are paid for their insights and expertise in youth supported housing. Young Consultants have played a vital role in our work throughout 2024-25, including actively contributing on programme steering groups, developing learning resources and making decisions on funding. We have also begun developing a Young Trainers programme to grow our training capacity and offer meaningful paid opportunities to young people.

In 2024-25, we also successfully drew our Youth Power Fund to a close. The Youth Power Fund gave Youth Foyers in our network access to pots of funding to support innovation and creativity around youth leadership and empowerment. Our goal was to champion new thinking, long-term change and youth-led approaches, and challenge existing power structures, providing a catalyst for young people to lead in their local community and beyond. You can read our final impact report here.

Moving into 2025-26, we will continue to build on this strong foundation of youth involvement, aiming to recruit Young Trustees to our board and facilitate meaningful opportunities for young people to shape our future programmes; research and actively understand best practice in youth supported housing; and amplify their voices to strengthen wider systems that affect young people's lives.

b) Building the diversity, skills and experience of the staff team; and creating and shaping new and existing staff roles to deliver the strategy effectively.

i) New roles: In 2024-25, we created four new roles to build our capacity and resilience, and strengthen the Foyer Federation across operations, development and delivery.



Finance Manager, whose focus has been on transitioning our financial management inhouse from an external agency, which has ensured that we are able to have stronger understanding and oversight of our financial position, and become more resilient and nimble to financial challenges.



Business Development Officer, whose focus on outreach within the sector has built our knowledge and understanding of the barriers that youth supported housing services face in engaging with the Foyer Federation, which in turn enables us to evolve our core work to better support services to build resilience, capacity and quality in the face of sectoral challenges.



Digital Projects & Learning Coordinator, who has focussed on digital operations in the Foyer Federation and who has been instrumental in developing the accessibility of our learning resources and developing our CRM, which enables us to increase our agility in relationship building, stakeholder management and impact monitoring.



Head of Communications, who has developed our brand identity and Theory of Change, enabling us to to create a compelling case for support and strategically demonstrate the value of the Foyer Federation and our work to key stakeholders.

These additions to the team have also brought a welcome diversity of experience and perspective, increasing representation of global majority backgrounds, neurodivergence and lived experience of homelessness. This diversity will enable us to draw on a rich and diverse knowledge base and build the accessibility of our work and approach.

ii) Policies, procedures and responsibilities: The following policies and procedures were drafted, reviewed and approved by the Board of Trustees during the period: Compliments, Complaints & Comments Policy, Ethical Fundraising Policy, Expenses Policy, Fixed Asset Policy, Flexible Working Policy, Gifts and Hospitality Policy, Menopause Policy, Reserves Policy, Safeguarding Policy & Procedure, and Prevention of Sexual Harassment Policy.



3. THE RIGHT INCOME

Building a diverse and sustainable income base to deliver the strategy in line with the mission.

3. The right income

a) Growing the amount and percentage mix of our earned income, including membership, training and the strategic partner offer.

In 2024-25, we delivered a total of 30 training sessions, reaching 378 people, with an average feedback rating of 4.75/5.

With a consistent income stream from our training packages, we have identified opportunities to scale this up. As we move into 2025-26, we are exploring opportunities to extend our training offer both beyond the youth supported housing sector in order to strategically embed the Advantaged Thinking approach into wider systems that young people encounter; and within the network by creating new training packages that further build Youth Foyers' resilience, capacity and quality, such as Advantaged Thinking in Communications & Fundraising.

Advantaged Thinking

Sessions Delivered:	13
People Reached:	204
Average Rating (out of 5):	4.76

Coaching

Sessions Delivered:	12
People Reached:	129
Average Rating (out of 5):	4.69

Restorative Practice

Sessions Delivered:	3
People Reached:	34
Average Rating (out of 5):	4.87

Trauma Informed Practice

Sessions Delivered:	2
People Reached:	11
Average Rating (out of 5):	5

TOTAL

Sessions Delivered:	30
People Reached:	378
Average Rating (out of 5):	4.75

b) Effectively communicating a compelling case for investment in the Foyer Federation to future funders.

Throughout 2024-25, we have evolved our approach to income generation, with the goal of reducing our reliance on programme funding in the long term and developing more varied income streams to support our core charitable work.

The development of our Theory of Change and evaluation from previous programmes has enabled us to narrow down our programme asks to areas in which we are able to evidence meaningful impact, aligned with our mission. With a clearer understanding of our impact and identity, we have also developed a new case for support that draws on insights from the sector and builds a compelling narrative around the current supported housing landscape and our role within it.

As we move into 2025-26, our strategic priority will be to develop partnerships and programmes that work with the network to develop young people's long term outcomes in Employment & Enterprise, and Housing & Move On, alongside using our case for support to drive investment into the Foyer Federation's core purpose.



Our 2025-26 Priorities

Our work throughout 2024-25 has built a solid foundation for the Foyer Federation in the face of significant contextual challenges, and our purpose moving forward remains the same: to support the development of transformational living and learning communities so that young people who can't live at home can realise their power and purpose.

Our priorities for 2025-26 are to continue building on this foundation - staying true to our purpose - to further strengthen the Foyer Federation, create agility in our work to better meet the needs of our network, and build resilience and sustainability across the charity.

Our goals for 2025-26 are therefore to:

- Continue developing our impact framework, aligned with our new Theory of Change, to better monitor and evaluate the impact of our work on youth supported housing services and the young people they work with.

- Continue developing the Foyer Federation brand to drive investment in our core purpose; and the Youth Foyer brand to reestablish Youth Foyer as the gold standard in youth supported housing.





- Develop a robust and sustainable core menu of opportunities for youth supported housing services to build their resilience, capacity and quality, in line with our new Youth Foyer Quality Standards and framed by our new Foyer Federation Theory of Change.
- Continue developing our CRM system and embed data management best practice across our team to create agility in relationship management and impact measurement.
- Launch a Youth Foyer Learning Framework with accompanying resources to support the network to deliver high quality learning opportunities with young people.
- Build on our strong foundation of youth involvement by recruiting Young Trustees and creating opportunities for young people to shape our programmes; research best practice in youth supported housing; and influence systems that affect their lives.
- Build partnerships and programmes that support young people's long term outcomes in 'Employment & Enterprise' and 'Housing & Move On'.
- Expand our training offer beyond and within the network.
- Continue developing our case for support to drive investment into the Foyer Federation's core purpose.

Fundraising statement

The Foyer Federation recognises that, in accepting funding from statutory bodies, it must consider the policy implications and obligations that might be tied to it and ensure that these do not contravene the aims of The Foyer Federation. The Foyer Federation can seek to raise funds from a series of charitable Trusts and Foundations, but recognises that, simply because these have been registered with the Charity Commission does not mean that they are ethical givers. The Foyer Federation therefore does not accept money from any charitable Trust if it is a requirement of grant receipt to advertise any company or organisation whose activities run contrary to the Foyer Federation's aims.

The Foyer Federation will maintain accountability and open and honest relationships with all its partners, by regularly monitoring and evaluating its work. This statement of policy is meant as a working guide for the Foyer Federation. Any final decisions will be governed by the Board of Trustees. It is the duty of the Board to advise of any potential conflicts of interest with regards to funding or partnerships, and for the Board to act in the best interests of the Foyer Federation at all times.

The Foyer Federation adopted an Ethical Fundraising Policy during the period.

Pay policy for senior staff

The salaries of the Chief Executive and other members of the Senior Leadership Team are reviewed, along with those of all staff employed by the Charity, on an annual basis as the Charity sets its budget for the coming year. Salaries are benchmarked against equivalent roles in the sector, and Trustees agree the salaries of senior staff. Trustees also take an annual view as to whether to instigate a cost of living increase for all staff.

Reserves policy

As part of financial management and forward planning, we do not wish to hold levels of reserves which may tie up money unnecessarily, and limit the amount spent on the potential benefits we provide. We wish to strike a balance to protect our solvency and future activities.

We have an established agreement amongst Trustees to hold between three and six months' operating costs in reserve. In addition, the Trustees may choose to set aside designated funds for a specific project or purpose for the next financial year.

We have a risk management policy and process which enables Trustees to monitor financial risk to the organisation in relation to achieving our strategic plan and operating our core offer to members and young people. Quarterly Finance, Audit & Risk Committee meetings and at least four Board meetings a year provide opportunity to scrutinise risk.

The strategic plan contains activities that cannot be met from a single year's funding, and we are developing an income generation strategy to ensure funds are there to deliver the plan. We are also alert to the possibility of unexpected risks to the charity which are monitored through the risk register.

It is the intention of Trustees to build reserves from unrestricted income. Trustees believe this to be prudent and necessary for a number of purposes:

1. To enable the organisation to continue to operate while finalising future income streams;
2. To support innovative projects which need a period of testing and development and whose outcome may support future funding bids;
3. To support the strategic direction of the charity and, where necessary, to underwrite the costs of strategic change;
4. To cover support costs and unplanned expenditure in periods when these are not covered by generated income.
5. To give Trustees time to take appropriate action if income falls below expectations;
6. To fund short-term deficits in a cash budget i.e. before a funding grant is received

Risk management

The Foyer Federation has a formal risk management process through which the major risks to which the organisation may be exposed are ranked by likelihood and impact, culminating in a risk control document which is updated on a regular basis. The Trustees review all significant risks together with current mitigation and control actions regularly throughout the year. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risk facing the charity is the ability to secure a stable and diverse funding base to achieve the long term strategy; increasing generated income is central to the charity's future success as well as securing corporate support and growing a donation base. A number of core and programme grants have reached the end of their 3 year period and the charity will need to replace these with new grants or broaden the income streams. In 2024-25, the charity invested in a new Business Development Coordinator role to support traded income growth.

Governing document

The Foyer Federation is a company limited by guarantee governed by its Memorandum and Articles of Association, adopted 29th January 1992 and amended by special resolutions passed 17th August 1994, 14th July 1998, and 19th January 2015. It is registered as a charity with the Charity Commission. Members of the Company are the Trustees of the organisation, each of whom agrees to contribute £1 towards the costs of dissolution in the event of the Charity winding up.

Trustees

The Chair is appointed by unanimous agreement of the Board of Trustees. Trustees have the power to appoint other Trustees, three of whom are elected from the membership of the UK Foyer network (as distinct from membership of the Company). Trustees also have the power to co-opt additional members to fill specialist roles.

The Charity appointed a new Treasurer during the period following the resignation of the previous role holder.

All new Trustees undergo an induction process which includes briefings on their legal obligations under charity law, the Charity Commission guidance on public benefit, and informs them of the content of the Memorandum and Articles of Association, the committee and decision making processes, the business plan and recent financial performance of the charity. During the induction they meet key employees and other Trustees. Trustees are

encouraged to attend appropriate training events where these will facilitate the undertaking of their role.

The Board of Trustees administers the charity. The Board normally meets quarterly and there are sub-committees covering Finance, Audit & Risk and Nominations. A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity. The Chief Executive has delegated authority, within terms of delegation approved by Trustees, for operational matters including finance, employment, and the delivery of services to members and partners.

No Trustee receives remuneration or other benefit from their work with the charity, aside from the reimbursement of out-of-pocket expenses.

Any connection between a Trustee or senior manager of the charity and any supplier of services to the charity must be disclosed to the full Board of Trustees, as with any other contractual relationship with a related party. A formal Register of Interests is maintained and managed by the Company Secretary and is updated annually and as new interests arise. Trustees are prompted to declare interests in agenda items at the start of every committee and Board meeting. The Board of Trustees has an agreed process whereby supply contracts over a certain value must be tendered openly. In the current year related party transactions have been disclosed in note 17.

Trustees' responsibilities in relation to the financial statements

The charity Trustees (who are also the directors of the Foyer Federation for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity Trustees to prepare financial statements for each year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, for that period. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Financial review

2024-25 was a year of consolidation for the charity, with continued pressure on costs and salaries. The charity finished with a deficit of £106k for the year (overall surplus in 2024 £84k))

Income in 2024-25 decreased from £832k to £518k with £214k of this restricted funding. Restricted expenditure was greater than funds received, and the charity expended most of the restricted funds brought forward from the previous financial year, this explains the shift from large surplus in 23-24 to deficit in 24-25 – the receipt of restricted funds in 23-24 but with the related spend in 24-25.

On 31 March 2025 The Foyer Federation had Restricted Reserves of £17k. Unrestricted Reserves stood at £293k.

Going concern

The Board of Trustees has reviewed the financial position and consequently believes there are sufficient resources to manage any foreseeable operational or financial risks. The board therefore considers there is a reasonable expectation that Foyer Federation has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future. For this reason the board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Statement as to disclosure to our Independent Examiner

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the Independent Examiner in connection with preparing their report, of which the charity's Independent Examiner is unaware, and
- The Trustees, having made enquiries of fellow directors and the charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant information and to establish that the Independent Examiner is aware of that information
- The Trustees have prepared the report in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.



Alastair Wilson
Trustee
Date: 20th November 2025

INDEPENDENT EXAMINER'S REPORT PERIOD ENDING 31 MARCH 2025 TO THE TRUSTEES OF THE FOYER FEDERATION

I report to the Trustees on my examination of the financial statements of The Foyer Federation (the Charitable Company) for the year ended 31 March 2025.

Responsibilities and basis of report

As the Trustees of the Charitable Company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the Charitable Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Charitable Company's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

Since the Charitable Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charitable Company as required by section 386 of the 2006 Act; or

2. the financial statements do not accord with those records; or

3. the financial statements do not comply with the applicable requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a true and fair view which is not a matter considered as part of the independent examination; or

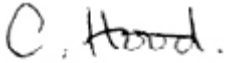
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Use of my report

This report is made solely to the Board, in accordance with section 145 of the Charities Act 2011. My independent examination has been undertaken so that I might state to the Board those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Board, for my independent examination or for this report.

Signed:



Cathy Hood FCA DChA
ICAEW
137 Barlows Lane
Liverpool
L9 9HZ
Date: 19th November 2025

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	**4**	1,629	-	1,629	12,151	-	12,151
Charitable activities	**5**	369,014	214,081	515,416	369,014	451,628	820,642
Investments (interest)		1,092	-	1,092	-	-	-
Total income		304,056	214,081	518,137	381,165	451,628	832,793
Expenditure on:	**6**						
Charitable activities		304,574	320,103	624,677	300,932	447,367	748,299
Net income for the year / Net movement in funds		(518)	(106,022)	(106,540)	80,233	4,261	84,494
Fund balances at 1 April 2024		294,250	123,486	417,736	294,250	123,486	417,736
Fund balances at 31 March 2025		293,732	17,464	311,196			

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies act 2006.

BALANCE SHEET
AS AT 31 MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Intangible assets	**9**		28,079		22,413
Tangible assets	**10**		1,975		2,070
			30,054		24,483
Current assets					
Debtors and Prepayments	**11**	20,839		18,289	
Cash at bank and in hand		338,455		448,343	
		359,294		466,632	
Creditors: amounts falling due within one year	**12**	(78,152)		(73,379)	
Net current assets			281,142		393,253
Total assets less current liabilities			311,196		417,736
Creditors: amounts falling due after more than one year	**13**		-		-
Net assets			311,196		417,736
Income funds					
Restricted funds			123,486		123,486
Unrestricted funds					
Designated funds	**16**		30,000		30.000
General unrestricted funds	**17**		157,709		264,250
			311,196		417,736

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025. The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476. These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 7th October 2025.



Alastair Wilson
Trustee
Company registration number 02699839

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting policies

Charity information
The Foyer Federation is a company limited by guarantee incorporated in England and Wales. The registered office can be found on the legal and administrative page. At 31 March 2025 there were 10 members, all of whom have undertaken to contribute £1 to the company's assets in the event of the company being wound up.

Accounting Convention
The financial statements have been prepared in accordance with the Charitable Company's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charitable Company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charitable Company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.1 Preparation of the accounts on a going concern basis

In order to comply with the principle of going concern, the trustees have considered at length the Charity's current and future planned business activities including uncertainty around current and future income, the current level of reserves and the principal risks as set out in the Report of Board of Trustees. The Trustees regularly reviews the Foyer's financial forecast, adjusting it as appropriate and amending related costs as appropriate.

The trustees are satisfied that the Charity will be able to operate within the level of its existing and forecast funds and reserves for the foreseeable future. As such, the accounts are prepared on a going concern basis.

1.2 Charitable funds

Unrestricted funds are available for use at the direction of the Trustees in furtherance of their charitable objectives.

Designated funds are unrestricted funds of the charity, which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.3 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met; it is probable that the income will be received, and the amount can be measured reliably. Recognition of income is deferred where condition specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes such income is included in incoming resources of restricted funds.

Donations and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income is recognised on a receivable basis once the amounts can be measured reliably.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Cost of raising funds comprise the percentage costs of a designated member of staff whose role contains funding development as well as any direct costs relating to fundraising and their associated support costs.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Allocation of support costs
Support costs are those functions that assist the work of the charity but do not undertake charitable activities. Support costs include back-office costs, finance, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

1.5 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated on a straight line basis to write down the value of the assets over their expected useful lives at a rate of 20% per annum.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. All assets with a life of more than 12 months over £500 are capitalised.

Depreciation is calculated on a straight line basis to write down the value of the assets over their expected useful lives at the following rates:

Leasehold improvements: Over the Lifetime of the Lease

Plant and equipment: 20% Per Annum

Fixtures and fittings: 20% Per Annum

Computers: 33.3% Per Annum

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the statement of financial activities.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charitable Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

The Foyer Federation operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the Foyer Federation in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

1.10 Leases

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight-line basis over the life of the lease.

1.11 Debtors

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

1.12 Creditors and provisions

Creditors and provisions are recognised where the charity and group 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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

2. Judgement in applying accounting policies and key resources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider the following items to be areas subject to estimation and judgement.

3. Depreciation

The usual economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are not significant variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically no changes have been required.

4. Donations and Legacies

	Restricted Funds	Unrestricted Funds
	2025	2024
	£	£
Donations and gifts	1,629	12,151
	1,629	12,151

5. Charitable activities

	2025 £	2024 £
FOR Youth Accreditation programme	8,691	9,961
The Ellis Campbell Foundation	5,000	5,000
Paul Hamlyn Foundation - Core Grant	52,730	36,240
The Listening Fund	-	25,000
Dulverton Trust - Core Grant	-	30,000
The Blagrave Trust - Youth Power Fund	-	110,200
The 29th May 1961 Charitable Trust	10,000	10,000
National Lottery Community Fund	114,581	113,254
John Ellerman Foundation - Core Grant	-	32,000
Network membership fees	90,300	105,725
Training Income	46,958	59,088
Landaid Trust	5,000	85,000
UK Youth - Thriving Minds	49,500	35,000
CHK Foundation	30,000	63,000
Investor membership fees	54,656	51,000
John Coates Charitable Trust	-	5,000
Garfield Weston Foundation	-	40,000
Homeless Link: A Fair Deal - Action Research Fund	-	5,174
Berkeley Foundation	41,000	-
Albert Hunt Trust	7,000	-
	515,416	820,642
Analysis by fund		
Unrestricted funds	301,335	369,014
Restricted funds	214,081	451,628
	515,416	820,642

6. Charitable activities

	2025 £	2024 £
Staff Costs	409,698	359,990
Activities Undertaken Directly	136,888	279,131
Support Cost	76,276	107,366
Independent Examiner Fees	1,500	1,500
Bank Charges	315	312
	624,677	748,299
Analysis by fund		
Unrestricted funds	304,574	300,932
Restricted funds	320,103	447,367
	624,677	748,299

7. Trustees

No emoluments were paid to any of the Charity's Trustees during the financial year (2024: £Nil). No Trustees were paid anything (2024: None) for attending Board meetings throughout the year. Total travel expenses reimbursed to 3 trustees during the financial year were £964 (2024: £895). No other expenses were reimbursed to the Charity's Trustees during the financial year (2024: None).

8. Employees

Employment Costs	2025 £	2024 £
Wages and salaries	355,688	313,934
Social Security Costs	31,629	27,220
Other: pension costs	21,342	18,836
Other: redundancy costs	1,039	-
	409,698	359,990

The Charity operates a defined contribution pension scheme, whose assets are held separately from those of the Charity in an independently administered group personal pension plan.

Pension contributions payable by the Charity in the twelve months amounted to £21,342 (2024: £18,836); Contributions totalling £8,005 (2024: £5,582) were payable to the scheme at the year-end and are included in creditors.
The key management personnel of the charity as agreed by the trustees are the trustees and Senior Management Team, comprising the Executive Director and Non-Executive Directors. The total employee benefits of the key management personnel were £190,293 (2024 - £172,120). There is one employee who received total employee benefits (excluding employer pension costs) exceeding £60,000 (2024: 1). The management team comprises of 4 people. No trustee received any remuneration in respect to their services as a trustee during the year (2024: £nil).

Average number of employees during the year is 10 (2024 - 8)

9. Intangible fixed assets

	Patents & licenses £
Cost	
At 1 April 2024	28,967
Additions - separately acquired	10,626
At 31 March 2025	39,593
Amortisation and impairment	
At 1 April 2024	6,553
Amortisation charged for the year	4,961
At 31 March 2025	11,514
Carrying amount	
At 31 March 2025	28,079
At 31 March 2024	22,414

10. Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 April 2024	620	7,694	8,314
Additions	-	2,004	2,004
At March 2025	620	9,698	10,318
Depreciation and impairment			
At April 2024	320	5,924	6,244
Depreciation charged in the year	124	1,975	2,009
At 31 March 2025	444	7,899	8,343
Carrying amount			
At 31 March 2025	176	1,799	1,975
At 31 March 2024	300	1,770	2,070

11. Debtors

Amounts falling due within one year	2025 £	2024 £
Trade debtors	6,471	15,820
Prepayments and accrued income	10,763	2,469
Bike2Work control account	3,605	-
	20,839	18,289

12. Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Deferred income	14	45,650	42,993
Trade creditors		12,221	13,614
Taxation & Social Security		10,777	7,690
Other creditors		8,004	5,582
Accruals		1,500	3,500
		78,152	73,379

13. Creditors: amounts falling due after more than one year

	2025 £	2024 £
Bank loans	-	-

14. Deferred income

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income included within:		
Current liabilities	46,650	42,993
Movements in the year:		
Deferred income at 1 April 2024	42,993	123,490
Released from previous periods	(42,993)	(123,490)
Resources deferred in the year	46,650	42,993
Deferred income at 31 March 2025	46,650	42,993

15. Restricted Funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes.

	Movement in Funds				
	Balance at 1 April 2024	Incoming resources	Resources expended	Transfers	Balance at 31 March 2025
	£	£	£	£	£
The Ellis Campbell Foundation	-	5,000	(5,000)	-	-
The 29th May 1961 Charitable Trust	-	10,000	(10,000)	-	-
CHK Foundation	1,500	30,000	(31,500)	-	-
National Lottery Community Fund	61,952	114,581	(159,069)	-	17,464
The Blagrave Trust & Listening Fund	56,023	-	(56,023)	-	-
Landaid Trust	-	5,000	(5,000)	-	-
UK Youth - Thriving Minds	4,011	49,500	(53,511)	-	-
	123,486	214,081	(320,103)	-	17,464

Listening Fund - grant to regularly engage with young people from across the Federation, promote good listening amongst member organisations, and to build and sustain a community of national influencers.

Blagrave Trust - Youth Power Fund: grant to fund innovation in youth power and involvement for 7 local Foyers with learning and good practice sharing between the funded cohort and to the wider network.

National Lottery Community Fund: development of an Advantaged Thinking Learning Community (ATLC) to empower young people to reflect, develop agency and progress in their life journey while contributing to the shape and quality of their service. The aim of the learning community is to increase access to engaging learning content for young people and address gaps in Foyer learning provision.

UK Youth - Thriving Minds: The aim of the funded programme named 'ReRooted' is to create the right environment for young people to flourish. Through a programme that combines skill development, practical resources and community learning, Foyer staff have the opportunity to strengthen their practice, deepen their awareness, grow their confidence, and build environments that young people can feel safe in, ready to grow.

CHK Foundation - ReRooted: See UK Youth above. This programme was funded by both CHK and UK Youth with CHK Foundation having a focus on the work with care experienced young people.

LandAid Trust - Moving on Up Fund: The Foyer Federation teamed up with LandAid Trust to provide grants of up to £1000 to young people living in our member services - supporting them to successfully transition from supported accommodation into independent living.

The Ellis Campbell Foundation: supporting the delivery of the Foyer Federation's youth leadership programme, to ensure young people are represented in positions of power across the Foyer network and support all Foyers to embed youth leadership structures and activities at a local level.

The 29th May 1961 Charitable Trust: A contribution to the Foyer Federation's general activities

16. Designated funds

The income funds of the charity include the following designated funds, which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2024	Incoming resources	Resources expended	Balance at 31 March 2025
	£	£	£	£
Enhanced maternity pay designated fund	30,000	-	-	30,000

17. Analysis of net assets between funds

	Unrestricted Funds 2025	**Restricted Funds 2025**	**Total 2025**	Unrestricted Funds 2024	Restricted Funds 2024	Total 2024
	£	£	£	£	£	£
Fund balances at 31 March 2024 are represented by:						
Intangible fixed assets	28,079	-	28,079	22,413	-	22,413
Tangible assets	1,975	-	1,975	2,070	-	2,070
Current assets/ (liabilities)	263,587	17,464	281,051	269,767	123,486	393,253
Long term liabilities	-	-	-	-	-	-
	293,641	17,464	311,105	294,250	123,486	417,736

18. Related party transactions

The Foyer Federation used the accountancy services of Social Enterprise Coalition (SEUK) from July 2019 until June 2024 and Sabira Mohamed Kanji from SEUK was a Trustee until 23/04/24. Total charges for this during the year amounted to £7,500 (2024: £30,060).

Aberdeen Foyer – membership fee received £2,500 (2024: £2,400 related via elected trustee, Leona McDermid. Swan Foyer – membership and strategic partner (formerly investor) fees received £10,000 (2024: £9,800) related via elected trustee Louise Joseph. Your Housing Group – membership fee and strategic partner (formerly investor) fees totalling £16,000 (2024: £15,600) via elected trustee, Andrew Ward.

The FOYER Federation

The Foyer Federation
Work.Life, Core Building
30 Brown Street
Manchester
M2 1DH

inbox@foyer.net
www.foyer.net

Registered Charity no. 1040482 | Registered in England and Wales no. 2699839

THE FOYER FEDERATION

England & Wales - Charity number 1040482

Accounts

The FOYER Federation



Annual Report 2023-24

LEGAL & ADMINISTRATIVE INFORMATION

Charity number:
1040482

Company number:
02699839

Principal address:
The Foyer Federation
Work.Life Core Building
30 Brown Street
Manchester
M2 1DH

Independent examiner:
Cathy Hood FCA DChA
137 Barlows Lane
Liverpool
L9 9HZ

Accountants:
Social Enterprise Coalition CIC
Tooley Street
London
SE1 2HZ

Bankers:
Unity Trust Bank
Nine Brindley place
Birmingham
B1 2HB

NatWest
135 Bishopsgate
London
EC2M 3UR

DIRECTORS AND/OR TRUSTEES

Chair of the Board of Trustees:
Alastair Wilson

Elected Trustees:
Andrew Ward
Louise Ann Joseph (appointed 18th July 2023)
Leona Kaye McDermid (appointed 18th July 2023)

Non-elected Trustees:
Sabira Mohamed Kanji (resigned 23rd April 2024)
Joanne Rich
Fiona Jia-Ying Lin
Hannah Oluwadamilaara Adeyemi
Nathalie Alison Tolmie-Thomson
Alieu Fofanah (appointed 17th October 2023)
Lynette Barlow (appointed 30th April 2024)

Secretary:
Rachel Middleton

KEY MANAGEMENT PERSONNEL

Chief Executive:
Joel Lewis

Head of Programmes and Network:
Kate Russell-Ellis

Head of Development and Partnerships:
Siobhan Cunningham

Head of Learning and Impact:
Ashraf Hamzah (Resigned 2nd February 2024)

A COMPANY LIMITED BY GUARANTEE STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2024

The Trustees (also referred to as Directors per the Companies Act 2006) are pleased to present their annual Trustees' report together with the financial statements of the charity for the year ending 31st March 2024, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities, Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The structure, governance and management section include a reference to related party transactions in note 18 and all Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 7 to the accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and in accordance with the Foyer Federation Charity policy, and to withdraw from decisions where a conflict of interest arises. The Treasurer of the Foyer Federation, Sabira Kanji (resigned 23rd April 2024) was also the Director of Finance for SEUK and has complied with the governance of related party transactions.



Contents

Trustees' Report **4**

- Introduction 4
- Chair's Report 6
- Chief Executive's Summary 7
- Our Values & Mission 8
- Room A: Youth Leadership & Activism 11
- Room B: Quality & Impact 19
- Room C: Influence 24
- Room D: Community 29
- Financial Review 35

Independent Examiner's Report **37**

Statement of Financial Activities **38**

Balance Sheet **39**

Notes to the Financial Statements **40**



Introduction

This report marks the final annual report under our Home for Advantaged Thinking strategy and therefore provides the opportunity to reflect on the progress we've made over the past three years and the impact we've had on the lives of young people who can't live at home.



Adventures in Advantaged Thinking, which the Foyer Federation published in January 2022, described what is possible when we see the world differently and are purposeful in opening the landscape of opportunities for young people to explore. However, across the period there have been obstacles which have made it challenging for young people to move forward.

Over the past three years, young people have had to deal with the fallout of the pandemic, which has exacerbated mental health struggles, restricted education and limited employment opportunities. They've also had to react to

the cost of living crisis, which has caused huge affordability issues for housing and day-to-day living for those with little or no parental support.

The last few years have also continued to reveal the wider challenges that Foyers and their parent housing associations face including regulations, funding cuts, national austerity measures and difficulties in recruitment.

However, Foyers responded enthusiastically to the activities and programmes delivered under the 2021-24 strategy. We saw a large increase in Foyer staff attending training, engaging in programmes and connecting with others at events.

This year the Foyer Federation moved the Advantaged Thinking movement forward through preparing and launching a dedicated website, building a new quality framework, developing a learning platform and community, and continuing to fund innovation in youth power and leadership. We built new partnerships and made new friends in the youth, homelessness and wider charity sector through our networks including the Paul Hamlyn Youth Fund learning network, the #PlanForThe136k campaign and Better Way networks.

Finally, towards the end of this period we started to explore the future needs for Foyers within the UK. This includes the opportunity to work with groups of young people whose needs are not fully recognised by the traditional youth homelessness pathways, such as young people with learning and physical disabilities and LGBTQ+ young people.





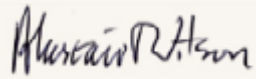
Chair's Report

This last year I've had the pleasure of seeing first-hand the Foyer Federation staff team ramp up their activities to match not only the ambition of the strategic plan, but also the unexpected challenges that young people have faced due to the cost of living crisis.

Joel and team, with the support of our committed Trustees, have turned up the dial to ensure we've delivered increased support and skills development for local Foyer staff, as well as giving out more grants to young people than we have for many, many years. The landscape for Foyers hasn't got any easier as they contend with challenges such as new Ofsted regulations, local authority funding pressures, rising youth mental health concerns, and a workforce that is under the constant expectation of delivering more for less.

Our team has responded to these challenges to help inspire staff, build resilience, distribute funding to young people and develop partnerships that bolster the Foyer network in the midst of these difficult times – a clear sign that being BRAVE and LOVING are lived out in our actions, not just words.

We are extremely grateful to our key funders and our housing association partners for powering the work of the Foyer Fed and keeping the heart of what Foyers do alive. As the current strategic period draws to a close, we are keen to ensure that the impactful and inspirational work that often goes unnoticed in local Foyers is central to future government planning to prevent youth homelessness, and create genuinely positive pathways for young people who can't live at home. In this report you will see for yourself the reason I am so proud to be the Chair of such a purpose-driven charity.



Alastair Wilson
Chair of the Trustee Board



Chief Executive's Summary

If you were to ask me how I'd describe the final year of our current strategy, I'd say "full on!"

I love a metaphor, so to use a 'running' analogy... we set a tough pace for ourselves when we launched the strategy in April 2021. We ran a challenging distance at speed, often learning the course as we went and doing a fair amount of huffing and puffing to keep up. When I look back at what we set out to achieve in three years, I see that it was ambitious – but we've made incredible progress in the majority of our aims and objectives.

There is no denying that there are some outcomes we've yet to see as much progress on as we hoped. In particular, the growth of the Foyer network has been a huge challenge in the face of rising costs, the introduction of new regulations and the harsh funding landscape for local services. This is an area we will need to approach with new tactics in our future strategic plan.
Reading through this report, I believe that despite these challenges, the reward at the end has been worth it. There are no trophies or fancy awards, but a lot of pride in how our team has worked alongside local Foyers and their staff to enable young people who can't live at home to move forward and tackle challenging circumstances.

As you read on, you will find pages of evidence showing how the Foyer movement, supported by the Federation, can change lives. Our team has grown from four members of staff when we launched the strategy to 10 by the end of the period, and we've built on the foundation of our core network offer to bring in programmes that build up Foyer staff, break down barriers for young people and grow effective services.

The breadth and depth of our work over the past three years has been incredible when you consider the limited resources we've worked with. It proves that a small team with drive and a clear purpose can achieve just as much as a big team without that clarity and drive. Therefore, I want to genuinely thank our team, our Trustees, our network and supporters who have come together to make a real difference to the lives of young people in Foyers.

Joel Lewis
Chief Executive

Our Values & Mission



OUR VISION

At the Foyer Federation, our vision is for a truly equitable society in which young people have an equal chance to realise their power and purpose. We believe that a person's strengths, not their circumstances, should shape their future. We look forward to a future in which all young people take complete ownership and leadership of their futures, and develop the strengths and talents needed for a fulfilling life.

OUR MISSION

We want young people to thrive – not just survive. All young people should have the chance to realise their potential, harness their power and achieve a fulfilling, loving, sustainable adulthood. We work with young people experiencing or at risk of homelessness through a UK-wide network of Foyers, which provide quality accommodation and an inspiring environment in which residents can positively transition to adulthood.

Our mission is to offer innovation, programme delivery and capacity-building support to ensure the Foyer network continues to secure the best outcomes for 16- to 25-year-olds who can't live at home. Through our quality development and accreditation, engaging programmes and targeted training, we model a whole-person approach to empowering young people.

Advantaged Thinking is our asset-based philosophy and it guides everything we do, encouraging young people to aim high, dream big and fulfil their ambitions. It focuses on young people's strengths and talents and asks them to view their futures through that lens, rather than using deficit-based labels and perceptions.

OUR VALUES

We have five core values that every member of our team upholds in all aspects of our work:

AUTHENTIC

Authentic leadership is about sticking to your values, being comfortable in your own skin and not trying to be someone you're not.

BRAVE

Courage is about having the quiet inner confidence to stand up for what really matters to you.

LOVING

Love is at the heart of all we do. It means genuinely looking out for the world around us, and knowing when to be tough and when to be kind.

MAVERICK

Mavericks are born to be original, quirky and maybe even a bit unpopular to shake things up and make them better.

SAVVY

Savviness isn't a science; it's a mindset. It's about being smart and creative, while keeping one eye on the now and one at the end of the game.



OUR OBJECTIVES 2021-24

Our strategic three-year plan centred around the following four objectives, or 'rooms' in the Home for Advantaged Thinking:

1. **Create a space for young people to realise their power and purpose through opportunities for leadership and activism.**
2. **Develop the capacity, quality and impact of youth services.**
3. **Communicate and promote a vision for advantaged thinking to create the right environment for young people to realise their power and purpose.**
4. **Grow an advantaged thinking network that connects thinkers and doers, fosters learning and shares inspiration.**



The Charity Commission's guidance on public benefit, in accordance with section 17 of the Charities' Act 2011, sets out two key principles:

1. The organisation must have an identifiable benefit and
2. The benefit must be to the public or a section of the public.

Trustees have reviewed the vision and mission of the charity in the light of this guidance and have been mindful of it when setting the aims and objectives for the coming year. They believe the activities of the Charity and the achievements detailed in this report clearly demonstrate that the Charity meets both these requirements.

ROOM A: YOUTH LEADERSHIP & ACTIVISM

A space for young people to realise their power and purpose through opportunities for youth leadership and activism.



Developing personal power and influence

MOVING ON UP

In October 2022, we partnered with LandAid on the Moving On Up fund. Between 2023-24, 97 young people were given grants of up to £1,000, taking the programme's total to 117, to enable them to move on from their Foyer and make their next step a positive and sustainable one.

Young people received grants for furnishings and white goods, paying their rent in advance, and moving costs, like vans and packing. When surveyed, 100% of staff members from across different Foyers said the grants made the moves significantly more sustainable, 88% said they enabled young people to feel significantly more confident about moving on, and 68% said they helped young people move on quicker.

Grantees said that the funds also reduced overall stress and anxiety, helped moving feel less daunting, and enabled young people to focus fully on their longer-term goals and ambitions.



"The grant will help me so much in settling my needs for a new home and helping me to sharpen my new life in a new dimension, so I can focus on other things, as my career in nursing is around the corner."

THE BIG QUESTIONS

The Big Questions is the Foyer Federation's bi-annual survey of young people living in our member Foyers/supported accommodation services. We surveyed 175 young people in March/April 2023, and 115 in November/December 2023.

In both surveys young people told us that the cost of living was their biggest concern (66% shared this as a worry in Nov/Dec 2023), followed by mental health, housing and employment. In particular, young people shared increasing anxiety about the cost of basic necessities including food, rent and heating.

It was positive to see an increase in how well young people felt listened to in Foyers (up to 64.9% in autumn 2023 from 55% in spring 2023), and even better that the number who saw positive change happening quickly rose too.

In both surveys, talking to staff was the most popular option when asked how they would like to make their voice heard (73.9% in autumn 2023), highlighting the importance of trust-based relationships. The number of young people who were interested in contributing to leadership in the Foyer also increased, up to 97.5% – a very positive trend towards increasingly youth-led services!

TALENT BONDS

Our Talent Bond fund awards young people with direct investment of up to £300 for a project or purchase that grows a talent, builds on a strength or develops a skill. Last November, a panel of four young people awarded these grants to 17 young people. Trimming down the shortlist and allocating the available funds was no mean feat!

One award was given to a young person to fund a SIA security course, supporting their dream of entering employment and furthering opportunities for independent living. Another award was given to a group of young people to run cooking classes, to help build their culinary skills and confidence, and provide opportunities for building connections.

"Being able to help with decision making for the grant is great because I can get to know all types of people's goals and hobbies, and learn about things I've never thought too much about."



POWERFUL STORYTELLING

Several young people shared their stories with the Foyer Fed this year – either through writing, video or audio means.

Tori-Jade and Kayleigh shared their experiences of leadership after working on the Youth Power Fund, with Kayleigh saying the project helped her grow in confidence and empower herself. Morgan-Lea also wrote about her Foyer experience, sharing how she became an ambassador in the Foyer. Meanwhile, young people also shared their takeaways from the ReRooted programme, with one participant saying they had the "most enjoyable, enlightening experience with the most amazing group of people".

Sharing a personal story or experience is a powerful way of raising awareness, sharing expertise and growing personal power. Developing the skills and confidence to share personal experiences in a positive way can be a key step on the journey to youth leadership.



Sharing power with young people in Foyers

YOUTH POWER FUND

The Youth Power Fund awarded its first grants in March 2022, offering local Foyers the opportunity to explore what it might look like to share power with young people in a supported housing context. Six organisations completed year two of their projects this year.

In 2023-24, four of these organisations received a second year of £15,000 funding (CHADD, Swan, YMCA Cheshire and Enfield), while Bath and Braintree received £7,500 for year two – an increase from year one's £5,000 Spark grant. The decisions were made by a panel of young people and staff.

Among our findings, we discovered that young people were more proactively engaging in learning, becoming equal partners in delivering the service, and demanding a seat at the table in strategic decision making. Young leaders were approaching staff with solutions and the drive to make change happen, and allowing young leaders to continue to be involved after moving on helped foster continuity.



POWERING UP YOUTH TRAINING

Our Powering Up Youth training was delivered to 10 people this year. This training captured the knowledge and learnings collected by the Foyer Fed in the previous three years and was tailored to a supported housing context. It was co-created and co-delivered by a young person with lived experience, enabling us to bring a unique insight and perspective to the subject matter.

Growing power in the community and beyond





POWER PIONEERS

This was the final year of the Power Pioneers programme, which supported young people to develop their confidence and speak up on important issues. Ahead of the relaunch, we consulted young people to understand what they liked and did not like from the previous years and shaped a new approach consisting of three core components: grow, connect and amplify.

We worked with a new delivery partner, Act Build Change, and delivered a residential as well as a series of workshops. 14 young people took part in the action-packed residential. For two days these talented young people connected to discuss issues that matter to them, built their knowledge and skills, and said they felt more confident about campaigning for change.

REROOTED RESIDENTIAL CO-PRODUCTION

Our ReRooted residential was co-produced with young people, who helped design the programme from the beginning and later partnered with the Foyer Fed to finalise the plans and co-lead the residential in September 2023. They worked on building the two-day schedule and establishing each session's focus. They also led some of the sessions and put on a fun evening quiz.

29 young people and staff from nine Foyers came together for the residential, which included sessions on how trauma can impact our window of tolerance, and a practical wellbeing curriculum for young people to take ownership of their mental health. Each Foyer group went away with a plan for a wellbeing initiative to implement at the service, supported by a £250 grant.

ADVANTAGED THINKING LEARNING COMMUNITY CO-PRODUCTION

The Advantaged Thinking Learning community aims to create a dynamic learning environment for all young people entering Foyers across the UK. The online platform will provide an environment for young people to thrive, with space for collaboration, learning and personal development in a supportive community they can help to build.

Alongside staff from Foyers, young people were part of the leadership team developing and designing the platform. They were key players in making the big decisions and are now involved with creating lots of quality content, sharing their knowledge and experiences to support other young people.

After an extensive shortlisting and demonstration phase, the leadership team chose Totara, a flexible interactive platform which is accessible on mobile, tablet or laptop and has space for collaboration as well as learning. We've now set up the platform and have been adding the first courses, starting with eight Advantaged Thinking Units aimed at staff.



On occasion we encountered barriers to using new technology and we've tried to overcome these by offering laptops to engaged Foyers, as well as supporting upskilling young people and staff. We'll continue to support the leadership team with developing their skills in using the platform, through online tutorials, courses and in-person meetings, and work with you consultants directly to create and add their learning materials.



STRATEGY INFLUENCE

In November, young people from Foyers around the country travelled to London to participate in a strategy day, alongside leaders from the sector, and support the Foyer Fed in shaping our vision for 2025-2030. Young people had the opportunity to speak directly to people who have decision-making power over important parts of their lives, or the lives of other young people.

"I am here because everyone in this room has the ability to make decisions about my future."

The session brought together key stakeholders, including Foyer staff, board members and external partners, to collaboratively shape the Foyer Fed's strategic direction. The young people played a pivotal role in these discussions, ensuring that their lived experiences and aspirations were represented. Their views have helped to shape our new strategy (launching early 2025) and the work we'll undertake to meet its aims.

YOUTH INFLUENCE AND INVOLVEMENT POLICY, PROCEDURE AND FRAMEWORK

To ensure our learnings from across five years of funding, experimentation and growth would be sustainably embedded in our organisation's practices going forward, we developed a new policy and procedure, and developed our strategy for youth influence and involvement.

This policy sets out the Foyer Fed's standards regarding the depth and quality of young people's involvement in our work. By clearly defining our expectations, we will continue to grow a supportive and empowering environment where young people are valued, trusted and developed.





ROOM B: QUALITY & IMPACT

Where we develop the capacity, quality and impact of youth services.



Developing quality services

FOR YOUTH: QUALITY DEVELOPMENT AND ACCREDITATION

Over the past year, 28 Foyers took part in our FOR Youth quality development journey, which encourages services to aspire to excellence and grow their impact. One was endorsed (Wiltshire) and 24 were certified or re-certified.

Nine Foyers received the highest level of certification in both key areas – strategically and operationally strong. These services are:v

- Newhaven (SAHA)
- Braintree (SAHA)
- On-Route (CHADD)
- Sheffield (Guinness Partnership)
- Manchester Foyer (Mosscare St Vincent)
- The 4 Your Housing Group Foyers (Bridge, Coops, Ravenhead, Verve Place)

These services are committed to working with young people in an Advantaged Thinking way and evaluating their progress and learnings each year. Those which were accredited have been able to demonstrate that their service invests in young people's assets and potential, setting them apart from those that take a more deficit-based response.

"FOR Youth keeps us at the forefront and pushes us to constantly review what we do/ service we offer. It is young person focused and involves our young people in making decisions and having an input into shaping our service."





Our benchmarking report shows what a difference focusing on quality development can make. It found that, out of 585 young people who moved out of a Foyer in 23/24, the following percentages made progress in the seven areas we measure:

PERSONAL DEVELOPMENT

80.5%

Indicators include progressing personal development goals, growing confidence and/or feeling in control of their life.

FINANCIAL CAPABILITY

82.1%

Indicators include paying rent more reliably, being able to budget, being debt-free and/or having an appropriate source of income.

SOCIAL SKILLS

82.7%

Indicators include developing positive social relationships and/or actively participating in the Foyer community.

HEALTH

82.4%

Indicators include joining healthy living activities and/or increasing physical activities, nutritional habits or mental wellbeing.

HOUSING

80.7%

Indicators include identifying 'move on' as a goal, moving on in a planned way and/or having a housing pathway that they were in control of.

WORK

57.4%

Indicators include developing a CV, applying for jobs, working part-or-full time and/or volunteering while waiting to secure a job.

EDUCATION

48.7%

Indicators include taking up a new learning programme, achieving a qualification and/or planning to progress learning beyond the Foyer.



BRINGING QUALITY DEVELOPMENT INTO THE WIDER TEAM

This year we said a sad farewell to our long-term Specialist Consultant and former Director of Innovation, Colin Falconer. Since he set up his own organisation Inspirechilli in 2016, Colin has been supporting the delivery of FOR Youth. He brought years of experience, passion for the Foyer movement and skills to the process – and replacing these elements is a tough task. We've been working on a new approach to quality development that involves the full network team, young consultants and a streamlined process with new standards and methodologies.

DEVELOPING A NEW APPROACH

We made good progress in the redesign of our quality development and accreditation process during this year. This followed a consultation period where we concluded that the standards needed updating and streamlining, and the quality development process refining. With the framework taking shape, we recruited a new Service Development and Insight Manager to oversee the first pilot of the new programme that is due to launch in April 2024.

The new Advantaged Thinking Standards paint a more holistic profile of a service's strengths and weaknesses, while the indicators of quality allow greater flexibility so that a wider variety of services can benefit.



Growing confidence and capacity



This year, the number of people who attended our training courses was 366 – an increase from 282 in 2022-23! This was, in part, due to the introduction of new training as part of the ReRooted programme, which focuses on mental health and wellbeing for staff and young people. We added two new workshops: Trauma-Informed Practice and Restorative Practice.

45 people attended knowledge and skill-building workshops separately as part of ReRooted, which included a residential and learning cohorts throughout the year.

Foyers also each received a £250 grant to enable them, in partnership with young people, to implement a wellbeing initiative. At Verve Place young people put their fund towards improving the outside garden areas at their Foyer, at Bath Street young people spent their money on a series of resident hikes away, and at the Ludlow Foyer young people created a sensory and more calming space.

In total, 98.71% of attendees reported improving their knowledge and/or skills through our training and programmes.

We also hosted several network events throughout the year to build staff skills and knowledge, and a working group for services considering participating in the new Ofsted regulations.

THE ADVANTAGED THINKING LEARNING COMMUNITY

A goal of the Advantaged Thinking Learning Community is to offer a high-quality, consistent learning experience to young people in Foyers, wherever they may be. As well as providing online learning, it is also designed to increase staff skills and confidence to deliver learning to young people. It will provide materials and courses for staff to increase their own skills, and to utilise in their sessions with young people, contributing to the overall quality of the service.



ROOM C: INFLUENCE

Where we communicate and promote a vision of Advantaged Thinking that creates the right environment for young people to realise their power and purpose.



PROMOTING FOYERS AND ADVOCATING FOR CHANGE

Our website and social media channels continue to be spaces that celebrate the impact Foyers have and the skills and achievements of young people. We shared young people's direct experiences to amplify their voices in the wider world, shouted about the successes of Foyers from our network, and promoted the creativity and innovation members brought to our programmes and events.

Our best-performing LinkedIn posts were read by hundreds of people, sharing our Youth Power Fund top tips, the Power Pioneers residential and the Sovereign Innovation Labs.

We used our online spaces to advocate for issues affecting young people, such as mental health and wellbeing and the barriers that can prevent young people from moving into independent accommodation. We also joined the #PlanForThe136k campaign, which calls on the new government to adopt a cross-departmental strategy to end youth homelessness and a bolder, youth-specific response.



COMMUNICATE AND PROMOTE A VISION OF ADVANTAGED THINKING

We were excited to launch our new Advantaged Thinking website in 2023, which is helping us to communicate the power of an asset-based culture and practice beyond our Foyer network.

The website and accompanying resources allow individuals and organisations to easily explore Advantaged Thinking and provide a free online diagnostic tool for organisations, as well as a quiz for individuals.

We also managed to employ a staff member to provide additional communications help needed to get the website and social media accounts launched through a six-month Civil Service 'Fast Streamer' placement.



Grow a network of thinkers and doers, fostering learning and shared inspiration

CELEBRATING YOUNG PEOPLE

The Room for Young People Awards did not take place this year, which meant we unfortunately didn't hold our usual celebration event for young people. However, we have maintained and implemented alternative ways to recognise and celebrate the contributions of young people engaging with us. We developed a procedure for paying young people – usually in vouchers, at the rate of living wage – for their consultancy, creativity and collaboration with us. We have also created new opportunities for young people as they progress with us, and identified onward opportunities, such as participating in external events. This can offer further growth and connection for young people ready to take the next step.



GROWING THE ADVANTAGED THINKING MOVEMENT

Senior leaders from the Foyer Fed team shared Advantaged Thinking resources and the work of Foyers at a number of external flagship events with funders, partners and the wider sector. These have included being involved in the 136k campaign working group, LandAid strategy launch, YMCA England and Wales manifesto launch and Platfform manifesto launch.

We also delivered Advantaged Thinking training for the New Horizon Youth Centre's communications team, extending awareness and practice of Advantaged Thinking beyond youth supported housing and into a youth centre, and beyond direct delivery into the communications space.

The strategy day was an opportunity for people across the sector – members, young people, funders, youth sector and housing peers – to come together and describe an Advantaged Thinking vision of the future, and to help us plan out our role in making it happen alongside peers and allies.



We partnered with the Sovereign Housing Association #iwill Youth Fund network to deliver a series of Innovation Lab sessions with their funded partners, all of which deliver youth services in the south of England. An Advantaged Thinking approach shaped each of these sessions.

This year, we also created and launched a new brand and website to promote Advantaged Thinking and grow the movement to wherever it's needed. AdvantagedThinking.co.uk is a brightly coloured, energising resource that Advantaged Thinkers can share with individuals and organisations they work with. It's accessible to newcomers and offers opportunities for stretching and challenging those who already know Advantaged Thinking like the back of their hand.



STRENGTHENING SHARED KNOWLEDGE IN THE SECTOR

As part of the Listening Fund programme, we hosted events to exchange learning and ideas, including on how to implement listening-based approaches. The Foyer Fed co-designed a training workshop, called Powering Up Youth, co-designed and co-delivered with young people, which explored how Foyers can involve young people more in the design, running and evaluation of services. We also featured on a new podcast series to showcase some of our learnings.

Senior leaders from the Foyer Fed team have shared Advantaged Thinking resources and the work of Foyers at a number of external flagship events with funders, partners and housing association directors in attendance. These included the Sanctuary Support Living Conference, New System Alliance event and TEPAS events.

Foyer Fed staff also shared key learnings from our work at sector-wide events, amplifying the voice of Foyers. This included speaking at Blagrave Trust's partner day in October and unpacking key learnings from Foyers involved in the Youth Power Fund.



ROOM D: COMMUNITY

Where we grow an Advantaged Thinking network that connects thinkers and doers, fosters learning and shares inspiration.



BRINGING OUR MEMBERS TOGETHER

We've seen a significant strengthening of our Foyer community and network over the last year with more supported housing organisations joining the network and more staff attending our events and engaging in our programme activities.

This year, our network of Foyers grew from 56 to 66. Throughout the year, we hosted a calendar of events to create space for our network to connect, learn and become inspired.

However, with the introduction of the new Ofsted regulations for 16-17-year-olds, and the future Supported Housing regulations soon to come in, housing associations will need to deal with the extra costs, knowledge and staff resources. This means we could face a significant threat to our ability to sustain and grow our network. We have taken a proactive approach by building a working group of Foyer staff to share learnings and challenges they are facing due to regulations. These sessions were attended by 37 people from 28 Foyers. We are also uniting as one Foyer movement to influence the national policy decisions through consultations and holding direct meetings with the Ofsted and Department for Education leads for the regulation. We have partnered with Homeless Link and the National Housing Federation to take a unified approach to tackling these challenges.



EVENTS

We hosted a number of network events throughout the year to build staff skills and knowledge – 62 members of staff from 24 Foyers attended. These events included:

- Great Gathering – where we took a deep dive into youth involvement and explored how Foyers can create a welcoming and inclusive environment.
- Community of Practice – where we supported staff to explore approaches to wellbeing.

"Thanks for the day, it was good to network and share good practice and feel the positivity in the room and passion for the work we all do."



Our Strategic Partner members also attended an Inspire Day in November focused on building and sustaining a skilled workforce. We held a series of workshops that centred around the theme of 'People of Purpose: building and sustaining an effective Advantaged Thinking workforce,' and had the privilege of hosting three brilliant speakers. We're proud to work with our Strategic Partners who share our vision for a better future for young people and have the passion to work alongside us to achieve it.

In February, 35 staff members from across 19 Foyers also gathered at our first Community of Practice workshops of 2024. Hosted in London and Manchester, each event supported staff to explore approaches to wellbeing. The day served as a catalyst for positive change, leaving staff equipped with practical skills and strategies not only for individual wellbeing but also for fostering a supportive team culture – paving the way for a more resilient and supportive workforce. Staff said they left feeling inspired, positive and informed.



A COMMUNITY OF LEARNERS

The project has experienced some turbulence over the past six months due to the lead staff member moving on from the role. However, there have still been many positive steps forward towards creating this community of learners. Amongst our key successes were two new local leadership teams being established, with both staff and young people at Verve Place and Coops Foyers, and working with young consultants directly. For the latter, the Foyer Fed has worked directly with a number of young consultants to produce their own courses which will be relevant and accessible to users across the network.

We also launched eight high-quality Advantaged Thinking courses. These are our first courses on the ATLC and are acting as examples for both us and local leadership groups. We have also worked with the Totara team to produce a series of 'how to' courses in order to upskill others on using the platform, which are now available for all users.

Finally, we have made steps to work in a more efficient way across the wider Foyer Fed team. For example, young consultants who have sat on panels to award funding have started creating a 'Being on a youth decision-making panel' course on the ATLC, which future panellists can access as a learning resource.



FEEDBACK FROM OUR MEMBERS

Our February 2024 membership survey gave us lots of valuable insights into what our network values and where we might improve or add to our offer. 16 Foyers from our membership responded. Overall, we found that the level of support needed is increasing, as is the diversity of young people's needs. This is an important consideration for the type of opportunity we offer, the level of investment we require, and the amount of flexibility we can build in. Foyers also shared that they are facing an increasingly tough environment due to new regulations, ever-tighter budgets and increasing levels of support required by young people.

When asked about challenges with the Foyer Fed, responses fell into three main areas.The first was competing priorities for the FOR Youth accreditation and regulatory demands such as Ofsted. We are currently in the process of redesigning our accreditation journey to reduce the time requirement for staff. The second was accessibility of events, and so, in 2024-25 we will have a refreshed member offer factoring in this challenge. Finally, there were some worries that the level of aspiration the Foyer Fed holds is not always reflective of the reality services face. This is feedback we're embedding into our newly designed accreditation, membership offer and programmes for next year.

We also introduced relationship managers for all of our Foyers this past year. Relationship managers act as the key point of contact for the Foyers they are assigned to, staying in touch on a regular basis, and building and maintaining strong relationships. We are looking to ensure that all of the Foyers are getting the most that they can from us, have a chance to air any questions or concerns and are happy with the Foyer Federation offer.

"I value being a member, the networking, resources, accreditation gives us a focus and direction."

We received 115 responses from 23 Foyers to our Big Questions November/December 2023 survey. When asked about working with staff, young people told us that feeling safe and supported is the most important thing, emphasising the importance of building trust. A massive 98% also said they were interested in contributing to leadership in the Foyer, with 69% wanting to be involved in decision making, taking on a specific responsibility or working together with a leadership group of other young people.



Thank you

A big thank you to our members for standing united with us as we grow an Advantaged Thinking vision and movement for young people. Our members are part of the following partner organisations:

foyer aberdeen
Alabaré
BIRCHWOOD a different way
CHADD
Connexus
CORK FOYER
YMCA Crewe
curo
YMCA Fairthorne Group
the guinness partnership
LiveWest
YMCA Leicester
YMCA London City and North
YMCA Milton Keynes
msv mosscare st vincent's
mhs homes group
Paradigm
Places for People
Riverside
SNG Sovereign Network Group

Thanks to our Investor members for your ideas, support and engagement in our mission and vision:

YMCA Derbyshire
YMCA Downslink Group
Salvation Army Homes
Sanctuary
Your HOUSING GROUP

We would also like to thank:

Paul Hamlyn Foundation, John Ellerman Foundation, Garfield Weston Foundation and **Dulverton Trust** for their core support enabling us to deliver our strategy and grow our team.

Blagrave Trust for challenging us to be creative and tip the balance of power in young people's favour – both at the Foyer Federation and in local Foyers.

The National Lottery, CHK Foundation, UK Youth and **LandAid** for enabling us to respond to the needs of our network and young people to offer support in learning, mental health and wellbeing, and the cost of living.

The 29th May 1961 Charitable Trust, John Coates Charitable Trust and **Homeless Link: A Fair Deal - Action Research Fund** for generous funding to support our strategy.

Finally **a big thanks to all the young people** we met this year and who live in Foyers for their constant inspiration and always challenging us to be stronger and more creative.

FINANCIAL REVIEW

2023-24 was a much improved year for the charity, although there remained pressure on costs and salaries. The charity managed to return a small surplus for the year of £84k – with £80k of this in unrestricted funding - compared to £49k in the previous year (overall surplus in 2023 £168,788).

Income in 2023-24 increased from £693k to £832k with £452k of this restricted funding. Restricted expenditure was less than funds received, and so restricted funds ended the year at £123k. All of which the charity expects to spend in 2024-25.

On 31 March 2024 The Foyer Federation had Restricted Reserves of £123K. Unrestricted Reserves stood at £294K.

We have a budget for 2024-25 which shows a small surplus, a revised strategic plan is in process and may change the organisation in 2024-2025.

GOING CONCERN

The Board of Trustees has reviewed the financial position and consequently believes there are sufficient resources to manage any foreseeable operational or financial risks. The board therefore considers there is a reasonable expectation that Foyer Federation has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future. For this reason the board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Income in 2023-24 increased from £693k to £832k with £452k of this restricted funding. Restricted expenditure was less than funds received, and so restricted funds ended the year at £123k. All of which the charity expects to spend in 2024-25.

POLICIES, PROCEDURES AND RESPONSIBILITIES

The following policies and procedures were drafted, reviewed and approved by the Board of Trustees during the period: Anti-Bribery and Money Laundering Policy, Compliments, Complaints & Comments Policy, Conflict of Interests Policy, Equality, Diversity & Inclusion Policy, Expenses Policy, Health & Safety Policy, IT Security Policy, Redundancy Policy, Reserves Policy, Safeguarding Policy and Procedures and Sickness Absence Policy.

FUNDRAISING STATEMENT

The Foyer Federation recognises that, in accepting funding from statutory bodies, it must consider the policy implications and obligations that might be tied to it and ensure that these do not contravene the aims of The Foyer Federation. The Foyer Federation can seek to raise funds from a series of charitable Trusts and Foundations, but recognises that, simply because these have been registered with the Charity Commission does not mean that they are ethical givers. The Foyer Federation therefore does not accept money from any charitable Trust if it is a requirement of grant receipt to advertise any company or organisation whose activities run contrary to the Foyer Federation's aims.

The Foyer Federation will maintain accountability and open and honest relationships with all its partners, by regularly monitoring and evaluating its work. This statement of policy is meant as a working guide for the Foyer Federation. Any final decisions will be governed by the Board of Trustees. It is the duty of the Board to advise of any potential conflicts of interest with regards to funding or partnerships, and for the Board to act in the best interests of the Foyer Federation at all times.

PAY FOR SENIOR STAFF

The salaries of the Chief Executive and other members of the Executive are reviewed, along with those of all staff employed by the Charity, on an annual basis as the Charity sets its budget for the coming year. Salaries are benchmarked against equivalent roles in the sector, and Trustees agree the salaries of senior staff. Trustees also take an annual view as to whether to instigate a cost of living increase for all staff.

RESERVES POLICY

As part of financial management and forward planning, we do not wish to hold levels of reserves which may tie up money unnecessarily, and limit the amount spent on the potential benefits we provide. We wish to strike a balance to protect our solvency and future activities.

We have an established agreement amongst Trustees to hold up to three months' operating costs in reserve. In addition, the Trustees may choose to set aside designated funds for a specific project or purpose for the next financial year.

We have a risk management policy and process which enables Trustees to monitor financial risk to the organisation in relation to achieving our strategic plan and operating our core offer to members and young people. Quarterly Finance, Audit & Risk Committee meetings and at least four Board meetings a year provide opportunity to scrutinise risk.

The strategic plan contains activities that cannot be met from a single year's funding, and we are developing an income generation strategy to ensure funds are there to deliver the plan. We are also alert to the possibility of unexpected risks to the charity which are monitored through the risk register.

It is the intention of Trustees to build reserves from unrestricted income. Trustees believe this to be prudent and necessary for a number of purposes:

1. To enable the organisation to continue to operate while finalising future income streams;
2. To support innovative projects which need a period of testing and development and whose outcome may support future funding bids;
3. To support the strategic direction of the charity and, where necessary, to underwrite the costs of strategic change;
4. To cover support costs and unplanned expenditure in periods when these are not covered by generated income.
5. To give Trustees time to take appropriate action if income falls below expectations;
6. To fund short-term deficits in a cash budget i.e. before a funding grant is received.

RISK MANAGEMENT

The Foyer Federation has a formal risk management process through which the major risks to which the organisation may be exposed are ranked by likelihood

and impact, culminating in a risk control document which is updated on a regular basis. The Trustees review all significant risks together with current mitigation and control actions regularly throughout the year. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risk facing the charity is the ability to secure a stable and diverse funding base to achieve the long term strategy; increasing generated income is central to the charity's future success as well as securing corporate support and growing a donation base. A number of core and programme grants have reached the end of their 3 year period and the charity will need to replace these with new grants or broaden the income streams. There are plans in place to invest in a new Business Development Coordinator role to support traded income growth.

GOVERNING DOCUMENT

The Foyer Federation is a company limited by guarantee governed by its Memorandum and Articles of Association, adopted 29th January 1992 and amended by special resolutions passed 17th August 1994, 14th July 1998, and 19th January 2015. It is registered as a charity with the Charity Commission. Members of the Company are the Trustees of the organisation, each of whom agrees to contribute £1 towards the costs of dissolution in the event of the Charity winding up.

TRUSTEES

The Chair is appointed by unanimous agreement of the Board of Trustees. Trustees have the power to appoint other Trustees, three of whom are elected from the membership of the UK Foyer network (as distinct from membership of the Company). Trustees also have the power to co-opt additional members to fill specialist roles.

The Charity advertised roles for Network Trustees during the period. Three appointees were made during the period. The Board agreed to review its composition and to review its skills set and subsequently drafted a new role description for a Treasurer.

All new Trustees undergo an induction process which includes briefings on their legal obligations under charity law, the Charity Commission guidance on public benefit, and informs them of the content of the Memorandum and Articles of Association, the committee and decision making processes, the business plan and recent financial performance of the charity. During the induction they meet key employees and other Trustees. Trustees are encouraged to attend appropriate training events where these will facilitate the undertaking of their role.

The Board of Trustees administers the charity. The Board normally meets quarterly and there are sub-committees covering Finance, Audit & Risk and Nominations. A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity. The Chief Executive has delegated authority, within terms of delegation approved by Trustees, for operational matters including finance, employment, and the delivery of services to members and partners.

No Trustee receives remuneration or other benefit from their work with the charity, aside from the reimbursement of out-of-pocket expenses.

Any connection between a Trustee or senior manager of the charity and any supplier of services to the charity must be disclosed to the full Board of Trustees, as with any other contractual relationship with a related party. A formal Register of Interests is maintained and managed by the Company Secretary and is updated annually and as new interests arise. Trustees are prompted to declare interests in agenda items at the start of every committee and Board meeting. The Board of Trustees has an agreed process whereby supply contracts over a certain value must be tendered openly. In the current year related party transactions have been disclosed in note 17.

TRUSTEES' RESPONSIBILITIES IN RELATIONS TO THE FINANCIAL STATEMENTS

The charity Trustees (who are also the directors of the Foyer Federation for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity Trustees to prepare financial statements for each year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, for that period. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

STATEMENT AS TO DISCLOSURE TO OUR INDEPENDENT EXAMINER

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the Independent Examiner in connection with preparing their report, of which the charity's Independent Examiner is unaware, and
- The Trustees, having made enquiries of fellow directors and the charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant information and to establish that the Independent examiner is aware of that information
- The Trustees have prepared the report in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.



Alastair Wilson
Trustee
Date: 26 November 2024

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE FOYER FEDERATION

I report to the Trustees on my examination of the financial statements of The Foyer Federation (the Charitable Company) for the year ended 31 March 2024.

RESPONSIBILITIES AND BASIS OF REPORT

As the Trustees of the Charitable Company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the Charitable Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Charitable Company's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

INDEPENDENT EXAMINER'S STATEMENT

Since the Charitable Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charitable Company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the applicable requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a true and fair view which is not a matter considered as part of the independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

USE OF MY REPORT

This report is made solely to the Board, in accordance with section 145 of the Charities Act 2011. My independent examination has been undertaken so that I might state to the Board those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Board, for my independent examination or for this report.

Signed:



Cathy Hood FCA DChA
ICAEW
137 Barlows Lane
Liverpool
L9 9HZ
Date: 27 November 2024

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £	Unrestricted Funds 2023 £	Restricted Funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	**4**	12,151	-	12,151	3,640	-	3,640
Charitable activities	**5**	369,014	451,628	820,642	299.862	389.526	689.388
Total income		381,165	451,628	832,793	303,502	389,526	693,028
Expenditure on:							
Charitable activities	**6**	300,932	447,367	748,299	253,939	270,301	524,240
Net income for the year / Net movement in funds		80,233	4,261	84,494	49,563	119,225	168,788
Fund balances at 1 April 2023		214,017	119,225	333,242	164,386	-	164,386
Fund balances at 31 March 2024		294,250	123,486	417,736	213,949	119,225	333,174

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies act 2006.

BALANCE SHEET
AS AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Intangible assets	**9**		22,413		11,763
Tangible assets	**10**		2,070		3,901
			24,483		15,664
Current assets					
Debtors and Prepayments	**11**	18,289		94,833	
Cash at bank and in hand		448,343		367,848	
		466,632		462,861	
Creditors: amounts falling due within one year	**12**	(73,379)		(145,171)	
Net current assets			393,253		317,510
Total assets less current liabilities			417,736		333,174
Creditors: amounts falling due after more than one year	**13**		-		-
Net assets			417,736		333,174
Income funds					
Restricted funds			123,486		119,225
Unrestricted funds					
Designated funds	**16**		30.000		0
General unrestricted funds	**17**		264,250		213,949
			417,736		333,174

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024. The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476. These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 19 November 2024.



Alastair Wilson
Trustee
Company registration number 02699839

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. Accounting policies

Charity information
The Foyer Federation is a company limited by guarantee incorporated in England and Wales. The registered office can be found on the legal and administrative page. At 31 March 2024 there were 8 members (2023: 8), all of whom have undertaken to contribute £1 to the company's assets in the event of the company being wound up.

Accounting Convention
The financial statements have been prepared in accordance with the Charitable Company's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charitable Company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charitable Company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.1 Preparation of the accounts on a going concern basis

In order to comply with the principle of going concern, the trustees have considered at length the Charity's current and future planned business activities including uncertainty around current and future income, the current level of reserves and the principal risks as set out in the Report of Board of Trustees. The Trustees regularly reviews the Foyer's financial forecast, adjusting it as appropriate and amending related costs as appropriate. The trustees are satisfied that the Charity will be able to operate within the level of its existing and forecast funds and reserves for the foreseeable future. As such, the accounts are prepared on a going concern basis.

1.2 Charitable funds

Unrestricted funds are available for use at the direction of the Trustees in furtherance of their charitable objectives.

Designated funds are unrestricted funds of the charity, which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.3 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met; it is probable that the income will be received and the amount can be measured reliably. Recognition of income is deferred where condition specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes such income is included in incoming resources of restricted funds.

Donations and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.
Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income is recognised on a receivable basis once the amounts can be measured reliably.

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Cost of raising funds comprise the percentage costs of a designated member of staff whose role contains funding development as well as any direct costs relating to fundraising and their associated support costs.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Allocation of support costs
Support costs are those functions that assist the work of the charity but do not undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

1.5 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated on a straight line basis to write down the value of the assets over their expected useful lives at a rate of 33.3% per annum.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. All assets with a life of more than 12 months over £500 are capitalised.

Depreciation is calculated on a straight line basis to write down the value of the assets over their expected useful lives at the following rates:

Leasehold improvements: Over the Lifetime of the Lease

Plant and equipment: 20% Per Annum

Fixtures and fittings: 20% Per Annum

Computers: 33.3% Per Annum

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charitable Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

The Foyer Federation operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the Foyer Federation in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

1.10 Leases

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight-line basis over the life of the lease.

1.11 Debtors

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

1.12 Creditors and provisions

Creditors and provisions are recognised where the charity and group 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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

2. Judgement in applying accounting policies and key resources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider the following items to be areas subject to estimation and judgement.

3. Depreciation

The usual economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are not significant variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically no changes have been required.

4. Donations and Legacies

	Unrestricted Funds	Restricted Funds
	2024	2023
	£	£
Donations and gifts	12,151	3,640
	12,151	3,640

5. Charitable activities

	2024 £	2023 £
FOR Youth Accreditation programme	9,961	3,000
The Ellis Campbell Foundation	5,000	-
Paul Hamlyn Foundation - Core Grant	36,240	30,000
The Listening Fund	25,000	-
Dulverton Trust - Core Grant	30,000	30,000
The Blagrave Trust - Youth Power Fund	110,200	170,000
Tudor Trust - Core Grant	-	30,000
The 29th May 1961 Charitable Trust	10,000	-
National Lottery Community Fund	113,254	87,476
John Ellerman Foundation - Core Grant	32,000	34,667
Network membership fees	105,725	89,795
Training Income	59,088	29,400
Bringing assets to life (YHG)	-	23,000
Landaid Trust	85,000	30,000
UK Youth - Thriving Minds	35,000	38,500
CHK Foundation	63,000	30,000
Investor membership fees	51,000	53,000
John Coates Charitable Trust	5,000	-
Garfield Weston Foundation	40,000	-
Homeless Link: A Fair Deal - Action Research Fund	5,174	-
	820,642	689,388
Analysis by fund		
Unrestricted funds	369,014	299,862
Restricted funds	451,628	389,526
	820,642	689,388

6. Charitable activities

	2024 £	2023 £
Staff Costs	359,990	258,172
Activities Undertaken Directly	279,131	201,814
Support Cost	107,366	62,319
Independent Examiner Fees	1,500	1,680
Bank Charges	312	255
	748,299	542,240
	748,299	542,240
Analysis by fund		
Unrestricted funds	300,932	253,939
Restricted funds	447,367	270,301
	748,299	542,240

7. Trustees

No emoluments were paid to any of the Charity's Trustees during the financial year (2023: £Nil). No Trustees were paid anything (2023: None) for attending Board meetings throughout the year. Total travel expenses reimbursed to 5 trustees during the financial year were £895 (2023: £742). No other expenses were reimbursed to one of the Charity's Trustees during the financial year (2023: £135).

8. Employees

Employment Costs	2024 £	2023 £
Wages and salaries	313,934	225,846
Social Security Costs	27,220	18,730
Other pension costs	18,836	13,596
	359,990	258,172

The key management personnel of the charity as agreed by the trustees are the trustees and Senior Management Team, comprising the Executive Director and Non-Executive Directors. The total employee benefits of the key management personnel were £172,120 (2023 - £67,221). There is one employee who received total employee benefits (excluding employer pension costs) between £60,000-£70000. (2023: 1). The management team grew from 2 to 4 in the year. No trustee received any remuneration in respect to their services as a trustee during the year (2023: £nil).

Average number of employees during the year is 8 (2023 - 7)

9. Intangible fixed assets

	Patents & licenses £
Cost	
At 1 April 2023	14,167
Additions - separately acquired	14,800
At 31 March 2024	28,967
Amortisation and impairment	
At 1 April 2023	2,333
Amortisation charged for the year	4.220
At 31 March 2024	6,553
Carrying amount	
At 31 March 2024	22,414
At 31 March 2023	11,763

10. Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 April 2023	620	7,694	8,314
Additions	-	-	-
At March 2024	620	7,694	8,314
Depreciation and impairment			
At April 2023	196	4,217	4,413
Depreciation charged in the year	124	1,707	1,831
At 31 March 2024	320	5,924	6,244
Carrying amount			
At 31 March 2024	300	1,770	2,070
At 31 March 2023	424	3,477	3,901

11. Debtors

Amounts falling due within one year	2024 £	2023 £
Trade debtors	15,820	93,099
Prepayments and accrued income	2,469	1,734
	18,289	94,833

12. Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Deferred income	14	42,993	123,490
Trade creditors		13,614	6,118
Other creditors		13,272	13,883
Accruals		3,500	1,680
		73,379	145,171

13. Creditors: amounts falling due after more than one year

	2024 £	2023 £
Bank loans	-	-

14. Deferred income

Deferred income is included in the financial statements as follows:

	2024 £	2023 £
Deferred income included within:		
Current liabilities	42,993	123,490
Movements in the year:		
Deferred income at 1 April 2023	123,490	65,057
Released from previous periods	(123,490)	(65,057)
Resources deferred in the year	42,993	123,490
Deferred income at 31 March 2024	42,993	123,490

15. Restricted Funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes.

	Movement in Funds				
	Balance at 1 April 2023	Incoming resources	Resources expended	Transfers	Balance at 31 March 2024
	£	£	£	£	£
The Ellis Campbell Foundation	-	5,000	(5,000)	-	-
The 29th May 1961 Charitable Trust	-	10,000	(10,000)	-	-
CHK Foundation	5,807	63,000	(67,307)	-	1,500
National Lottery Community Fund	45,217	113,254	(96,519)	-	61,952
The Blagrave Trust & Listening Fund	58,500	135,200	(137,677)	-	56,023
Landaid Trust	-	85,000	(85,000)	-	-
UK Youth - Thriving Minds	9,701	35,000	(40,690)	-	4,011
Homeless Link: A Fair Deal - Action Research Fund	-	5,174	(5,174)	-	-
	119,225	451,628	(447,367)	-	123,486

Listening Fund - grant to regularly engage with young people from across the Federation, promote good listening amongst member organisations, and to build and sustain a community of national influencers.

Blagrave Trust - Youth Power Fund: grant to fund innovation in youth power and involvement for 7 local Foyers with learning and good practice sharing between the funded cohort and to the wider network.

National Lottery Community Fund: development of an Advantaged Thinking Learning Community (ATLC) to empower young people to reflect, develop agency and progress in their life journey while contributing to the shape and quality of their service. The aim of the learning community is to increase access to engaging learning content for young people and address gaps in Foyer learning provision. We also received an in-year cost of living, one off payment from the Fund in 2023-24.

UK Youth - Thriving Minds: The aim of the funded programme named 'ReRooted' is to create the right environment for young people to flourish. Through a programme that combines skill development, practical resources and community learning, Foyer staff have the opportunity to strengthen their practice, deepen their awareness, grow their confidence, and build environments that young people can feel safe in, ready to grow.

CHK Foundation - ReRooted: See UK Youth above. This programme was funded by both CHK and UK Youth with CHK Foundation having a focus on the work with care experienced young people.

LandAid Trust - Moving on Up Fund: The Foyer Federation teamed up with LandAid Trust to provide grants of up to £1000 to young people living in our member services - supporting them to successfully transition from supported accommodation into independent living.

The Ellis Campbell Foundation: supporting the delivery of the Foyer Federation's youth leadership programme, to ensure young people are represented in positions of power across the Foyer network and support all Foyers to embed youth leadership structures and activities at a local level.

Homeless Link: A Fair Deal - Action Research Project: Working with Homeless Link to test the practicalities of implementing their recommendations following the 'A Fair Deal' research. To strengthen understanding of the practical changes organisations can make using the research recommendations.

The 29th May 1961 Charitable Trust: A contribution to the Foyer Federation's general activities

16. Designated funds

The income funds of the charity include the following designated funds, which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2023	Incoming resources	Resources expended	Balance at 31 March 2024
	£	£	£	£
Enhanced maternity pay designated fund	0	30,000	0	30,000

17. Analysis of net assets between funds

	Unrestricted Funds 2024	**Restricted Funds 2024**	**Total 2024**	Unrestricted Funds 2023	Restricted Funds 2023	Total 2023
	£	£	£	£	£	£
Fund balances at 31 March 2024 are represented by:						
Intangible fixed assets	22,413	-	22,413	11,763	-	11,763
Tangible assets	2,070	-	2,070	3,901	-	3,901
Current assets/ (liabilities)	269,767	123,486	393,253	198,285	119,225	317,510
Long term liabilities	-	-	-	-	-	-
	294,250	123,486	417,736	96,445	-	333,174

17. Related party transactions

The Foyer Federation has used the accountancy services of Social Enterprise Coalition (SEUK) since July 2019. Total charges for the same during the year amounted to £30,060 (2023: £27,750). Aberdeen Foyer - FOR Youth membership, fee received £2,400 (2023:N/A) related via elected trustee Leona McDermid. Swan Foyer membership fees and Investor fees received £9,800 (2023: N/A) related via elected trustee Louise Joseph. Your Housing Group receipt of 4 x Foyer membership fees and Investor fee totalling £15,600 (2023: £15,600) via elected trustee Andrew Ward.

The FOYER Federation

The Foyer Federation
Work.Life, Core Building
30 Brown Street
Manchester
M2 1DH

inbox@foyer.net
www.foyer.net

Registered Charity no. 1040482 | Registered in England and Wales no. 2699839

THE FOYER FEDERATION

England & Wales - Charity number 1040482

Accounts

The FOYER Federation



GROWING TOGETHER

ANNUAL REVIEW

2023



INTRODUCTION

This year was defined by positive momentum and growth. Between April and December, the Foyer Federation team grew from four to nine. A new Head of Learning and Impact brought the senior leadership team to four, an Operations and Projects Assistant joined to streamline our processes and practices, and a Communications and Membership Officer, Programme Manager and Network and Youth Engagement Manager added new talents and experience to the network team.

Our network grew too, with five new members strengthening our community with their knowledge, creativity and drive to continually learn and improve. Six Foyers newly began their quality development and accreditation journey, deepening their commitment to provide the best possible service for young people.

Securing new funding enabled us to grow our impact. The National Lottery Reaching Communities Funding will support the development of a nationwide Advantaged Thinking learning community, co-created with young people and staff. LandAid has enabled us to provide grants of up to £1000 to 100 young people to cover costs associated with moving into independent accommodation. We've launched a new programme, ReRooted, with a focus on mental health and wellbeing thanks to funding from UK Youth's Thriving Minds programme and CHK Foundation. Generous donors enabled 35 talent bonds to be gifted to young people for them to develop their skills and pursue their passions.

The level of influence and involvement young people have within the Foyer Federation grew this year too. We heard from more young people than ever before through our Big Questions survey, which received 126 responses. A total of 42 young people contributed to designing our programmes, 12 young people made funding decisions alongside our staff as part of grantmaking panels, young people from seven Foyers engaged with making change at a local level through the Youth Power Fund, and three young people were influential in guiding our organisation as Trustees.

Lastly, we grew the movement for Advantaged Thinking further with a new brand and logo, and an exciting website in the works! Watch this space in 2023-24.



CONTENTS

CHAIRS REPORT	2
CHIEF EXECUTIVE'S SUMMARY	3
OUR IMPACT	4
OUR VISION AND MISSION	6
OUR VALUES AND OBJECTIVES	7
ROOM A: YOUTH LEADERSHIP AND ACTIVISM	8
ROOM B: QUALITY AND IMPACT	12
ROOM C: INFLUENCE	14
ROOM D: COMMUNITY	16
FINANCIAL REVIEW	18
FINANCIAL STATEMENT AND IE REPORT	23
LEGAL AND ADMINISTRATIVE INFORMATION	26





CHAIR'S REPORT

I have been Chair of the Foyer Federation for just over a year now and I have to admit, I've been impressed with our small charity's culture and ambition to consistently punch above its weight. Through a purpose-driven motivation and values-led activity, we've increased the scope and influence of our work in line with our strategy.

Foyers have had to work harder than ever this year to level the playing field for young people who can't live at home. The consistent quality-assured services they provide are needed more now than ever. As a Board of Trustees, we've had the pleasure of seeing the progress young people have made this year, as well as witnessing the healthy relationships, resources and opportunities Foyers deliver day in and day out.

I'm delighted at the progress the Foyer Federation has made this year and the needs we've been able to meet. The team have secured programme funding to drive our mission forward and address complex issues such as mental health, learning and financial support for move-on, as well as building on last year's foundational work on youth power in and beyond our network.

It's clear from recent discussions with Joel and the team, and the regular conversations we have with our network, young people and partners, that there are large barriers still to overcome to create the Advantaged Thinking environment and ecosystem we know young people need to thrive. Next year we'll continue to grow and embed this year's work supporting, nurturing and challenging Foyers and creating new opportunities with and for young people. For now though, let's take a little bit of time to reflect on and celebrate the achievements this year!

Alastair Wilson
Chair of the Board of Trustees



CHIEF EXECUTIVE'S SUMMARY



It's been an exciting, energy-packed year with so much evidence of growth in the Foyer movement despite the new challenges they've faced – primarily through the increased cost of living. Foyers have embraced the need for youth-led practices and culture, worked with us to tackle the barriers and inequalities faced by young people, and committed to new learning and development journeys as they've engaged in our programmes and communities of practice.

At the Foyer Federation we've been working as any good gardener would by creating the right conditions for organic growth within the Foyer network. It's been a year where we are proud to see the fruit of our labour:

- establishing a new staff team and structure with roles, experience and skills that are closely matched to the needs and aspirations of Foyers and young people.
- building and developing trusting relationships and partnerships with funders, housing associations and Foyers that are aligned with an Advantaged Thinking vision for young people.
- actively listening to young people and practitioners and tweaking our activities to respond to unexpected issues or new opportunities for positive change.
- creating new systems, tools and resources to help reach a wider group and deliver significant impact over the long term.

We are two years into our current three-year strategy and the garden is beginning to flourish. There are many climatic conditions, weeds and pests that we still need to tackle, but as a network and movement I have confidence we can do it. I value the openness, generosity and trust that our Foyers have, both with us and with the wider community and I know that together we will cultivate a brighter future for young people in Foyers.

Joel Lewis
Chief Executive of the Foyer Federation

OUR IMPACT

THE FOYER COMMUNITY

AGED 16-17
31.9%
(0.1% decrease)

AGED 18-20
49%
(6% increase)

AGED 21-25
19%
(6% decrease)

FROM AN ETHNIC MINORITY
25.6%
(6.6% increase)

Previous experience of care system:
29.7%
(9.7% increase)

Previous involvement with the justice system:
15.5%
(2.5% decrease)

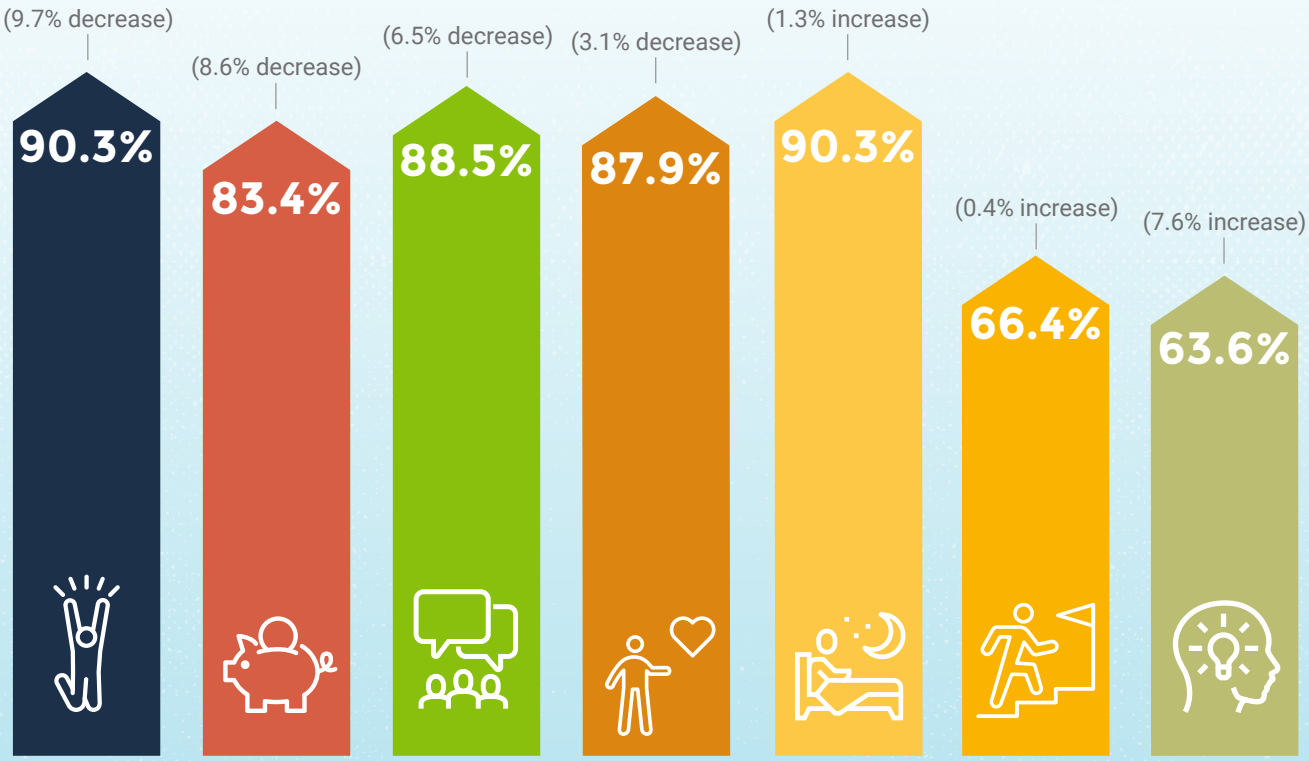
Refugee / asylum seeker / unaccompanied minor:
14.6%
(5.6% increase)

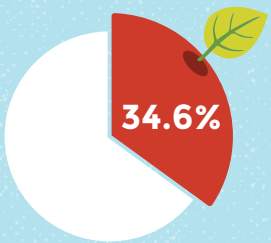
Diagnosed mental health problem:
27.5%
(10.5% decrease)

Had no diagnosis but faced mental health challenges:
36.9%



YOUNG PEOPLE'S PROGRESS

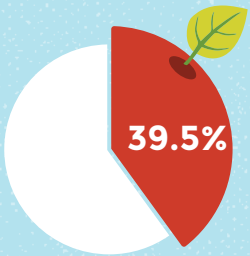




Started part-time work
(22.6% increase)



Started full-time work
(16% increase)



Started a new qualification

*The 2022-23 data is based on figures from 26 services either endorsed or certificated over 2022-23 supporting 861 young people.



OUR VISION

At the Foyer Federation, our vision is a truly equitable society in which young people have an equal chance to realise their power and purpose. We believe that a person's strengths, not their circumstances, should shape their future.

We look forward to a future in which all young people take complete ownership and leadership of their futures, and develop the strengths and talents needed for a fulfilling life.

OUR MISSION

We want young people to thrive – not just survive. All young people should have the chance to realise their potential, harness their power and achieve a fulfilling, loving, sustainable adulthood.

We work with young people experiencing or at risk of homelessness through a UK-wide network of Foyers, which provide safe accommodation and a nurturing environment in which residents can live, learn and work.

Our mission is to offer innovation, programme delivery and capacity-building support to ensure the Foyer network continues to secure the best outcomes for 16-25-year-olds who can't live at home. Through our quality development framework, engaging programmes and targeted training, we model a whole-person approach to empowering young people.

Advantaged Thinking is our asset-based philosophy and it guides everything we do, encouraging young people to aim high, dream big and fulfil their ambitions. It focuses on young people's strengths and talents and asks them to view their futures through that lens rather than using deficit-based labels and perceptions.

OUR VALUES

We have five core values that every member of our team upholds in all aspects of our work:



Authentic

Authentic leadership is about sticking to your values, being comfortable in your own skin and not trying to be someone you're not.



Brave

Courage is about having the quiet inner confidence to stand up for what really matters to you.



Loving

Love is at the heart of all we do. It means genuinely looking out for the world around us, and knowing when to be tough and when to be kind.



Maverick

Mavericks are born to be original, quirky and maybe even a bit unpopular to shake things up and make them better.



Savvy

Savviness isn't a science; it's a mindset. It's about being smart and creative, while keeping one eye on the now and one at the end of the game.

OUR OBJECTIVES 2021-24

Our strategic three-year plan centres around the following four objectives, or 'rooms' in the Home for Advantaged Thinking:

1. Create a space for young people to realise their power and purpose through opportunities for leadership and activism.
2. Develop the capacity, quality and impact of youth services.
3. Communicate and promote a vision for Advantaged Thinking to create the right environment for young people to realise their power and purpose.
4. Grow an Advantaged Thinking network that connects thinkers and doers, fosters learning and shares inspiration.

The Charity Commission's guidance on public benefit, in accordance with section 17 of the Charities' Act 2011, sets out two key principles:

1. The organisation must have an identifiable benefit and
2. The benefit must be to the public or a section of the public.

Trustees have reviewed the vision and mission of the charity in the light of this guidance and have been mindful of it when setting the aims and objectives for the coming year. They believe the activities of the Charity and the achievements detailed in this report clearly demonstrate that the Charity meets both these requirements.



ROOM A
YOUTH LEADERSHIP AND ACTIVISM

A space for young people to realise their power and purpose through opportunities for youth leadership and activism.

Developing personal power and influence

The Big Questions, our regular survey for young people, received 126 responses from 14 of our member services – the biggest response yet. The cost of living rose sharply as young people's greatest concern (44% shared this as a worry), and mental health was noted as their biggest challenge (76.9%). On a positive note, 68% of young people feel confident to tell their Foyer what they think and see change happen as a result – an encouraging result that shows young people have trust in their services and are being meaningfully listened to.



In response to the cost of living concerns young people expressed, we launched the **Moving On Up fund**. Supported by **LandAid**, we will award **100** young people up to **£1000** towards the costs of moving out of the Foyer. Between January and March 2023, 20 young people received funding for paying deposits or rent in advance, utilities in advance, white goods, and essentials like moving vans and packing boxes. 80 more young people will receive funding in 2023-24.

> *"You're not just giving people like me an opportunity they might otherwise not have had, but you're changing lives. Your kindness and the kindness of everyone who is involved in the Talent Bonds scheme are giving people like me the ability to know that we are worth something, people believe in us and want to help us."*
>
> Talent Bond Recipient

We awarded small grants of up to **£300**, called **talent bonds**, to **35** young people to invest directly in their skills and strengths. We received 49 applications for grants, and the funding decisions were made by a panel of young people who had previously received talent bonds. Young people's funding requests included equipment to enable a trained barber to return to work, tools to learn woodworking and furniture restoration, and recording equipment to create a podcast.



To support **digital inclusion**, we sent **free Vodafone SIM cards** to over **70%** of the young people in our network as part of a collaboration between **LandAid** and **Vodafone**. With the support of **Deloitte**, we were also able to make **50 free laptops** available for young people to use in Foyers. Digital access helps young people to stay connected with friends and family, apply for work and continue developing the skills they want to grow, nurturing their personal power.

Sharing power with young people in Foyers

Seven Foyers completed their first year as part of the **Youth Power Fund** – a grantmaking programme focused on sharing power with young people in supported housing services, which is supported by **Blagrave Trust**. A learning cohort of staff and young people from the funded services met three times to share successes, challenges and learn from each other. Each of the seven Foyers has made positive progress with their systems, structures and/or culture to embed youth power and leadership long term. We will share our own learnings throughout the programme so that all Foyers can benefit.


adidas

ROOM A
CONTINUED

We delivered **Powering Up Youth training**, which explores youth power and promotes service-level reflection, to 50 members of Foyer staff (and some young people) from eight services. We worked with two talented young trainers as co-facilitators of these workshops, one of whom was new to the role this year.

> *"It has been a really positive experience being able to express and speak about problems that are affecting our society today and being able to speak about it and find solutions as a group."*
>
> Power Pioneer



Growing power in the community and beyond

Following the on-and-off years of the pandemic, we were able to bring 14 young people from seven Foyers together to build campaigning and changemaking skills through our **Power Pioneers** programme. We partnered with **Sheila McKechnie Foundation** to host a residential and follow-up workshops building young people's skills and confidence to affect change in their Foyer and community. One young person successfully campaigned to improve recycling in her service using the skills and confidence she built through Power Pioneers.

This year we welcomed a new **Young Trustee**, **Nathalie Tolmie-Thomson**, to our Board of Trustees. Nathalie studied psychology and works in marketing and communications, and she also brings to our governance her first-hand experience of homelessness as a young person. Her insights and passion for young people have made her a valuable asset to the team.

> *"When a young person is made homeless, in that moment we have an opportunity to stop further damage from happening - especially with the way the Foyer Federation wants to do things. There is such potential to completely transform a huge section of society from getting to that damaged place. As long as the people that fund us continue to believe in it, I think we can do incredible things."*
>
> Nathalie Tolmie-Thomson,
> Foyer Federation Young Trustee

ROOM B
QUALITY AND IMPACT

Where we develop the capacity, quality and impact of youth services.

Developing quality services

36 services are committed to developing quality and improving practice through our accreditation. Of these, 26 were recertified, six were new to the journey, and four continued working towards certification in the following year. These services have committed to working with young people in an Advantaged Thinking way and, through use of our tools, one-to-one support and impact framework, evaluating their progress and learning each year.

12 Foyers received the highest level of certification in either one or both key areas – strategically and/or operationally strong. These services are:

- Your Housing Group Foyers (Bridge, Coops, Ravenhead, Verve Place)
- Newhaven Foyer (SAHA)
- Manchester Foyer (Mosscare St Vincent)
- On-Route Foyer (CHADD)
- Sheffield Foyer (Guinness)
- Cork Foyer
- Whitehaven Foyer (Riverside)
- Enfield Foyer (Christian Action Housing)
- YMCA Derbyshire



> *"The process of going through accreditation has created safe nurturing spaces for our young people, our team and the organisation as a whole to work together more openly. The focus on improving and learning – doing better – has brought huge motivation and energy to everyone involved. The process and ethos of using Advantaged Thinking within that has been as valuable as achieving the tangible results at the end. It's changed us from the inside out – it's been heartfelt and values based change"*
>
> Anna Walsh, Chief Executive Officer – CHADD (from AT Publication)

Growing confidence and capacity

This year, 282 members of staff from our network accessed our **training** offer to develop their professional skills and reflect on their wider service offer. We offer three core packages: Advantaged Thinking, Coaching and Powering Up Youth.

190 staff were trained in Advantaged Thinking, which provides a practical exploration of our core methodology and approach. We delivered **Powering Up Youth to 51 people**, facilitating an exploration of theories of youth power and an opportunity to reflect on the service. Coaching, an interactive, practical session focused on growing the skills needed to work with young people, reached 41 members of Foyer staff. On average, 96% of attendees would recommend our training to colleagues.

In response to consistent feedback from staff and young people about the need for support with mental health, we began the **ReRooted programme**, funded by UK Youth and CHK Foundation. Running over three years, it's aimed at building the capacity of Foyer staff to work with young people who have faced multiple challenges, including experience of care and ill mental health. We consulted 64 people from 25 Foyers to ensure the programme meets both the realities of Foyer life and the ambitions of staff and young people. ReRooted was launched in March at two Foyer Connect events, which gave staff a taster of the programme. Next year, the focus will be on trauma-informed practice and raising awareness and knowledge of mental health, all through the lens of Advantaged Thinking.



ROOM C
INFLUENCE

Where we communicate and promote a vision of Advantaged Thinking that creates the right environment for young people to realise their power and purpose.

Promoting Foyers and advocating for change

Our website and social media channels continue to be spaces to celebrate the impact of Foyers and the skills and achievements of young people. We shared young people's direct experiences to amplify their voices in the wider world, shouted about the successes of Foyers from our network, and promoted the creativity and innovation members brought to our programmes and events.

We used our online spaces to advocate on issues affecting young people, from the requirement for voters to have ID to the upcoming regulations for housing for young people leaving care aged 16-17. We believe this is a key role we can play in shaping a society that listens to and understands the concerns of young people.



Celebrating young people

The Room for Young People awards returned for its fifth year celebrating the achievements of young people from across the country. Hosted at The Clayton Hotel, Birmingham, the ceremony was an inspiring and enjoyable evening filled with performances from talented young people. Across the six award categories, seven winners and three top champions came from within the Foyer network.

> *"I was nominated and shortlisted for a Room for Young People award, when I first found out I was so excited, it's my best achievement so far. It proves that people with disabilities don't have to hold back and with the right support they can achieve what they want to achieve."*
>
> Leo, Crewe YMCA

Growing the Advantaged Thinking movement

Following the release of our Adventures in Advantaged Thinking publication in January 2022, we shared targeted articles and social media posts each month until November 2023. Each one focused on the learnings from a new chapter and broke down the key ideas to take away, introducing AT to a wider audience.

In July, we held an online AT event to celebrate 30 years of the Foyer Federation. Advantaged Thinkers from the network were invited to share their experiences and successes from their work, and a young person spoke to the 75 attendees about why youth power and involvement is so important to them. Our Chief Executive Joel Lewis shared an inspiring vision of the future and invited each person to take away an action to contribute to an AT society.



We made significant progress in developing a brand for Advantaged Thinking that people in all roles and sectors can join together behind. We began working with a digital design organisation to create an interactive, educational and inspirational website to grow awareness and engagement with AT, and a fresh logo, brand and identity people can connect with. We hope to launch next year.

> *"Before I had heard the words 'Advantaged Thinking', I knew what it was. It was the way I instinctively wanted to work with people. It was also the way that I preferred people to work with me."*
>
> Kate Hitchcock, Paul Hamlyn Foundation

Strengthening shared knowledge in the sector

To amplify the collective voice of Foyers in sector-wide learning, we worked with the **Centre for Youth Impact** to promote their study into how young people are supported to speak on issues that affect them. Foyers were encouraged to respond so their practices can form part of the overall picture of how young people make decisions that affect the services they interact with.



ROOM D
COMMUNITY

Where we grow an Advantaged Thinking network that connects thinkers and doers, fosters learning and shares inspiration.

Bringing our members together

This year, our network of Foyers grew from 51 to 56 – a thriving community! Through the year, we hosted a calendar of events to create space for our network to connect, learn and get inspired. In May, we ran our first Foyer Connects, aimed at staff in direct delivery roles. 26 staff from 13 Foyers discussed mental health, practical approaches to working with young people and tools to take away. The Ideas Lab brought together senior staff from 10 services to find creative solutions to common challenges. Our Great Gatherings in Liverpool and Brighton were attended by 44 people from 21 Foyers to explore key topics like youth power, mental health and wellbeing, and working with young people seeking asylum (including a toolkit created by YMCA Crewe).

> *"I don't care what you want to be – if you want to be an astronaut, I can help you get there!"*
>
> Foyer Connect event participant



A community of learners

We received funding from the National Lottery Community Fund to establish the **Advantaged Thinking Learning Community**, connecting our network together to develop a consistent learning experience for young people wherever they are in the country. The project will be co-created with staff and young people over the next three years, beginning with in-depth consultations, selecting a digital platform, and setting up local youth-led teams.

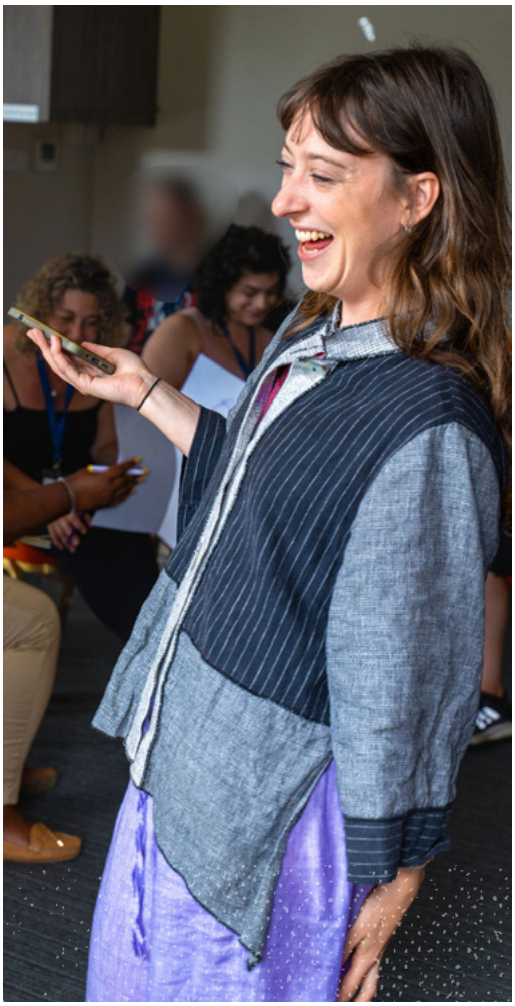
Feedback from our members

Our **membership survey** gave us lots of valuable insights into what our network values and where we might improve or add to our offer. 30 Foyers responded and of these, 88% rated our offer a 7/10 or higher. Challenges included travelling time to our events, difficulties for 24-hour staff attending training or events, and a need to focus more on the increasing level of need young people have. We have plans to address these in the coming year.

We also heard that the cost of living crisis, mental health support, lack of move-on options and engaging young people in the service offer are the biggest challenges within services. Through the Moving On Up fund, ReRooted, the Youth Power Fund and our events, we are addressing each of these with our members.



> *"The Foyer Federation Ideas Lab events are great for challenging your current way of thinking, giving you a fresh perspective and a new mindset. I'd highly recommend an Ideas Lab event to any youth or community worker that is looking for a new way forward with their service delivery".*
>
> Kat Newman, Commissioning Lead, YMCA Milton Keynes.



FINANCIAL REVIEW



The overall aim of THE FOYER FEDERATION's financial strategy is to maintain a sound financial base to support the resourcing of the organisation and deliver its mission. Specifically, the aim is to maintain long-term financial viability to achieve the objectives in the Strategic Plan.

The Foyer Federation is supported by income from Restricted and Unrestricted Income, Earned Income and minor donations. In the year ended 31 March 2023, the Foyer Federation had a total income of £689.3k (2021/22: £404.8k) an increase of 70% compared to the last financial year. The Foyer Federation closing balance of cash in bank was £367.8k (2021/22: 266.8k).

The Foyer Federation's income for 2022-23 reflected three income streams. 47% of income came from restricted income, unrestricted grant income of 22% and 31% via membership related fees, consultancy and quality assurance work.

Expenditure on charitable activities amounted to £524.24k in 2022-2023, an increase of 53% on 2021-2022. The increase is attributable to a few factors, including investment in new staff posts, our supporter database and other digital resources as part of a phased approach to building a strong team of fundraising and communication specialists to ensure that The Foyer Federation remains a sustainable organisation.

The Foyer Federation has successfully showed a strong financial performance this year, outperforming its budget through a combination of strong earned income performance, particularly Membership related Income, stable fundraising performance, and careful cost control.

Reserves on 31 March 2023, total unrestricted reserves stand at circa £214k compared to circa £164k in 2022 & total restricted reserves stand at circa £119k compared to Nil in 2022.

We continue to carefully manage our finances by means of thorough business planning and ongoing monitoring and forecasting of key financial indicators to assess our generation of income, solvency and liquidity.

Going concern

The Board of Trustees has reviewed the financial position and consequently believes there are sufficient resources to manage any foreseeable operational or financial risks. The board therefore considers there is a reasonable expectation that Foyer Federation has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future. For this reason the board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Future plans

The final year of our strategy is upon us and it's pleasing to see that so far we've hit the majority of the milestones we identified within our initial plans. Our staff team, network and programme funding partnerships are all in place to make the final push we need to deliver on our vision for 2024.

The development focus for next year will be on our digital infrastructure, comms and marketing channels and refreshing our quality assurance offer so that, towards the last six months, we can really promote the Advantaged Thinking approach to a wider audience and deepen asset-based practice within our own network.

We will be launching a new website for Advantaged Thinking this year and refreshing our Foyer Federation website to ensure it showcases and reflects the great work happening in Foyers.

Finally, we will continue to grow our Foyer network, deliver our newly launched programmes and build better external relationships to influence policy and practice within supported housing and the youth sector.

Policies, procedures and responsibilities

All the policies and procedures due for review this year have been completed during the year including key revisions to our Maternity, Paternity and Adoption Leave policies that now have enhanced packages and increased benefits for employees.

Fundraising statement

The Foyer Federation recognises that, in accepting funding from statutory bodies, it must consider the policy implications and obligations that might be tied to it and ensure that these do not contravene the aims of The Foyer Federation. The Foyer Federation can seek to raise funds from a series of charitable Trusts and Foundations, but recognises that, simply because these have been registered with the Charity Commission does not mean that they are ethical givers. The Foyer Federation therefore does not accept money from any charitable Trust if it is a requirement of grant receipt to advertise any company or organisation whose activities run contrary to the Foyer Federation's aims.

The Foyer Federation will maintain accountability and open and honest relationships with all its partners, by regularly monitoring and evaluating its work. This statement of policy is meant as a working guide for the Foyer Federation. Any final decisions will be governed by the Board of Trustees. It is the duty of the Board to advise of any potential conflicts of interest with regards to funding or partnerships, and for the Board to act in the best interests of the Foyer Federation at all times.

Pay policy for senior staff

The salaries of the Chief Executive and other members of the Executive are reviewed, along with those of all staff employed by the Charity, on an annual basis as the Charity sets its budget for the coming year. Salaries are benchmarked against equivalent roles in the sector, and Trustees agree the salaries of senior staff. Trustees also take an annual view as to whether to instigate a cost of living increase for all staff.

Reserves policy

As part of financial management and forward planning, we do not wish to hold levels of reserves which may tie up money unnecessarily, and limit the amount spent on the potential benefits we provide. We wish to strike a balance to protect our solvency and future activities.

We have an established agreement amongst Trustees to hold up to three months' operating costs in reserve. In addition the Trustees may choose to set aside designated funds for a specific project or purpose for the next financial year.

We have a risk management policy and process which enables Trustees to monitor financial risk to the organisation in relation to achieving our strategic plan and operating our core offer to members and young people. Bi-monthly finance committee meetings and at least four board meetings a year provide opportunity to scrutinise risk.

The strategic plan contains activities that cannot be met from a single year's funding, and we are developing an income generation strategy to ensure funds are there to deliver the plan. We are also alert to the possibility of unexpected risks to the charity which are monitored through the risk register.

It is the intention of Trustees to build reserves from unrestricted income. Trustees believe this to be prudent and necessary for a number of purposes:

1. To enable the organisation to continue to operate while finalising future income streams;
2. To support innovative projects which need a period of testing and development and whose outcome may support future funding bids;
3. To support the strategic direction of the charity and, where necessary, to underwrite the costs of strategic change;
4. To cover support costs and unplanned expenditure in periods when these are not covered by generated income.
5. To give Trustees time to take appropriate action if income falls below expectations;
6. To fund short-term deficits in a cash budget i.e. before a funding grant is received

Risk management

The Foyer Federation has a formal risk management process through which the major risks to which the organisation may be exposed are ranked by likelihood and impact, culminating in a risk control document which is updated on a regular basis. The Trustees review all significant risks together with current mitigation and control actions regularly throughout the year. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risk facing the charity is the ability to secure a stable and diverse funding base; increasing generated income is central to the charity's future success. However, recent successes with core and programme funding bids have reduced the urgency in generating traded income. The introduction of a new member of the senior management team focusing on income generation through partnership development will mitigate future risks around sustainable income.

Governing document

The Foyer Federation is a company limited by guarantee governed by its Memorandum and Articles of Association, adopted 29th January 1992 and amended by special resolutions passed 17th August 1994, 14th July 1998, and 19th January 2015. It is registered as a charity with the Charity Commission. Members of the Company are the Trustees of the organisation, each of whom agrees to contribute £1 towards the costs of dissolution in the event of the Charity winding up.

Trustees

The Chair is appointed by unanimous agreement of the Board of Trustees. Trustees have the power to appoint other Trustees, three of whom are elected from the membership of the UK Foyer network (as distinct from membership of the Company). Trustees also have the power to co-opt additional members to fill specialist roles. The Trustees co-opted Jodie Price as a member of the Finance, Audit and Risk Committee on 12th July 2022.

The Charity advertised roles for Network Trustees during the period. There were very limited applications and no appointments were made. The Board agreed to review its composition and skill set before drafting new Trustee role profiles in the 2023-2024 financial year.

All new Trustees undergo an induction process which includes briefings on their legal obligations under charity law, the Charity Commission guidance on public benefit, and informs them of the content of the Memorandum and Articles of Association, the committee and decision making processes, the business plan and recent financial performance of the charity. During the induction they meet key employees and other Trustees. Trustees are encouraged to attend appropriate training events where these will facilitate the undertaking of their role.

The Board of Trustees administers the charity. The Board normally meets quarterly and there are sub-committees covering Finance, Audit and Risk and Nominations. A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity. The Chief Executive has delegated authority, within terms of delegation approved by Trustees, for operational matters including finance, employment, and the delivery of services to members and partners.

No Trustee receives remuneration or other benefit from their work with the charity, aside from the reimbursement of out-of-pocket expenses.

Any connection between a Trustee or senior manager of the charity and any supplier of services to the charity must be disclosed to the full Board of Trustees, as with any other contractual relationship with a related party. A formal Register of Interests is maintained and managed by the Company Secretary and is updated annually and as new interests arise. Trustees are prompted to declare interests in agenda items at the start of every committee and Board meeting. The Board of Trustees has an agreed process whereby supply contracts over a certain value must be tendered openly. In the current year related party transactions have been disclosed in note 17.

Trustees' responsibilities in relation to the financial statements

The charity Trustees (who are also the directors of the Foyer Federation for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity Trustees to prepare financial statements for each year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, for that period. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures
- disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

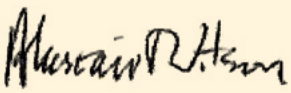
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our Independent Examiner

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the Independent Examiner in connection with preparing their report, of which the charity's Independent Examiner is unaware, and
- The Trustees, having made enquiries of fellow directors and the charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant information and to establish that the Independent examiner is aware of that information
- The Trustees have prepared the report in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.



Alastair Wilson
Trustee
Date: 16/11/2023

Financial statement and IE report

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities, Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The structure, governance and management section include a reference to related party transactions in note 17 and all Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 7 to the accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and in accordance with the Foyer Federation Charity policy, and to withdraw from decisions where a conflict of interest arises. The Treasurer of the Foyer Federation, Sabira Kanji is also the Director of Finance for SEUK and has complied with the governance of related party transactions.

Legal and administrative information

Charity number: 1040482
Company number: 02699839

Principal address:
The Foyer Federation
Work.Life Core Building
30 Brown Street
Manchester
M2 1DH

Trustees and/or Directors
Chair of the Board of Trustees:
Alastair Wilson

Elected Trustees:
Andrew Ward
Catherine Gillespie (Resigned on 11 October 2022)

Non-elected Trustees:
Sabira Kanji
Joanne Rich
Fiona Jia-Ying Lin
Hannah Oluwadamilaara Adeyemi
Nathalie Alison Tolmie-Thomson (From 12 July 2022)
Bernice Williams (Resigned on 12 July 2022)

Secretary:
Rachel Middleton

Key management personnel

Chief Executive
Joel Lewis

Director of Development and Partnerships
Katherine Bates
(until 01 June 2022)

Head of Programmes and Network
Kate Russell-Ellis

Head of Development and Partnerships
Siobhan Cunningham

Head of Learning and Impact
Ashraf Hamzah

Independent examiner



Caroline Brazier ACA DChA
Cansdales Business Advisers Limited
Chartered Accountants and Statutory Auditors
St Mary's Court
The Broadway
Old Amersham
Bucks
HP7 0UT

Accountants
Social Enterprise Coalition CIC
Tooley Street
London
SE1 2HZ

Bankers
Unity Trust Bank
Nine Brindley place
Birmingham
B1 2HB

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:							
Donations and legacies	**4**	3,640	-	3,640	5,377	-	5,377
Charitable activities	**5**	299,862	389,526	689,388	293,233	111,530	404,763
Total income		303,502	389,526	693,028	298,610	111,530	410,140
Expenditure on:							
Charitable activities	**6**	253,939	270,301	524,240	230,669	111,530	342,199
Net income for the year/ Net movement in funds		49,563	119,225	168,788	67,941	-	67,941
Fund balances at 1 April 2022		164,386	-	164,386	96,445	-	96,445
Fund balances at 31 March 2023		213,949	119,225	333,174	164,386	-	164,386

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

All income and expenditure derive from continuing activities. All transactions are unrestricted.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BALANCE SHEET
AS AT 31 MARCH 2023

	Notes	£	2023 £	£	2022 £
Fixed assets					
Intangible assets	**9**		11,763		4,000
Tangible assets	**10**		3,901		2,654
			15,664		6,654
Current assets					
Debtors	**11**	94,833		8,496	
Cash at bank and in hand		367,848		266,793	
		462,681		275,289	
Creditors: amounts falling due within one year	**12**	(145,171)		(117,557)	
Net current assets			317,510		157,732
Total assets less current liabilities			333,174		164,386
Income funds					
Restricted funds	**14**		119,225		-
Unrestricted funds			213,949		164,386
			333,174		164,386

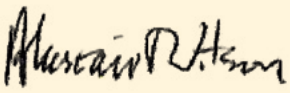
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 16/11/2023



Trustee
Alastair Wilson
Company registration number 02699839

NOTES TO THE FINANCIAL STATEMENTS

1 Accounting policies

Charity information

The Foyer Federation is a company limited by guarantee incorporated in England and Wales. The registered office can be found on the legal and administrative page. At 31 March 2023 there were 8 members (2022: 8), all of who have undertaken to contribute £1 to the company' s assets in the event of the company being wound up.

Accounting Convention

The financial statements have been prepared in accordance with the Charitable Company's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charitable Company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charitable Company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.1 Preparation of the accounts on a going concern basis

In order to comply with the principle of going concern, the trustees have considered at length the Charity's current and future planned business activities including uncertainty around current and future income, the current level of reserves and the principal risks as set out in the Report of Board of Trustees. The Trustees regularly reviews the Foyer's financial forecast, adjusting it as appropriate and amending related costs as appropriate. The trustees are satisfied that the Charity will be able to operate within the level of its existing and forecast funds and reserves for the foreseeable future. As such, the accounts are prepared on a going concern basis.

1.2 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds are unrestricted funds of the charity, which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.3 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met; it is probable that the income will be received and the amount can be measured reliably. Recognition of income is deferred where condition specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes such income is included in incoming resources of restricted funds.

Donations and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Investment is recognised on a receivable basis once the amounts can be measured reliably.

1 Accounting policies (Continued)

1.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Cost of raising funds comprise the percentage costs of a designated member of staff whose role contains funding development as well as any direct costs relating to fundraising and their associated support costs.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

1.5 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. All assets with a life of more than 12 months over £500 are capitalised.

Depreciation is calculated on a straight line basis to write down the value of the assets over their expected useful lives at the following rates:

Leasehold improvements Over the Lifetime of the Lease
Plant and equipment 20% Per Annum
Fixtures and fittings 20% Per Annum
Computers 33.3% Per Annum

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1 Accounting policies (Continued)

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charitable Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

The Foyer Federation operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the Foyer Federation in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

1.10 Leases

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight-line basis over the life of the lease.

1.11 Debtors

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

1.12 Creditors and provisions

Creditors and provisions are recognised where the charity and group 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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

2 Judgement in applying accounting policies and key resources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider the following items to be areas subject to estimation and judgement.

3 Depreciation

The usual economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are not significant variances between actual and and estimated useful economic lives will not a material impact on the operating results. Historically no changes have been required.

4 Donations and legacies

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Donations and gifts	3,640	5,377

5 Charitable activities

	2023	2022
	£	£
FOR Youth Accreditation programme	3,000	29,080
Listening Fund - Power Up grant	23,000	23,000
Paul Hamlyn Foundation - Core Grant	30,000	30,000
Albert Hunt Trust	-	5,000
Dulverton Trust - Core Grant	30,000	30,000
The Blagrave Trust - Youth Power Fund	170,000	50,400
Tudor Trust - Core Grant	30,000	30,000
Access Foundation Enterprise Programme	-	18,214
National Lottery Community Fund	87,476	-
John Ellerman Foundation - Core Grant	34,667	29,333
Network membership fees	89,795	76,860
Training Income	29,400	7,560
Bringing assets to life (YHG)	-	14,950
Others	10,550	5,366
Landaid Trust	30,000	-
Thriving Minds	38,500	-
CHK programme	30,000	-
Investor membership fees	53,000	55,000
	689,388	404,763
Analysis by fund		
Unrestricted funds	299,862	293,233
Restricted funds	389,526	111,530
	689,388	404,763

6 Charitable activities

	2023	2022
	£	£
Staff costs	258,172	153,995
Activities Undertaken Directly	201,814	136,179
Support Cost	62,319	50,650
Independent Examiner fees	1,680	1,680
Bank Charges	255	(305)
	524,240	342,199
	524,240	342,199
Analysis by fund		
Unrestricted funds	253,939	230,669
Restricted funds	270,301	111,530
	524,240	342,199

7 Trustees

No emoluments were paid to any of the Charity's Trustees during the financial year (2022: £Nil). No Trustees were paid anything (2022: None) for attending Board meetings throughout the year. Total travel expenses reimbursed to the Charity's Trustees during the financial year were £742 (2022: Nil). Other expenses were reimbursed to the Charity's Trustees during the financial year Nathalie Alison Tolmie-Thomson: £91 and Alastair John Wilson: £44 (2022: Andrew Croft: £90).

8 Employees

Employment costs	2023	2022
	£	£
Wages and salaries	225,846	140,244
Social security costs	18,730	5,580
Other pension costs	13,596	8,171
	258,172	153,995

Average no employees during the year is 7 (2022 - 4).

The Charity operates a defined contribution pension scheme, whose assets are held separately from those of the Charity in an independently administered group personal pension plan.

Pension contributions payable by the Charity in the twelve months amounted to £13,596 (2022: £8,171); Contributions totaling £5,264 (2022: £2,493) were payable to the scheme at the year-end and are included in creditors.

The key management personnel of the charity as agreed by the trustees are the trustees and Senior Management Team, comprising the Executive Director and Non Executive Directors. The total employee benefits of the key management personnel were £67,221 (2022 - £63,423). No trustee received any remuneration in respect to their services as a trustee during the year (2022: £nil).

9 Intangible fixed assets

	Patents & licences
	£
Cost	
At 1 April 2022	5,000
Additions - separately acquired	9,166
At 31 March 2023	14,166
Amortisation and impairment	
At 1 April 2022	1,000
Amortisation charged for the year	1,403
At 31 March 2023	2,403
Carrying amount	
At 31 March 2023	11,763
At 31 March 2022	4,000

10 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2022	620	4,238	4,858
Additions	-	3,456	3,456
At 31 March 2023	620	7,694	8,314
Depreciation and impairment			
At 1 April 2022	72	2,132	2,204
Depreciation charged in the year	124	2,085	2,209
At 31 March 2023	196	4,217	4,413
Carrying amount			
At 31 March 2023	424	3,477	3,901
At 31 March 2022	548	2,106	2,654

11 Debtors

Amounts falling due within one year:	2023 £	2022 £
Trade debtors	93,099	7,050
Prepayments and accrued income	1,734	1,446
	94,833	8,496

12 Creditors: amounts falling due within one year

	Notes	2023 £	2022 £
Deferred Income	13	123,490	65,057
Trade creditors		6,118	4,200
Other creditors		13,883	6,830
Accruals		1,680	41,470
		145,171	117,557

13 Deferred income

	2023 £	2022 £
Deferred income is included within:		
Current liabilities	123,490	65,057
Movements in the year:		
Deferred income at 1 April 2022	65,057	79,200
Released from previous periods	(65,057)	(79,200)
Resources deferred in the year	123,490	65,057
Deferred income at 31 March 2023	123,490	65,057

14 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Movement in funds		
	Incoming resources	Resources expended	Transfers 1 April 2022	Balance at	Incoming resources	Resources expended	Balance at 31 March 2023
	£	£	£	£	£	£	£
Bringing Assets to Life	14,950	(14,950)	-	-	23,000	(23,000)	-
Listening Fund - Power Up Youth Grant	23,000	(23,000)	-	-	-	-	-
Access Foundation - Enterprise Development Programme	18,214	(18,214)	-	-	-	-	-
The Blagrave Trust	50,000	(50,000)	-	-	170,000	(111,500)	58,500
Pass it on - Berkeley Foundation	(3,170)	3,170	-	-	-	-	-
Tudor Trust Wellbeing Grant	-	(2,370)	2,370	-	-	-	-
National Lottery Community Fund	-	-	-	-	87,476	(42,259)	45,217
CHK Programme	-	-	-	-	30,000	(24,193)	5,807
Thriving Minds	-	-	-	-	38,500	(28,799)	9,701
Landaid Trust	-	-	-	-	30,000	(30,000)	-
Other	5,366	(5,366)	-	-	10,550	(10,550)	-
	111,530	(117,070)	5,540	-	389,526	(270,301)	119,225

14 Restricted funds

Bringing assets to life: is a research project funded by Your Housing Group that captures the learning over the last 10 years of the work of the Foyer Federation, Your Housing Group and other key stakeholders who have brought the Advantaged Thinking approach to life. The end result of the project is a 9 chapter publication that can be shared with interested parties and used to influence future service provision for young people.

Listening Fund (with Blagrave Trust): grant to 'regularly engage with young people from across the Federation, promote good listening amongst member organisations, and to build and sustain a community of national influencers.

Enterprise Development Program: funded by Access Foundation and administered via Homeless Link is capacity building funding to help the charity develop it's earned income streams and develop more robust products for trading. The funding was accompanied by a learning and development stream including workshops and one to one support.

Blagrave Trust: grant to deliver the Youth Leadership Innovation Fund - now called Youth Power Fund.

Pass it on - Berkeley Foundation: Corporate Connections Fund - This funding supports a project in the southeast region that links corporations to young people in Foyers providing work experience, mentoring and coaching opportunities as well as employment skills development.

Tudor Trust wellbeing grant: For Staff Wellbeing during the pandemic.

Other: Other restricted fund includes Charity works and Speedomick funding.
The Kickstarter scheme funded by Charity Works enabled us to employ a young person with lived experience as a Youth Development Co-ordinator.

Speedomick funding allowed us to fund 8 Talent Bonds to young people - investing in their individual strengths.

15 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 March 2023 are represented by:						
Intangible fixed assets	11,763	-	11,763	4,000	-	4,000
Tangible assets	3,901	-	3,901	2,654	-	2,654
Current assets/(liabilities)	198,285	119,225	317,510	157,732	-	157,732
	213,949	119,225	333,174	164,386	-	164,386

16 Related party transactions

The Foyer Federation started using accountancy services of Social Enterprise Coalition CIC since July 2019. Total charges for the same during the year amounted to £27,750 (2022: £27,286). YMCA Derbyshire - For Youth membership, fee received £450 (2022: £11,400) from Catherine Gillespie and for Live West, fee received £10,490 (2022: Nil) from Kathy Gilmore.



Thank yous

A big thank you to our members for standing united with us as we grow an Advantaged Thinking vision and movement for young people. Our members are part of the following partner organisations:

foyer aberdeen

Alabare Christian Care & Support

Birchwood A Place to Live & Grow

CHADD

christian action housing

Connexus

Cork Foyer

YMCA Crewe

curo

YMCA Fairthorne Group

the guinness partnership

LiveWest

YMCA London City and North

YMCA Milton Keynes

msv mosscare st vincent's

Paradigm

Places for People

Riverside

SOVEREIGN

Thanks to our Investor members for your ideas, support and engagement in our mission and vision:

YMCA Derbyshire

YMCA Downslink Group

saha Transforming Lives

swan somewhere to feel at home

Your Housing Group

We would also like to thank:

Paul Hamlyn Foundation, John Ellerman Foundation, Dulverton Trust and Tudor Trust for their core support enabling us to deliver our strategy and grow our team.

Blagrave Trust and The Listening Fund for challenging us to be creative and tip the balance of power in young people's favour – both at the Foyer Federation and in local Foyers.

The National Lottery, CHK Foundation, UK Youth and LandAid for enabling us to respond to the needs of our network and young people to offer support in learning, mental health and wellbeing, and the cost of living.

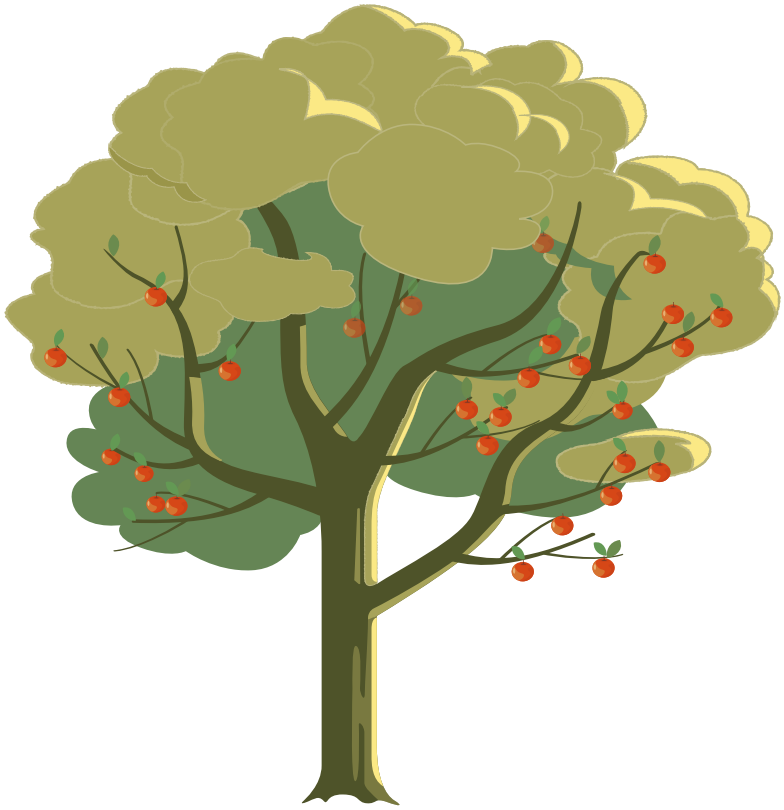
Everyone who invested in our **Talent Bond programme**, showing their belief in young people's potential and talent.

Colin at Inspirechilli for sharing his skills and experience with our team and network, and remaining committed to young people and the work of Foyers.

The Room for Young People partnership group for working hard to ensure young people in supported housing get recognised for their achievements and progress.

Finally a big thanks **to all the young people** we met this year and that live in Foyers for their constant inspiration and always challenging us to be stronger and more creative.





The Foyer Federation
Work.Life, Core Building
30 Brown Street
Manchester
M2 1DH

inbox@foyer.net
www.foyer.net

Registered Charity no. 1040482 / Registered in England and Wales no. 2699839
Photography Kindly supplied by Corneli Fleur Photography and LaurelVisions
Report designed by Social Enterprise www.foyergraphics.com

THE FOYER FEDERATION

England & Wales - Charity number 1040482

Accounts

The FOYER Federation



ANNUAL REPORT

2021-22



INTRODUCTION

This year, our Home for Advantaged Thinking has taken shape after the launch of our three-year strategy in April 2021. We're pleased with the rapid progress we've made in bringing people together and positively impacting the lives of young people with experience of homelessness.

Over these 12 months, we have built the capacity needed to fulfil the aims of Year One of the strategy by bringing new staff into the team, diversifying and strengthening our Board, and improving the efficiency of our operations and systems. We are delighted that Alastair Wilson, CEO of School for Social Entrepreneurs (SSE), has been appointed as our new Chair to benefit the organisation with his leadership, experience and guidance. We have also welcomed two young Trustees: trained legal expert Fiona Lin and marketing professional Dami Adeyemi both bring a young person's perspective to our Governance.

We are encouraged to have received new funding from forward-thinking organisations John Ellerman Foundation, Paul Hamlyn Foundation, Dulverton Trust, Tudor Trust and Blagrave Trust. This support, including the communities linked to it and our thriving network of services, brings us into a position of stability and strength to build our Home for Advantaged Thinking on.

CONTENTS

CHAIR'S SUMMARY	2-3
CHIEF EXECUTIVE'S SUMMARY	4
THE FOYER COMMUNITY	4
OUR IMPACT	4-7
OUR VISION, MISSION, VALUES AND OBJECTIVES	8-9
ROOM A - YOUTH LEADERSHIP AND ACTIVISM	10-13
ROOM B - QUALITY AND IMPACT	14-16
ROOM C- INFLUENCE	17-19
ROOM D - COMMUNITY	20-21
FUTURE PLANS	22
OUR FINANCIAL REVIEW	23
OUR FINANCIAL STATEMENT	27-38
REFERENCE AND ADMINISTRATIVE DETAILS	39
OUR MEMBERS	40
THANK YOU	41

CHAIR'S SUMMARY



"I HAVE BECOME CONVINCED THAT OUR ADVANTAGED THINKING APPROACH REALLY WORKS"

This year marks an interesting point in the evolution of the Foyer Federation to join the Board as Chair. The organisation, and the movement it seeks to serve, have been around for 30 years. However, despite the clear and evidenced need for Foyers, their well-documented impact and the remarkable team of committed individuals who champion the approach, the Foyer Federation has had challenging periods in its history.

As I write, it feels like we have emerged from just such a period. I want to thank our dedicated CEO Joel, his excellent team, my brilliant predecessor Andrew Croft and his Board colleagues, and the wide array of dedicated members and supporters who believed in us, stuck with us, and helped us navigate through some testing times. I want to particularly call out Peter Holbrook, CEO of Social Enterprise UK, who was generous in our hour of need and hosted us at a pivotal point. That support proved to be a turning point in a journey that marked our fight back to the healthy, vibrant, growing and secure organisation I inherited as chair.

Our shiniest moments from the year include launching the ambitious Youth Power Fund programme to give Foyers the capacity needed to meaningfully share power with young people, engaging a massive 80% of members in our accreditation, and celebrating two big birthdays –10 years of Advantaged Thinking and 30 years of the Foyer Federation – with our new Adventures in Advantaged Thinking publication.

Obviously Covid-19 has had a profound impact on us all, but doubtless it has impacted Foyer residents more than most. Prolonged periods of isolation, just at the point in life where you are forming your adult identity, spreading your wings and building your future plans is extremely challenging.

I want to pay tribute to the resilience of our Foyer residents and celebrate the commitment of our dedicated army of Foyer workers and supporting teams who adapted to the situation they found themselves in, whilst continuing to adopt an Advantaged Thinking approach to navigate the way forward. This way of working gave hope in the most difficult of times, whilst keeping our young people safe and their futures on track.

So, what next? Well, we really are blessed with the most fantastic team, board and culture. Together we have some exciting things planned:

- Increasing the representation and power of young people in the charity both at a strategic board and operational level.
- Developing an Advantaged Thinking learning platform with and for young people across the national network of Foyers.
- Building our staff team to ensure we can offer the best opportunities for young people who have experienced homeless. We have created a number of new roles to ensure we have the capacity to deliver our Home for Advantaged Thinking strategy.

In my short time as Chair, I have become convinced that our Advantaged Thinking approach really works. We need to share it, build our movement and ensure that those who engage with our services get the best possible start to their adult lives. Please continue to support our residents, our colleagues and our work.



Alastair Wilson
Chair of the Board of Trustees



CHIEF EXECUTIVE'S SUMMARY

This has been my first full year as Chief Executive of the Foyer Federation and our first year working under the new Home for Advantaged Thinking strategy. It's been a fun, challenging and energising journey with lots of learning along the way. I'm so proud of the team at the Foyer Federation and all the hard-working staff at the Foyers who are united in our vision of a future in which young people can meet their potential and lead the way for others. I have been inspired by the strengths and creativity of young people and the resilience they have shown following the pandemic.

In the following pages, you can read about the impact we're already having and find out more about our future plans for inspiring youth leadership, developing quality services, and growing an Advantaged Thinking movement and community.

Joel Lewis
Chief Executive of the Foyer Federation



Chief Executive, Joel Lewis

"IT'S BEEN A FUN, CHALLENGING AND ENERGISING JOURNEY WITH LOTS OF LEARNING ALONG THE WAY"

THE FOYER COMMUNITY

AGED 16-17
32%
(1% decrease)

AGED 18-20
43%
3% decrease

AGED 21-25
25%
(4% increase)

ETHNIC MINORITIES
19%

Experience of care:
20%
(8% decrease)

Experience of justice system:
18%
(4% decrease)

Refugee/ unaccompanied minor:
9%
(3% increase)

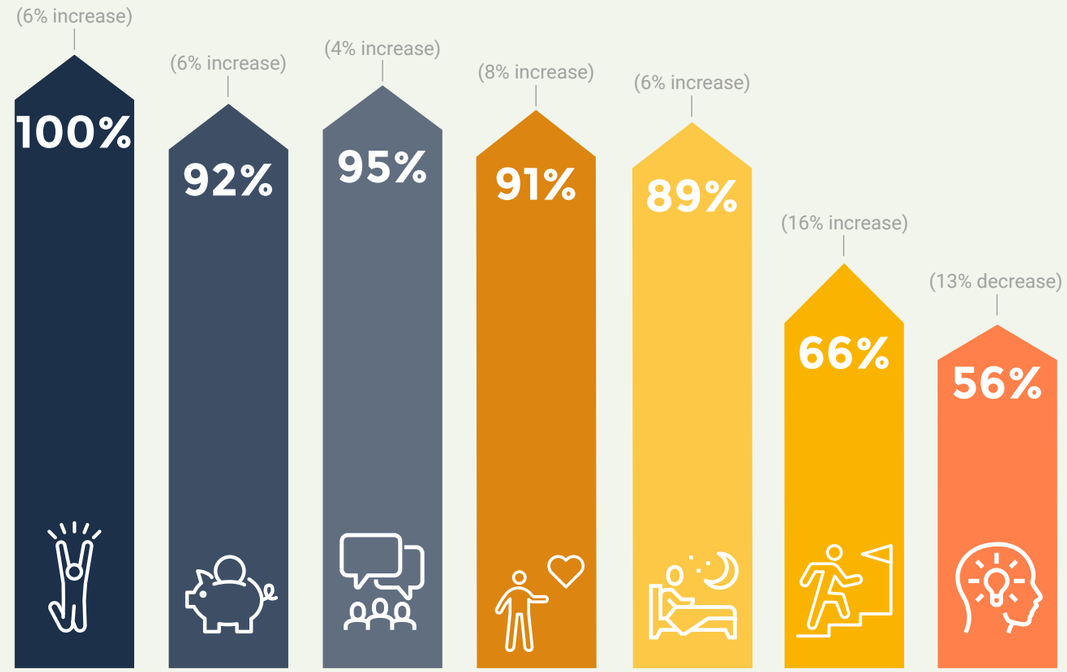
Diagnosed mental health challenge:
38%
(13% decrease)

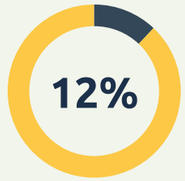
Mental health challenge without a diagnosis
27%
(new data)

STAFF TRAINED IN ASSET-BASED WORKING
86%
6% increase

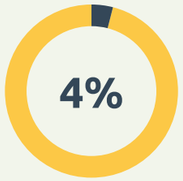
STAFF TRAINED IN COACHING
68%
5% increase

OUR IMPACT

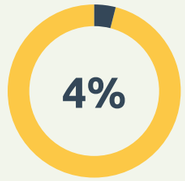




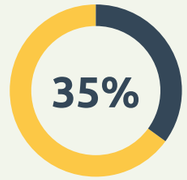
Started part-time work
(2% increase)



Started full-time work
(2% increase)



Started an apprenticeship/traineeship
(same)



In employment on exit
(6% increase)

*The 2021-22 data is based on figures from 18 services either endorsed or certificated over 2021-22 supporting 859 young people.

OUR MEMBERS SAY...

FOR Youth is extremely useful as it allows us to discuss our service with an impartial service which supports us to embrace progress and structure this.

Advantaged Thinking is embedding a better, inclusive way of working with young people as communities often focus on the disadvantaged elements of a young person's journey.

Staff that attend leadership training or innovation day sessions feel re-energised and motivated. This can act as a kick start for some really good work. Staff need to spend this time away from the Foyer to realise why they do what they do and how they play such an important role in making sure each resident succeeds.

Interacting and building relationships with staff across the network is invaluable and helps staff develop their practice which in turn provides a better service to young people. For young people, the opportunity to recognise achievements and be involved in activities and change is vital to build their confidence and resilience as well as changing society's view of young people.



YOUNG PEOPLE SAY...

The three biggest challenges facing young people today are:



mental health 83%

mental health problem without a diagnosis 27%

employment 41%

housing 34%

100%
think their Foyer wants to listen to them

74%
want to contribute to leadership in their Foyer

95.7%
of young people feel confident to share their thoughts with their Foyer

43%
want to be involved in decision making

WHAT IS YOUR WISH FOR YOUNG PEOPLE IN THE NEXT YEAR?

Make life better for people who suffer with mental health and disabilities

To have succeeded in life ambitions and to be where the best place is for them

To have more opportunities to make decisions about their lives and what is going on. Also to have the confidence to speak out, make those decisions and be happy with their choices

That they feel supported and valued"

That they feel loved and accepted for who they are

I wish young people had better access to support; for employment, mental health and general living. there should be options for young people to learn about things they will need to do in the future: tax, housing, money management etc to allow them to settle into adulthood easier

To keep going and don't let the past beat you down

To have more of a say

OUR VISION

At the Foyer Federation, our vision is a truly equitable society in which young people have an equal chance to realise their power and purpose. We believe that a person's strengths, not their circumstances, should shape their future.

We look forward to a future in which all young people take complete ownership and leadership of their futures, and develop the strengths and talents needed for a fulfilling life.

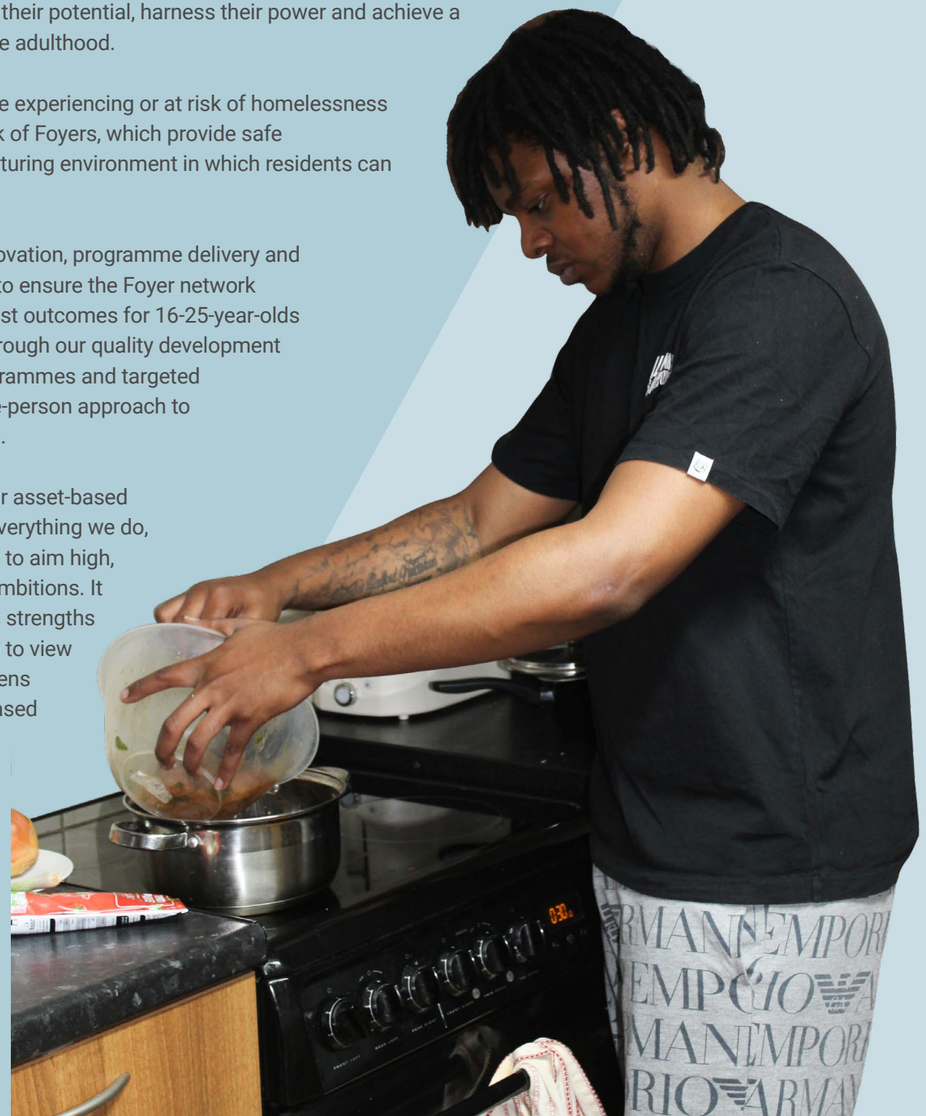
OUR MISSION

We want young people to thrive – not just survive. All young people should have the chance to realise their potential, harness their power and achieve a fulfilling, loving, sustainable adulthood.

We work with young people experiencing or at risk of homelessness through a UK-wide network of Foyers, which provide safe accommodation and a nurturing environment in which residents can live, learn and work.

Our mission is to offer innovation, programme delivery and capacity-building support to ensure the Foyer network continues to secure the best outcomes for 16-25-year-olds who can't live at home. Through our quality development framework, engaging programmes and targeted training, we model a whole-person approach to empowering young people.

Advantaged Thinking is our asset-based philosophy and it guides everything we do, encouraging young people to aim high, dream big and fulfil their ambitions. It focuses on young people's strengths and talents and asks them to view their futures through that lens rather than using deficit-based labels and perceptions.



OUR VALUES

We have five core values that every member of our team upholds in all aspects of our work:

Authentic

Authentic leadership is about sticking to your values, being comfortable in your own skin and not trying to be someone you're not.

Brave

Courage is about having the quiet inner confidence to stand up for what really matters to you.

Loving

Love is at the heart of all we do. It means genuinely looking out for the world around us, and knowing when to be tough and when to be kind.

Maverick

Mavericks are born to be original, quirky and maybe even a bit unpopular to shake things up and make them better.

Savvy

Savviness isn't a science; it's a mindset. It's about being smart and creative, while keeping one eye on the now and one at the end of the game.

OUR OBJECTIVES 2021-2024

Our strategic three-year plan centres around the following four objectives, or 'rooms' in the Home for Advantaged Thinking:

1. Create a space for young people to realise their power and purpose through opportunities for leadership and activism.
2. Develop the capacity, quality and impact of youth services.
3. Communicate and promote a vision for Advantaged Thinking to create the right environment for young people to realise their power and purpose.
4. Grow an Advantaged Thinking network that connects thinkers and doers, fosters learning and shares inspiration.

The Charity Commission's guidance on public benefit, in accordance with section 17 of the Charities' Act 2011, sets out two key principles:

1. The organisation must have an identifiable benefit and
2. The benefit must be to the public or a section of the public.

Trustees have reviewed the vision and mission of the charity in the light of this guidance and have been mindful of it when setting the aims and objectives for the coming year. They believe the activities of the Charity and the achievements detailed in this report clearly demonstrate that the Charity meets both these requirements.

ROOM A
YOUTH LEADERSHIP AND ACTIVISM

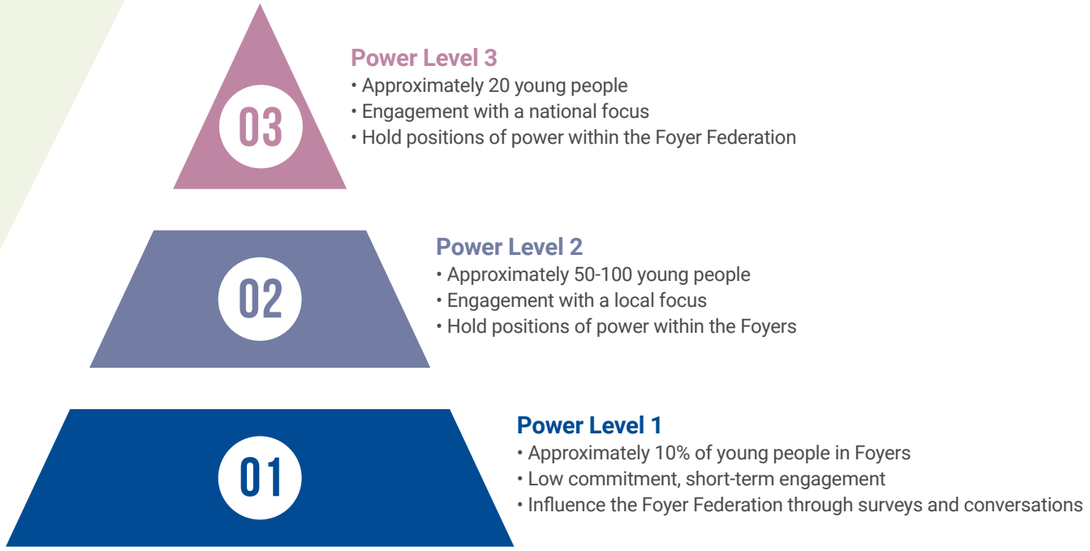


A space for young people to realise their power and purpose through opportunities for youth leadership and activism.

In the Home for Advantaged Thinking, Room A is a positive, energising space where young people can express themselves, experience leadership and influence change. It is a place where young people contribute to and impact on positive outcomes in their environment.

> "Listen especially to your young people. You will be amazed at what you can learn."
>
> Staff at Your Housing Group

Our youth influence and involvement strategy – Power Up Youth – outlines how we intend to meet the goals of Room A. The Power Pyramid summarises how this works:



01

Power Level 1
Involving ALL young people

We want to hear from as many young people as possible – including those least likely to put themselves forward to share their views.

This year, 224 young people responded to our biannual **Big Questions** survey, which asks about what's worrying, exciting and important for them at that moment in their lives. The headline from both surveys is that young people need better support with their mental health. We're responding by applying for programme funding to strengthen practice in this area and meet the needs of young people.

This year, as part of our **Talent Bond** programme, we awarded 29 young people up to £250 each to grow a talent or develop a skill they're passionate about, including:

- A college student buying textbooks to achieve her ambition of studying law.
- A young sportswoman setting up a netball team in her community.
- A passionate cyclist funding his training as a cycle mechanic.

We worked with a panel of young people who made the decisions about which applicants to award funding to, facilitating an experience of managing a budget and having decision-making power. Our Talent Bonds for 2021-22 were funded by the SpeedoMick Foundation and donations from the public as part of our Big Give Christmas Challenge campaign.

> "The realisation of my powerlessness when I was homeless then led to me wanting to take more power in who I am, where I want to be and what I can do about it. It highlighted how quiet young people's voices are in a world that could be more welcoming of fresh ideas."
>
> Young Person,
> CHADD On-Route Foyer

02

Power Level 2
Building youth power in local services

Experiencing power and leadership within a local Foyer service is crucial to enable young people to lead and influence their communities and on a national scale. To support services to facilitate these experiences and to grow this practice sustainably, we need to increase the knowledge and capacity of staff in this area, as well as providing resources to enable experimentation and find new approaches.

We worked with a young person to co-develop and co-deliver a new training workshop, called Powering Up Youth, to grow knowledge and understanding of power within youth supported housing services and explore practical, personalised steps each Foyer can take towards increasing the influence young people have.

To help spark innovation and explore new ideas, we launched our exciting grantmaking programme, the Youth Power Fund, in partnership with Blagrave Trust. The fund awards four Foyers up to £15,000 per year for three years to enable them to embed sustainable practices that grow young people's power in their service, the local community and beyond. A further three services will receive £5,000 for one year to experiment with sharing power, with one of these services receiving £15,000 per year for the last two years of the programme.

A group of young people helped to establish the funding criteria, develop a working definition of meaningful power and create the application questions. The decision-making panel was heavily weighted in favour of young people, with two members of Foyer Federation staff, one young Trustee, and five young people – three of whom have experience of homelessness. Young panellists also joined the Foyer Federation team on project development visits to delve deeper into successful applications and offer support and innovation to services. Our Young Consultants are recognised for their time and expertise with monetary, voucher or equipment rewards to the amount of the national living wage.

> "The vast majority of young people ... have rarely believed they had the power to make important decisions that affect them, let alone to make change or lead."
>
> On-Route Foyer, CHADD



The Youth Power Fund ingredients of meaningful power:

- Young people have real responsibility and a sense of ownership for the project, or a fundamental element of the project.
- Young people are passionately listened to by their peers, Foyer staff and other collaborators, and are communicated with in a clear, timely manner.
- Young people are demonstrably trusted by their peers, Foyer staff and other collaborators.
- Young people are able to make changes or take important decisions affecting the project.
- Young people feel confident to share their ideas and comfortable taking positive risks.
- Young people are contributing to something that has a positive impact on other people.

03

Power Level 3
Young people influencing on a national scale

We are delighted to have recruited two young people to our Board of Trustees, bringing their much-needed perspective to our governance. Dami had been part of our work through her involvement with a member service, and Fiona brings a wealth of legal training and experience to our Board.

We also launched a campaigning programme, named Power Pioneers, with facilitation support from the Sheila McKechnie Foundation. This programme was designed to enable young people to build their changemaking skills, including peer researching, storytelling and campaigning. The ongoing pandemic delayed our in-person delivery, but we were pleased to be able to run a short series of online workshops with the group through the lockdowns. We look forward to continuing this programme next year.

> "It has been a really positive experience being able to express and speak about problems that are affecting our society today and being able to speak about it and find solutions as a group."
>
> Young Person, Power Pioneer



ROOM B
QUALITY AND IMPACT



Where we develop the capacity, quality and impact of youth services.

In the Home for Advantaged Thinking, Room B centres around how we ensure a high-quality experience for young people in supported accommodation and put asset-based approaches into practice. Our robust quality development programme, training and resources help services deliver and measure the positive impact Advantaged Thinking brings to the lives of young people.

> "The benefit of taking part in [accreditation] is that we are able to review the quality of work we offer our young people. The process also enables us to see what areas we are strong in and where we may need to develop."
>
> Enfield Foyer, FOR Youth Survey

80% of members are engaged in our quality development and accreditation, developing their Advantaged Thinking practice and measurably growing their impact with young people. In July 2021, the accreditation panel awarded the highest possible rating of Strategically Strong and Operationally Strong to six services: four Your Housing Group Foyers, SAHA's Newhaven Foyer and Christian Action Housing's Enfield Foyer.

To ensure our quality development offer is meeting the current needs, ambitions and realities of our members, we asked services to respond to a survey. Accredited Foyers reported that the greatest benefits of involvement in the journey are the ability to reflect on their offer and to prove their impact to internal stakeholders. They also value the positive impact on staff motivation, making change in the service and being able to strengthen their Advantaged Thinking practice.

> "FOR Youth is a great assessment tool to recognise strengths and identify areas of development and influence. Utilising all the assessment data creates a QDP that is a strong tool in further developing the local Foyer service, rather than being a generic tool."
>
> Your Housing Group, FOR Youth Survey



Key quotes and learnings from the accreditation survey:

96% of participants stated they are likely to continue with the FOR Youth quality assurance journey in following years
92% stated that they would recommend FOR Youth to another service

"It's made us think and given us a framework against which to support new staff and understand more about the ethos and mindset of our Foyer."

"The biggest benefit for managers is to stop and look in the mirror, seeing your service, warts and all, and measuring your starting point. Creating the QPD allowed teams to build on good practice already identified and put things in place to bring other areas up to speed. This in turn supported staff teams to get back to pre-pandemic levels particularly around engagement with young people. Involving all staff led to teams being more engaged and inspired"

"FOR Youth enables and encourages supported housing services to continuously build how they provide a service to the young people they work with. This empowers the young people to have a say in the support they receive and move on to be influential members of the communities they live within."

Our core **training** offer includes day-long workshops in Advantaged Thinking and Coaching, both of which explore a mixture of theory and practical approaches. Throughout the year, we upskilled 76 members of Foyer staff through our Advantaged Thinking and Coaching training workshops – 100% of whom reported that they would recommend the training to others. We also offer Resilience training online to promote positive wellbeing and team culture.

> "It has been powerful to spend time critiquing my service with this framework. I will spend more time thinking about it, and discuss it with my manager and team colleagues."
>
> Advantaged Thinking trainee

> "Having attended this training course it has become clear how much more we can achieve and the dramatic inspiring changes this can bring to our young people. Really eager to see where we are once we have implemented some of the changes."
>
> Staff trainee, Powering Up Youth

As part of our focus on building young people's power, we added the new Powering Up Youth workshop to our offer to help Advantaged Thinking services to grow youth power meaningfully and sustainably. We delivered this new workshop to CHADD's On-Route Foyer and were glad to receive positive feedback from attendees.

With the addition of this new workshop, we now offer training in four of the five key areas staff told us they would benefit from support in. These are:

- Embedding youth leadership (57.1% said they would benefit from this)
- Coaching (51.4%)
- Self-care and resilience (48.6%)
- Advantaged Thinking (42.9%)

The fifth area staff would like support in is engaging young people (62.9%). This is a consistent area of focus in our network events, where staff can learn from each other's knowledge and experience, share tools and resources, and innovate to find new solutions.

We have continued to co-create two key handbooks with our network, both of which are designed to be developed module by module over time. These are the **Advantaged Thinking Practice** and **Advantaged Thinking People handbooks**, written with our accredited and Investor Foyers respectively. These tools capture the best practice of these high-quality services, along with research and Foyer Federation knowledge and experience, to offer services a guide to working in an Advantaged Thinking way with young people and with staff.



ROOM C
INFLUENCE



Where we communicate and promote a vision of Advantaged Thinking that creates the right environment for young people to realise their power and purpose.

Room C is an inspiring and influential space where Advantaged Thinking forges a united movement, creating a platform for the voices of young people with lived experience to influence services, public perception, policy and reform.

For 30 years, the Foyer Federation and its members have sought to influence and inspire a high-quality, impactful way of working with young people in supported housing. Our aim is to inspire our partners, stakeholders and the community – including the wider youth sector – to invest in Advantaged Thinking approaches and services to facilitate powerful outcomes for and with young people.

> "I'm really passionate about changing society and delivering positive developments for people like me. I often felt that no one really represented my opinion locally and I could only find like-minded people online."
>
> On-Route Foyer, CHADD, funding application

> "I was over the moon when I won the award, I couldn't be more proud with how far I came from being at CHADD house and doing the craft sessions and now I've become self-employed doing my own craft. I couldn't thank CHADD house enough for pushing me to go for my dream."
>
> Charlotte Staves, Top Champion
> 'Flying the nest' – Young Leader Award

In November, in partnership with LiveWest, Clarion Futures and Inspire Chilli, we co-delivered the fourth Room for Young People Awards in Birmingham. This sector-wide event provides a fantastic platform for young people with experience of homelessness to have their achievements and progress recognised on the national stage. We were thrilled to see 15 inspirational young people from our network taking home awards on the night, and loved the music and poetry performances showcasing the talent that young people bring to our member services every day.

In May, we hosted an energising celebration event to mark 10 years of Advantaged Thinking. Our co-hosts for the event were Your Housing Groups and Colin Falconer of Inspire Chilli. We were joined by more than 100 people from all over the world – our powerful global community and members of the Advantaged Thinking movement.

Inspiring speakers included colleagues from services in Ireland and Australia, commissioners committed to funding Advantaged Thinking services, forward-thinking funders who see the benefits of working in this way, and our Chief Executive Joel Lewis who shared the future vision for Advantaged Thinking. From the UK and Ireland to France, the Netherlands, Japan, Australia and Greece, the global power and passion for young people was deeply felt.





Our Patron for Advantaged Thinking David Gold summarised the event in one phrase: 'Advantaged Thinking is pure sunshine.'

> "Equip and enable young people to become Advantaged Thinking advocates rather than staff 'owning the rights' to the ethos on our schemes. I want a young person to say, 'they had this thing called Advantaged Thinking there and we learnt to turn negatives into positives."
>
> *Adventures in Advantaged Thinking*

In January 2022 we celebrated a second significant milestone – the **Foyer Federation's 30th birthday**. To mark this special occasion we created a new publication called Adventures in Advantaged Thinking, designed to outline the **Advantaged Thinking** journey we've been on and highlight the demonstrable impact of working in this way.



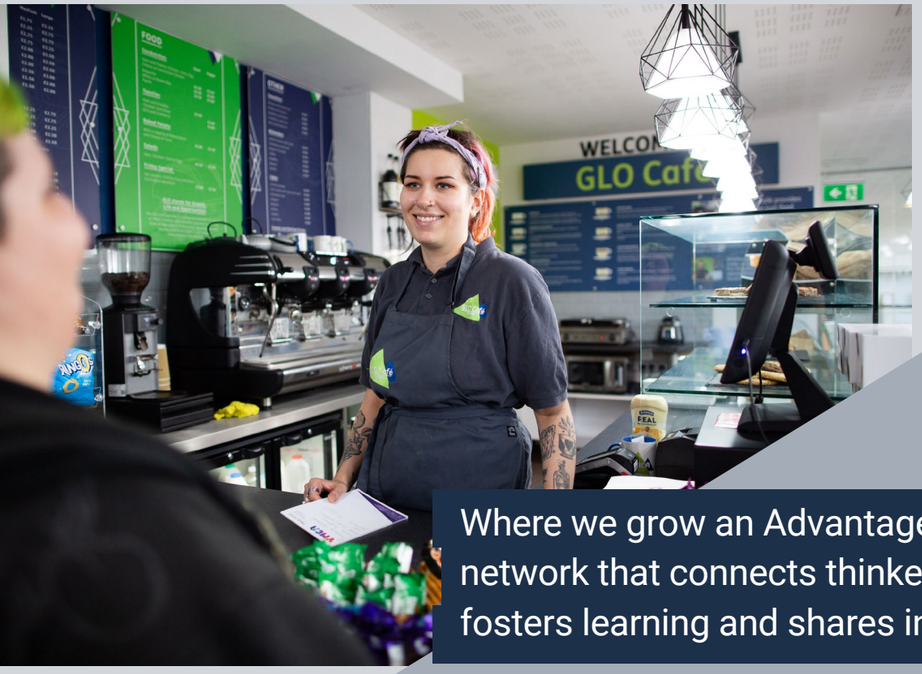
We partnered again with Colin Falconer and Your Housing Group's four Foyers on this ground-breaking project. Young people and staff from Bridge, Coops, Ravenhead and Verve Place Foyers contributed their views and experiences, showing how Advantaged Thinking looks and feels to them. This in-depth exploration of the different facets of Advantaged Thinking will, we hope, inspire quality, consistent practice in the sector led by our network of forward-thinking Foyers.

Of course, it's the young people we work with that have the real power to influence by sharing their stories and growing into thriving futures. We've continued to tell the inspiring stories of young people, amplifying their voices using our social media channels, website and newsletters.

> "Advantaged Thinking has enabled us to break that cycle of viewing young people as a collection of faults, a flawed and broken mechanism that must be fixed. Instead, it has gifted us with a new mindset coupled with a revised glossary of terms such as 'talent', 'worth', 'positivity', 'value', 'aspiration' and 'skill.'
>
> Adventures in Advantaged Thinking



ROOM D
COMMUNITY



Where we grow an Advantaged Thinking network that connects thinkers and doers, fosters learning and shares inspiration.

Working together as a community makes us stronger. When we are able to share experiences, inspire and learn from one another, we are more resilient to challenges. Room D is about connecting people to achieve common goals, share best practice and experience, and learn from and support each other. We want to deepen and grow our national community of practice, utilising peer learning, inspiration and innovation to grow resilience and sustainability within services.

> "There is phenomenal value in collaborating, sharing and connecting with like-minded organisations to achieve a common goal, especially in a high-pressure environment like youth work."
>
> The Foyer Federation

Our **comrade network** – a peer learning opportunity for staff working in local services – connected people across the length and breadth of the country to enable practice sharing and development. 16 members of staff from 11 Foyers took part in this in 2021-22, enabling one-to-one practice sharing across our network.

> "I have really enjoyed the two meetings we have had so far and each time there have been tangible things I have come away with to action. James' knowledge and insights are invaluable. Comrade Network is such a good idea and thanks for pairing me up with James."
>
> Comrade Network participant

Each year, we run a series of national events for staff across the network to connect with each other, share learnings and new ideas, and get creative around the subjects of most interest to them. Covid-19 impacted our ability to deliver in-person events for the first half of the year, but we more than made up for it with the hugely celebratory Great Gatherings in Bristol and Manchester, bringing together a total of 63 people from 30 Foyers for the first time since March 2020. The events included inspiring speakers, innovation workshops and the chance to network after a year and a half of skeleton shifts and social distancing.

Young leaders who live or have lived in Foyers were celebrated to the max at the Room for Young People Awards. In total, 16 of the 18 winners and five of the six Top Champions represented services within our network. These young people have demonstrated leadership skills in their own lives, in their Foyers and in their communities during one of the most challenging periods of our history.

A young person employed as the Foyer Federation's Youth Development Coordinator through the Kickstart scheme took on the challenge of co-designing and co-running the event along with young people from Clarion Housing and Inspire Chilli. She co-hosted a series of virtual Conversations about topics important to young people, as well as hosting with buckets of charisma on the night.





FUTURE PLANS

The Foyer Federation is now one year into its Home for Advantaged Thinking strategy and we've made significant progress on each of the strategy rooms within the home.

Over the next year we are seeking to build our staff senior leadership team with a new Head of Learning and Impact as well as bringing in key staff to focus on communications, core operations, programme delivery, and network and youth engagement.

We have started planning for the development of a new website and refreshed brand for Advantaged Thinking in line with strategy Room C. We will also focus on growing our network of members both through advocacy for new Foyers and by working with forward-thinking housing associations and charities who want to develop Advantaged Thinking youth housing services.

We will seek new funding partnerships around the needs of the network and based on the insights we receive from staff and young people in Foyers.

Finally, we will continue to strengthen the communities of practice and programme activities developed during this year.





OUR FINANCIAL REVIEW

The Foyer Federation showed a strong financial performance this year, outperforming its budget through a combination of strong earned income performance, particularly Membership related Income, stable fundraising performance, and careful cost control.

The Foyer Federation's income for 2021-22 reflected three income streams. 58% of income came from restricted and unrestricted grant income and 42% via membership related fees, consultancy and quality assurance work.

Grant making trusts have been supportive and sources of restricted and unrestricted income streams have been highlighted in the financial statements of this report. Despite the challenges of the global pandemic and the ongoing uncertainties of the external landscape, 2020/21 was in many respects a successful year.

We carefully manage our finances by means of thorough business planning and ongoing monitoring and forecasting of key financial indicators to assess our generation of income, solvency and liquidity.
We look to invest in new staff posts, our supporter database and other marketing resources as part of a phased approach to building a strong team of fundraising and communication specialists to ensure that The Foyer Federation remains a sustainable organisation.

Despite the challenges, the end of year achieved a surplus of circa £68k (FY 20-21- £36k). The Charity's success is a good reflection of the Trustees and the Executive team's contributions and achieved a successful year with a very limited resource in generating alternative funds.

At 31 March 2022, total unrestricted reserves stand at circa £164k compared to circa £96k in 2021 with a healthy cash in bank position of circa £267k (FY 2021 was 212k).

Our reserves policy states that it is the intention of Trustees to build reserves from unrestricted income that can be used for three purposes:

- to support innovative projects which need a period of testing and development and whose outcome may support future funding business development projects
- to support the strategic direction of the charity and, where necessary, to underwrite the costs of strategic change
- to cover support costs and unplanned expenditure in periods where these are not covered by grant income.

Going concern

The Board of Trustees has reviewed the financial position and consequently believes there are sufficient resources to manage any foreseeable operational or financial risks. The board therefore considers there is a reasonable expectation that Foyer Federation has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future. For this reason the board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Policies and procedures

A complete review of all policies and procedures was completed during the year to ensure that they reflect the new structure, approach, and size of the organisation. While a small proportion of the work is still ongoing, the vast majority has been completed, including the vital reads of safeguarding, data protection, HR and finance. Newly approved policies include the Safeguarding Policy, Whistleblowing, Health and Safety, Reserves, Anti-Bribery and Money Laundering Policy and Equality, Diversity and Inclusion Policy.

Fundraising statement

The Foyer Federation recognises that, in accepting funding from statutory bodies, it must consider the policy implications and obligations that might be tied to it and ensure that these do not contravene the aims of The Foyer Federation. The Foyer Federation can seek to raise funds from a series of charitable Trusts and Foundations, but recognises that, simply because these have been registered with the Charity Commission does not mean that they are ethical givers. The Foyer Federation therefore does not accept money from any charitable Trust if it is a requirement of grant receipt to advertise any company or organisation whose activities run contrary to the Foyer Federation's aims.

The Foyer Federation will maintain accountability and open and honest relationships with all its partners, by regularly monitoring and evaluating its work. This statement of policy is meant as a working guide for the Foyer Federation. Any final decisions will be governed by the Board of Trustees. It is the duty of the Board to advise of any potential conflicts of interest with regards to funding or partnerships, and for the Board to act in the best interests of the Foyer Federation at all times.

Pay policy for senior staff

The salaries of the Chief Executive and other members of the Executive are reviewed, along with those of all staff employed by the Charity, on an annual basis as the Charity sets its budget for the coming year. Salaries are benchmarked against equivalent roles in the sector, and Trustees agree the salaries of senior staff. Trustees also take an annual view as to whether to instigate a cost of living increase for all staff.

Reserves policy

As part of financial management and forward planning, we do not wish to hold levels of reserves which may tie up money unnecessarily, and limit the amount spent on the potential benefits we provide. We wish to strike a balance to protect our solvency and future activities.

We have an established agreement amongst Trustees to hold up to three months' operating costs in reserve. In addition the Trustees may choose to set aside designated funds for a specific project or purpose for the next financial year.

We have a risk management policy and process which enables Trustees to monitor financial risk to the organisation in relation to achieving our strategic plan and operating our core offer to members and young people. Bi-monthly finance committee meetings and at least four board meetings a year provide opportunity to scrutinise risk.

The strategic plan contains activities that cannot be met from a single year's funding, and we are developing an income generation strategy to ensure funds are there to deliver the plan. We are also alert to the possibility of unexpected risks to the charity which are monitored through the risk register.

It is the intention of Trustees to build reserves from unrestricted income. Trustees believe this to be prudent and necessary for a number of purposes:

1. To enable the organisation to continue to operate while finalising future income streams;
2. To support innovative projects which need a period of testing and development and whose outcome may support future funding bids;
3. To support the strategic direction of the charity and, where necessary, to underwrite the costs of strategic change;
4. To cover support costs and unplanned expenditure in periods when these are not covered by generated income.
5. To give Trustees time to take appropriate action if income falls below expectations;
6. To fund short-term deficits in a cash budget i.e. before a funding grant is received

Risk management

The Foyer Federation has a formal risk management process through which the major risks to which the organisation may be exposed are ranked by likelihood and impact, culminating in a risk control document which is updated on a regular basis. The Trustees review all significant risks together with current mitigation and control actions regularly throughout the year. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risk facing the charity is the ability to secure a stable and diverse funding base; increasing generated income is central to the charity's future success. However, recent successes with core and programme funding bids have reduced the urgency in generating traded income. The introduction of a new member of the senior management team focussing on income generation through partnership development will mitigate future risks around sustainable income.

Governing document

The Foyer Federation is a company limited by guarantee governed by its Memorandum and Articles of Association, adopted 29th January 1992 and amended by special resolutions passed 17th August 1994, 14th July 1998, and 19th January 2015. It is registered as a charity with the Charity Commission. Members of the Company are the Trustees of the organisation, each of whom agrees to contribute £1 towards the costs of dissolution in the event of the Charity winding up.

Trustees

The Chair is appointed by unanimous agreement of the Board of Trustees. Trustees have the power to appoint other Trustees, three of whom are elected from the membership of the UK Foyer network (as distinct from membership of the Company). Trustees also have the power to co-opt additional members to fill specialist roles.

Our Trustee Kathy Gilmore came to the end of her six years tenure on the Board of Trustees and stepped down in October 2020. Kathy brought great experience as a network Trustee and her input was invaluable over the years. Kathy has continued to serve as a co-opted member of the Finance, Audit & Risk Committee during the 2021-2022 financial year.

The organisation prioritised the recruitment of a new Chair during the period as Andrew Croft's term came to an end on 24th January 2022. Alastair Wilson was appointed as Chair on 24th January 2022.

Fiona Jia-Ying Lin was appointed as a Trustee on 15th September 2021, lending professional expertise to the Board around risk, compliance and legal matters.

The Charity also prioritised the recruitment of Young Trustees as part of its aim to bring young people into the heart of the decision making process and to seek a more diverse representation of views and lived experiences, as part of its equality, diversity and inclusion policy. Hannah Oluwadamilaara Adeyemi was appointed as a Young Trustee on 3rd January 2022. The Board continued its activity to promote the opportunity for an additional Young Trustee to join the Board in the 2022-2023 financial year.

All new Trustees undergo an induction process which includes briefings on their legal obligations under charity law, the Charity Commission guidance on public benefit, and informs them of the content of the Memorandum and Articles of Association, the committee and decision making processes, the business plan and recent financial performance of the charity. During the induction they meet key employees and other Trustees. Trustees are encouraged to attend appropriate training events where these will facilitate the undertaking of their role.

During the period, the Charity piloted a new approach to induction specifically aimed to support Young Trustees to develop their confidence and engagement. This involves receipt of a 'learning agenda' for every Board meeting, compiled by the Company Secretary, which is an annotated agenda providing contextual information to boost learning on specific topics and an indication of the types of questioning could deploy. A Board member on rotation then talks through the learning agenda with the Young Trustee ahead of the Board meeting, giving the opportunity to ask questions and build on the learning ahead of the Board meeting itself. A Trustee then holds a virtual mentoring session post-Board meeting with the Young Trustee to review the meeting and learning and identify any further priorities for development. This has been met very positively by the Board and the Young Trustee concerned.

The Board of Trustees administers the charity. The Board normally meets quarterly and there are sub-committees covering Finance, Audit & Risk and Nominations. A Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity. The Chief Executive has delegated authority, within terms of delegation approved by Trustees, for operational matters including finance, employment, and the delivery of services to members and partners.

No Trustee receives remuneration or other benefit from their work with the charity, aside from the reimbursement of out-of-pocket expenses. Any connection between a Trustee or senior manager of the charity and any supplier of services to the charity must be disclosed to the full Board of Trustees, as with any other contractual relationship with a related party. A formal Register of Interests is maintained and managed by the Company Secretary and is updated annually and as new interests arise. Trustees are prompted to declare interests in agenda items at the start of every committee and Board meeting. The Board of Trustees has an agreed process whereby supply contracts over a certain value must be tendered openly. In the current year related party transactions have been disclosed in note 4.

Trustees' responsibilities in relation to the financial statements

The Charity Trustees (who are also the Directors of the Foyer Federation for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, for that period. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our Independent Examiner

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the Independent Examiner in connection with preparing their report, of which the charity's Independent Examiner is unaware, and
- The Trustees, having made enquiries of fellow Directors and the Charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a Director in order to make themselves aware of any relevant information and to establish that the Independent examiner is aware of that information
- The Trustees have prepared the report in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

By order of the Board of Trustees:



Alastair Wilson
Chair of the Board of Trustees Date: 15/11/2022

OUR FINANCIAL STATEMENT

I report to the Charity trustees (Directors for the purpose of Company law) on my examination of the financial statements of the Foyer Federation for the year ended 31 March 2021.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the institute of Chartered Accountants of England and Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or

4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Use of my report

This report is made solely to the Board, in accordance with section 145 of the Charities Act 2011. My independent examination has been undertaken so that I might state to the Board those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Board, for my independent examination or for this report.



James Foskett BSc (Hons), FCA, DChA
Cansdales Business Advisers Limited
Bourbon Court
Nightingales Corner
Little Chalfont
Bucks HP7 9QS
Dated: 16th November 2022

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED ON 31 MARCH 2021

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:							
Donations and legacies	4	5,377	-	5,377	13,883	-	13,883
Charitable activities	5	293,233	111,530	404,763	169,295	100,000	269,295
Total income		298,610	111,530	410,140	183,178	100,000	283,178
Expenditure on:							
Charitable activities	6	230,669	111,530	342,199	122,556	100,000	222,556
Net income for the year/ Net movement in funds		67,941	-	67,941	60,622	-	60,622
Fund balances at 1 April 2021		96,445	-	96,445	35,823	-	35,823
Fund balances at 31 March 2022		164,386	-	164,386	96,445	-	96,445

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

All income and expenditure derive from continuing activities. All transactions are unrestricted.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED ON 31 MARCH 2021

		2022		2021	
	Notes	£	£	£	£
Fixed assets					
Intangible assets	9		4,000		-
Tangible assets	10		2,654		1,715
			6,654		1,715
Current assets					
Debtors	11	8,496		8,734	
Cash at bank and in hand		266,793		211,633	
		275,289		220,367	
Creditors: amounts falling due within one year	12	(117,557)		(93,418)	
Net current assets			157,732		126,949
Total assets less current liabilities			164,386		128,664
Creditors: amounts falling due after more than one year	13		-		(32,219)
Net assets			164,386		96,445
Income funds					
Unrestricted funds			164,386		96,445
			164,386		96,445

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022. The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements. The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476. These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime. The financial statements were approved by the Trustees on 15 November 2022



Alastair Wilson
Chair of the Board of Trustees
Date: 15/11/2022
Company registration number 02699839

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information
The Foyer Federation is a company limited by guarantee incorporated in England and Wales. The registered office can be found on the legal and administrative page. At 31 March 2022 there were 8 members (2021: 6), all of who have undertaken to contribute £1 to the company' s assets in the event of the company being wound up.

Accounting Convention
The financial statements have been prepared in accordance with the Charitable Company's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charitable Company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charitable Company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.1 Preparation of the accounts on a going concern basis
In order to comply with the principle of going concern, the trustees have considered at length the Charity's current and future planned business activities including uncertainty around current and future income, the current level of reserves and the principal risks as set out in the Report of Board of Trustees. The Trustees regularly reviews the Foyer's financial forecast, adjusting it as appropriate and amending related costs as appropriate. The trustees are satisfied that the Charity will be able to operate within the level of its existing and forecast funds and reserves for the foreseeable future. As such, the accounts are prepared on a going concern basis.

1.2 Charitable funds
Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Designated funds are unrestricted funds of the charity, which the trustees have decided at their discretion to set aside to use for a specific purpose.
Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.3 Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met; it is probable that the income will be received and the amount can be measured reliably. Recognition of income is deferred where condition specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes such income is included in incoming resources of restricted funds.

Donations and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Investment is recognised on a receivable basis once the amounts can be measured reliably.

1.4 Expenditure
Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.
Expenditure is classified under the following activity headings.

Cost of raising funds comprise the percentage costs of a designated member of staff whose role contains funding development as well as any direct costs relating to fundraising and their associated support costs.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Allocation of support costs
Support costs are those functions that assist the work of the charity but do not undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

1.5 Intangible fixed assets other than goodwill
Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable
from the entity.

1.6 Tangible fixed assets
Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. All assets with a life of more than 12 months over £500 are capitalised. Depreciation is calculated on a straight line basis to write down the value of the assets over their expected useful lives at the following rates:

Leasehold improvements	Over the Lifetime of the Lease
Plant and equipment	20% Per Annum
Fixtures and fittings	20% Per Annum
Computers	33.3% Per Annum

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Cash and cash equivalents
Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.8 Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.9 Employee benefits
The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charitable Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

The Foyer Federation operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the Foyer Federation in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

1.10 Leases
Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight-line basis over the life of the lease.

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

1.12 Creditors and provisions
Creditors and provisions are recognised where the charity and group 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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

2 Judgement in applying accounting policies and key resources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider the following items to be areas subject to estimation and judgement.

3 Depreciation

The usual economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are not significant variances between actual and and estimated useful economic lives will not a material impact on the operating results. Historically no changes have been required.



4 Donations and legacies

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Donations and gifts	5,377	6,310
Government Grant	-	7,573
	5,377	13,883

5 Charitable activities

	2022 £	2021 £
FOR Youth Accreditation programme	29,080	5,750
Listening Fund - Power Up grant	23,000	-
Paul Hamlyn Foundation - Core Grant	30,000	-
Albert Hunt Trust	5,000	-
Dulverton Trust - Core Grant	30,000	-
The Blagrave Trust - Youth Power Fund	50,400	-
Tudor Trust - Core Grant	30,000	32,000
Access Foundation Enterprise Programme	18,214	17,500
Garfield Weston Foundation - Core Grant	-	25,000
John Ellerman Foundation - Core Grant	29,333	2,500
Network membership fees	76,860	74,970
Training Income	7,560	11,575
Bringing assets to life (YHG)	14,950	15,000
Others	5,366	-
Berkeley Foundation	-	35,000
Investor membership fees	55,000	50,000
	404,763	269,295
Analysis by fund		
Unrestricted funds	293,233	169,295
Restricted funds	111,530	100,000
	404,763	269,295

6 Charitable activities

	2022 £	2021 £
Staff costs	153,995	121,499
Activities Undertaken Directly	136,179	76,586
Support Cost	50,650	23,036
Independent Examiner fees	1,680	1,235
Bank Charges	(305)	200
	342,199	222,556
	342,199	222,556
Analysis by fund		
Unrestricted funds	230,669	122,556
Restricted funds	111,530	100,000
	342,199	222,556

7 Trustees

No emoluments were paid to any of the Charity's Trustees during the financial year (2021:£Nil). No Trustees were paid anything (2021: None) for attending Board meetings throughout the year. Other expenses were reimbursed to one of the Charity's Trustees during the financial year Andrew Croft: £90 (2021: £Nil).

8 Employees

Employment costs	2022 £	2021 £
Wages and salaries	140,244	107,533
Social security costs	5,580	7,504
Other pension costs	8,171	6,462
	153,995	121,499

The Charity operates a defined contribution pension scheme, whose assets are held separately from those of the Charity in an independently administered group personal pension plan.

Pension contributions payable by the Charity in the twelve months amounted to £8,171 (2021: £6,462); Contributions totaling £2,493 (2021: £1,387) were payable to the scheme at the year-end and are included in creditors.

The key management personnel of the charity as agreed by the trustees are the trustees and Senior Management Team, comprising the Executive Director and Non Executive Directors. The total employee benefits of the key management personnel were £63,423 (2021 - £55,059). No trustee received any remuneration in respect to their services as a trustee during the year (2021: £nil).

9 Intangible fixed assets

	Patents & licences £
Cost	
At 1 April 2021	-
Additions - separately acquired	5,000
At 31 March 2022	5,000
Amortisation and impairment	
At 1 April 2021	-
Amortisation charged for the year	1,000
At 31 March 2022	1,000
Carrying amount	
At 31 March 2022	4,000
At 31 March 2021	-

10 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 April 2021	-	2,573	2,573
Additions	620	1,665	2,285
At 31 March 2022	620	4,238	4,858
Depreciation and impairment			
At 1 April 2021	-	858	858
Depreciation charged in the year	72	1,274	1,346
At 31 March 2022	72	2,132	2,204
Carrying amount			
At 31 March 2022	548	2,106	2,654
At 31 March 2021	-	1,715	1,715

11 Debtors

	2022	2021
	£	£
Amounts falling due within one year:		
Trade debtors	7,050	5,395
Prepayments and accrued income	1,446	3,339
	8,496	8,734

12 Creditors: amounts falling due within one year

	Notes	2022	2021
		£	£
Deferred Income	14	65,057	74,290
Trade creditors		4,200	3,636
Other creditors		6,830	9,692
Accruals		41,470	5,800
		117,557	93,418

13 Creditors: amounts falling due after more than one year

	2022	2021
	£	£
Bank loans	-	32,219

14 Deferred income

Deferred income is included in the financial statements as follows:

	2022	2021
	£	£
Deferred income is included within:		
Current liabilities	65,057	74,290
Movements in the year:		
Deferred income at 1 April 2021	74,290	79,200
Released from previous periods	(74,290)	(79,200)
Resources deferred in the year	65,057	74,290
Deferred income at 31 March 2022	65,057	74,290

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held
on trust for specific purposes:

	Movement in funds		Movement in funds			
	Incoming resources	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£	£
Bringing Assets to Life	-	-	14,950	(14,950)	-	-
Listening Fund - Power Up Youth grant	-	-	23,000	(23,000)	-	-
Access Foundation - Enterprise Development Programme	-	-	18,214	(18,214)	-	-
The Blagrave Trust	-	-	50,000	(50,000)	-	-
Pass it on - Berkeley Fundation	-	-	-	(3,170)	3,170	-
Tudor Trust Wellbeing Grant	-	-	-	(2,370)	2,370	-
Other	-	-	5,366	(5,366)	-	-
	-	-	111,530	(117,070)	5,540	-

Bringing assets to life: is a research project funded by Your Housing Group that captures the learning over the last 10 years of the work of the Foyer Federation, Your Housing Group and other key stakeholders who have brought the Advantaged Thinking approach to life. The end result of the project is a 9 chapter publication that can be shared with interested parties and used to influence future service provision for young people.

Listening Fund (with Blagrave Trust): grant to 'regularly engage with young people from across the Federation, promote good listening amongst member organisations, and to build and sustain a community of national influencers.

Enterprise Development Program: funded by Access Foundation and administered via Homeless Link is capacity building funding to help the charity develop it's earned income streams and develop more robust products for trading. The funding was accompanied by a learning and development stream including workshops and one to one support.

Blagrave Trust: grant to deliver the Youth Leadership Innovation Fund - now called Youth Power Fund.
Pass it on - Berkeley Foundation: Corporate Connections Fund - This funding supports a project in the southeast region that links corporations to young people in Foyers providing work experience, mentoring and coaching opportunities as well as employment skills development.

Tudor Trust wellbeing grant: For Staff Wellbeing during the pandemic.

Other: Other restricted fund includes Charity works and Speedomick funding.
The Kickstarter scheme funded by Charity Works enabled us to employ a young person with lived experience as a Youth Development Co-ordinator. Speedomick funding allowed us to fund 8 Talent Bonds to young people - investing in their individual strengths.

16 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Intangible fixed assets	4,000	-	4,000	-	-	-
Tangible assets	2,654	-	2,654	1,715	-	1,715
Current assets/(liabilities)	157,732	-	157,732	126,949	-	126,949
Long term liabilities	-	-	-	(32,219)	-	(32,219)
	164,386	-	164,386	96,445	-	96,445

17 Related party transactions

The Foyer Federation began using accountancy services provided by Social Enterprise Coalition (SEUK) in July 2019. Total charges for the same during the year amounted to £27,286 (2021: £30,000). YMCA Derbyshire - For Youth membership, Fee received £11400 from Catherine Gillespie.



REFERENCE AND ADMINISTRATIVE DETAILS

Charity number 1040482

Company number 2699839

Registered Office and Principal Address:
The Foyer Federation
Work.Life Core Building
30 Brown Street
Manchester
M2 1DH

Directors and/or Trustees
The Directors of the Charity are its Trustees for the purpose of charity law. The Trustees and officers serving during the year are as follows:

Chair
Andrew Croft (until 24th January 2022),
Alastair Wilson (from 24th January 2022)

Elected Trustees
Andrew Ward (from January 2020),
Kate Gillespie (from October 2019)

Non-elected Trustees
Bernice Williams (from October 2018), Sabira Kanji (from January 2019),
Joanne Rich (from September 2020),
Fiona Jia-Ying Lin (from September 2021),
Hannah Oluwadamilaara Adeyemi (from January 2022).

Company Secretary
Rachel Middleton (from December 2020)

Key management personnel

Chief Executive
Joel Lewis

Director of Development and Partnerships
Katherine Bates

Independent examiner
James Foskett FCA DChA
Cansdales Business Advisers Limited
Chartered Accountants and Statutory Auditors
Bourbon Court
Nightin gales Corner
Little Chalfont
Bucks
HP7 9QS

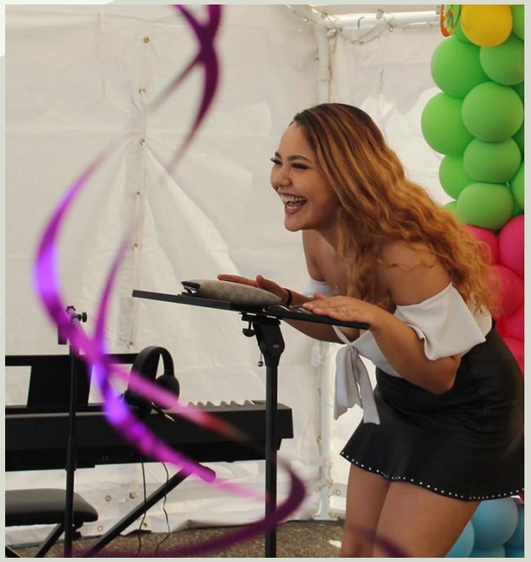
Accountants
Social Enterprise Coalition CIC, Tooley Street, London SE1 2HZ

Solicitors
Stone King LLP
Boundary House
91 Charterhouse Street
London EC1M 6HR

Bankers
Unity Trust Bank
Nine Bridley place
Birmingham
B1 2HB

CAF Bank Limited
Kings Hill, West Malling,
Kent ME19 4TA

Bank of Scotland
38 St Andrew's Square
Edinburgh
EH2 2YR



A BIG THANK YOU TO OUR MEMBERS...

for standing united with us as we grow an Advantaged Thinking vision and movement for young people. Our members are part of the following partner organisations:

Alabare Christian Care & Support
foyer aberdeen
christian action housing
CHADD
Comhairle Cathrach Chorcaí Cork City Council
YMCA Crewe
curo
LiveWest
Paradigm
Places for People
msv mosscare st vincent's
BIRCHWOOD A Place to Live & Grow
the guinness partnership
Connexus
YMCA Milton Keynes
SOVEREIGN
Riverside
YMCA Fairthorne Group
YMCA London City and North

INVESTOR MEMBERS

Thanks to our Investor members for your ideas, support and engagement in our mission and vision.

YMCA Downslink Group
Your HOUSING GROUP
saha Transforming Lives
swan somewhere to feel at home
YMCA Derbyshire

WE WOULD ALSO LIKE TO THANK...

Paul Hamlyn Foundation, John Ellerman Foundation, Dulverton Trust and **Tudor Trust** for their core support enabling us to deliver our strategy and grow our team.

Blagrave Trust and **The Listening Fund** for challenging us to be creative and tip the balance of power in young people's favour - both at the Foyer Federation and in local Foyers.

Our Advantaged Thinking patron **David Gold** for his ongoing support and friendship.

Everyone who invested in our Talent Bond programme - investing in young people's potential and talent.

Colin at **Inspirechilli** for being an honorary member of the team and remaining committed to young people and the work of Foyers.

Your Housing and **Inspirechilli** for collaborating on the Adventures in Advantaged Thinking publication

The **Room for Young People** partnership group for working hard to ensure young people in supported housing get recognised

Finally a big thanks to all the young people we met this year and that live in Foyers for their constant inspiration and always challenging us to be stronger and more creative

phf Paul Hamlyn Foundation
John Ellerman Foundation
THE DULVERTON TRUST
Blagrave. investing in young people
The Listening Fund
THE ALBERT HUNT TRUST
ACCESS The Foundation for Social Investment
the SpeedoMick Foundation
inspire



The Foyer Federation
Work.Life, Core Building
30 Brown Street
Manchester
M2 1DH

inbox@foyer.net
www.foyer.net

Registered Charity no. 1040482 / Registered in England and Wales no. 2699839
Photography Kindly supplied by Corneli Fleur Photography and LaurelVisions
Report designed by Social Enterprise www.foyergraphics.com

THE FOYER FEDERATION

England & Wales - Charity number 1040482

Accounts

The FOYER Federation

ANNUAL REPORT

2020-21









INTRODUCTION

The Trustees (also referred to as Directors per the Companies Act 2006) are pleased to present their annual Trustees' report together with the financial statements of the charity for the year ending 31st March 2021, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities, Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The structure, governance and management section include a reference to related party transactions in note 5 and all Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses and related party transactions are disclosed in note 4 to the accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and in accordance with the Foyer Federation Charity policy, and to withdraw from decisions where a conflict of interest arises. The Treasurer of the Foyer Federation, Sabira Kanji is also the Director of Finance for SEUK and has complied with the governance of related party transactions.

CONTENTS

CHAIRS REPORT	2-3
OUR IMPACT	4-7
OUR VISION, MISSION, VALUES AND OBJECTIVES	8-9
THE IMPACT OF COVID-19	10
JOEL LEWIS APPOINTED CHIEF EXECUTIVE	11
OUR ACTIVITIES	12-13
OUR ACHIEVEMENTS AND PERFORMANCE	14-18
OUR FINANCIAL REVIEW	19
OUR FUTURE PLANS	20-24
OUR FINANCIAL STATEMENT	25-34
LEGAL AND ADMINISTRATIVE INFORMATION	35
OUR MEMBERS	36
THANK YOU	37

CHAIRS REPORT



WE HAVE EMERGED STRONGER WITH A CLEAR MISSION AND VISION

"What a year" – a phrase so often said but perhaps never before with the same emphasis. In the last 12-18 months we have lived through the greatest health crisis of a generation. A plague which has affected everyone; their lives, their families, their friends and global society as a whole. A plague that discriminates. That affects those who are experiencing homelessness, those already suffering underlying health conditions and those of different ethnicities disproportionately.

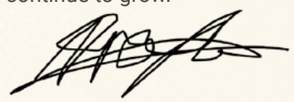
At the Foyer Federation, we look at things through a different lens. Our lens is Advantaged Thinking – an approach that seeks to optimise peoples assets rather than dwell on any perceived deficits. An approach that lifts the individual to achieve more rather than be labelled by challenges. When viewing the last year through an Advantaged Thinking lens, what do we learn? We learn that communities can solve some of their own problems and can work together for the benefit of all; that they care about one another; and that where there exists an environment that nurtures, provides dignity and opportunity, then young people experiencing homeless can flourish and thrive. Perhaps we can see initiatives now to perpetuate this approach beyond the pandemic and truly level up societal opportunity.

For myself, this is a poignant report. It is my final one as Chair and as I write we are recruiting my successor. I have spent my two terms getting to know the Foyer ethos and methodologies, understanding the value they bring to society and the Foyer Federation's place in convening, pushing and helping to support this invaluable work. It has been a mixed period. Like so many organisations we went through a period of financial instability, and without a supportive and committed Board we would not have come through. Above all, we found in Joel Lewis an excellent Chief Executive who has been running the Federation for the last two years and who has recruited such an able and determined team. Under Joel's guidance we have delivered on the goals of the seven-year strategy I inherited six years ago and have constructed a new three-year strategy to take us forward.

We retrenched during this time to a minimum viable offering for our members which enabled us to weather the storm, and we have emerged stronger with a clear mission and vision that Foyers and funders alike have embraced. Joel uses the metaphor of building the Home for Advantaged Thinking and the team have moved from clearing the site to laying the new foundations, and they have already completed the first floor, ensuring the budget will allow completion.

From a Board perspective we have shifted the gender bias to female, and recruited some excellent members representing our network, the funding community and those with detailed knowledge of youth and youth homelessness. I hope that by the time I leave we will have recruited successfully our first young Trustees with support to help them make the transition to governance of their organisation. We will continue to ensure that these members are representative of the individuals we serve and the diversity of our communities.

The achievements of the team are clearly reflected in this report but also in the new funding and relationships they've secured to implement the strategy going forward. They are impressive for any team, but for one so small an achievement of great significance. I leave the organisation in a growth and impact cycle and know that it will continue to thrive through the team's efforts and under the guidance of a new Chair capable of working to optimise its potential. May their impact with young people continue to grow.



Andrew Croft
Chair of the Board





OUR IMPACT

THE FOYER COMMUNITY

LENGTH OF STAY
70 WEEKS
16 week increase

STAFF ATTRITION
16%
5% decrease

STAFF TRAINED IN ASSET-BASED WORKING
80%
8% increase

STAFF TRAINED IN COACHING
63%
56% increase

AGED 16-17
33%
(5% increase)

AGED 18-20
46%
5% decrease

AGED 21-25
21%
(same)

18.5%
from an ethnic minority

Care leaver: **28%** (same)

Justice system: **22%** (same)

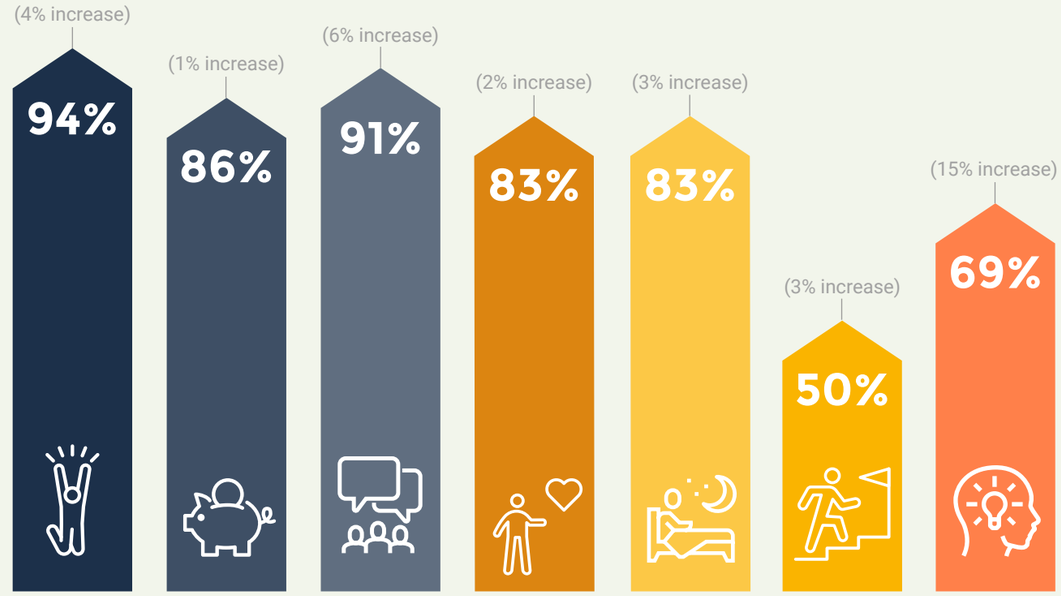
Refugee/ unaccompanied minor: **6%** (5% decrease)

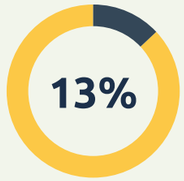
Diagnosed mental health problem: **51%** (5% increase)

Issues with substances or alcohol misuse: **46%** (4% increase)

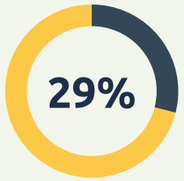
ESOL: **8%** (5% decrease)

YOUNG PEOPLE'S PROGRESS

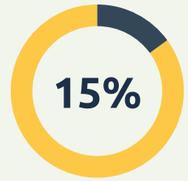




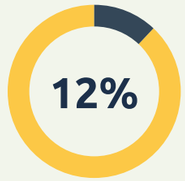
Eviction rate
(same)



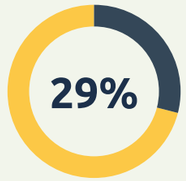
Started part-time work
(6% increase)



Started full-time work
(same)



Started an apprenticeship/traineeship
(4% increase)



In employment on exit
(6% increase)

*The 2020-21 data is based on figures from 16 services supporting around 900 young people, compared to 17 services supported around 1000 young people in 2019-10.

OUR MEMBERS SAY...

FOR Youth is extremely useful as it allows us to discuss our service with an impartial service which supports us to embrace progress and structure this.

Advantaged Thinking is embedding a better, inclusive way of working with young people as communities often focus on the disadvantaged elements of a young person's journey.

Staff that attend leadership training or innovation day sessions feel re-energised and motivated. This can act as a kick start for some really good work. Staff need to spend this time away from the Foyer to realise why they do what they do and how they play such an important role in making sure each resident succeeds.

Interacting and building relationships with staff across the network is invaluable and helps staff develop their practice which in turn provides a better service to young people. For young people, the opportunity to recognise achievements and be involved in activities and change is vital to build their confidence and resilience as well as changing society's view of young people.

YOUNG PEOPLE SAY...

The three biggest challenges facing young people today are:



mental health 80%

employment 46%

housing 44%

89.5% of young people feel confident to share their thoughts with their Foyer

85% see things change as a result

81% of young people want to contribute to leadership in the Foyer

48% want to get involved in decision making

WHAT ARE YOUR HOPES FOR YOUNG PEOPLE IN 2021?

Better mental health services.

For job opportunities to open up, seek help for mental health and for covid to end.

I hope they understand that things will get difficult but they won't always be that way. If they have ambitions then to stop at nothing to achieve them.

To be brave and do your best.

Given more opportunities rather pressure from society.

For adults to take young people seriously.

My wish would be for young people to open up and talk more about mental health.

Independence and pride.



OUR VISION

At the Foyer Federation, our vision is a truly equitable society in which young people have an equal chance to realise their power and purpose. We believe that a person's strengths, not their circumstances, should shape their future.

We look forward to a future in which all young people take complete ownership and leadership of their futures, and develop the strengths and talents needed for a fulfilling life.

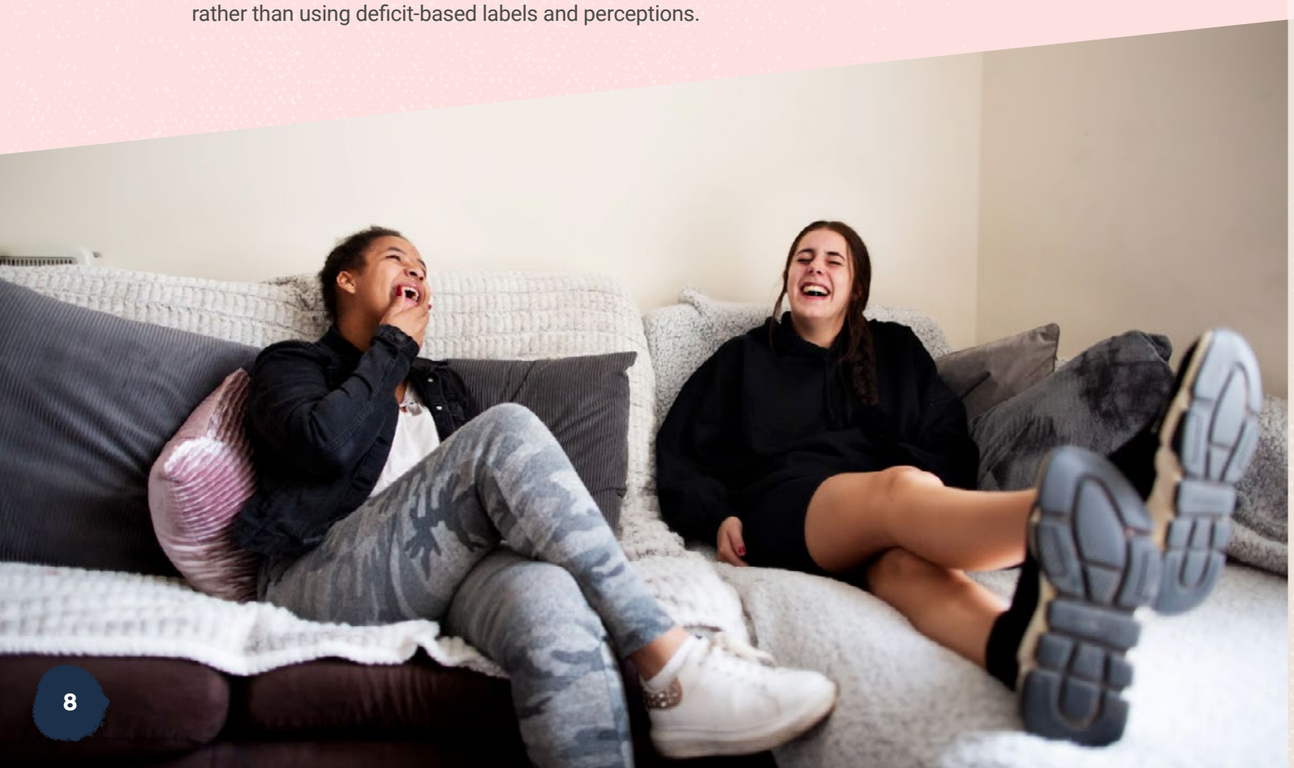
OUR MISSION

We want young people to thrive – not just survive. All young people should have the chance to realise their potential, harness their power and achieve a fulfilling, loving, sustainable adulthood.

We work with young people experiencing or at risk of homelessness through a UK-wide network of Foyers, which provide safe accommodation and a nurturing environment in which residents can live, learn and work.

Our mission is to offer innovation, programme delivery and capacity-building support to ensure the Foyer network continues to secure the best outcomes for 16-25-year-olds who can't live at home. Through our quality development framework, engaging programmes and targeted training, we model a whole-person approach to empowering young people.

Advantaged Thinking is our asset-based philosophy and it guides everything we do, encouraging young people to aim high, dream big and fulfil their ambitions. It focuses on young people's strengths and talents and asks them to view their futures through that lens rather than using deficit-based labels and perceptions.



OUR VALUES

We have five core values that every member of our team upholds in all aspects of our work:

Authentic

Authentic leadership is about sticking to your values, being comfortable in your own skin and not trying to be someone you're not.

Brave

Courage is about having the quiet inner confidence to stand up for what really matters to you.

Loving

Love is at the heart of all we do. It means genuinely looking out for the world around us, and knowing when to be tough and when to be kind.

Maverick

Mavericks are born to be original, quirky and maybe even a bit unpopular to shake things up and make them better.

Savvy

Savviness isn't a science; it's a mindset. It's about being smart and creative, while keeping one eye on the now and one at the end of the game.



OUR OBJECTIVES 2014-2021

Our strategic seven-year plan centered around the following four objectives:

1. To create a call to action within the network and beyond; a movement for Advantaged Thinking.
2. To create the conditions for a new youth offer based on the learning from 20+ years of supporting the Foyer network.
3. To tell a different story about young people by enabling young people and the services that work with them to tell their stories in an authentic way.
4. To create an organisation that is creative, instinctive and lives its values.

The Charity Commission's guidance on public benefit, in accordance with section 17 of the Charities' Act 2011, sets out two key principles:

1. The organisation must have an identifiable benefit and
2. The benefit must be to the public or a section of the public.

Trustees have reviewed the vision and mission of the charity in the light of this guidance and have been mindful of it when setting the aims and objectives for the coming year. They believe the activities of the Charity and the achievements detailed in this report clearly demonstrate that the Charity meets both these requirements.

THE IMPACT OF COVID-19

The year 2020-21 was defined by the Coronavirus pandemic and the lockdowns and restrictions put in place to handle the crisis. For the Foyer Federation and its members, there were both positives and negatives that stemmed from this most unusual year.

The pandemic prompted us to deepen our listening practices with young people to ensure our response – both short and longer term – was the right one. We ran our first Big Questions survey to take the temperature of young people experiencing homelessness and to understand better the unique challenges they were facing. This survey is now held every six months and informs our priorities as a charity.

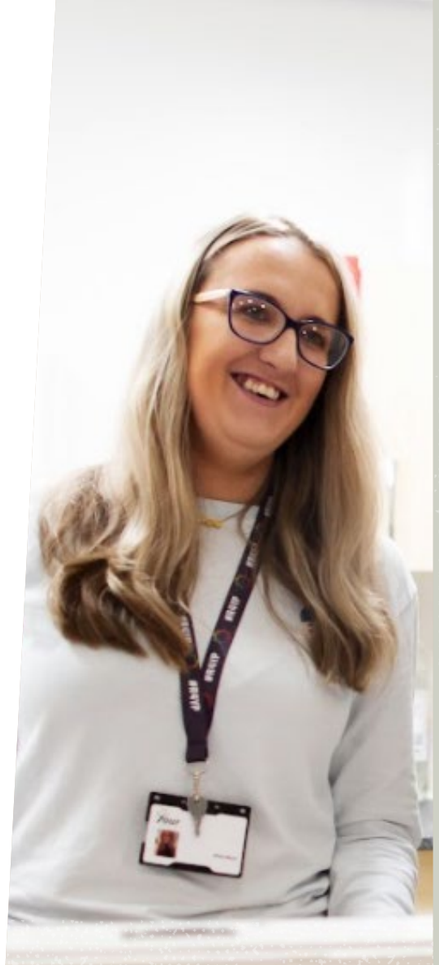
Social distancing and travel restrictions meant that training, FOR Youth visits and network meetings could not take place face to face, so we adapted and moved online instead. This necessity has been a fantastic opportunity for staff and young people to learn new digital skills and has opened up fresh possibilities in how we work with our members longer term.

The lack of in-person contact with our network also served as a catalyst for rethinking our community offer, opening up conversations about how we might more effectively provide opportunities that benefit the different audiences in our membership. This includes increasing accessibility and value of travel for those services in farther-flung locations, involving the wider sector regularly to share inspiration and influence, and holding separate events specifically targeted at delivery staff and managers to cater to their differing priorities.

Although the annual **Room for Young People** conference and awards couldn't take place in person, we celebrated the achievements and tenacity of young people during the pandemic through an online ceremony – complete with big sparkly envelopes, live DJs and dancing!

Finally, the response of the sector, and our network in particular, to the pandemic highlighted the power of Advantaged Thinking practices during difficult times. We see this in several ways – not least in the creativity Foyer staff showed by thinking outside the box to engage young people during lockdowns, social distancing and rules of six. It's in the data too: an increased amount of young people made progress in their personal development, social skills, health and housing outcomes, and there was a 6% increase in the number of young people who found employment by the time they left the Foyer. All during one of the most uncertain social and economic periods in modern history.

The tenacity and resilience of both young people and Foyer staff teams has been nothing short of inspirational during this challenging year.



THINKING OUTSIDE THE BOX TO ENGAGE YOUNG PEOPLE DURING LOCKDOWNS

JOEL LEWIS APPOINTED CHIEF EXECUTIVE



The Foyer Federation finished the year on a high by confirming Joel Lewis as the Chief Executive of the organisation, following his 18 months in an interim role.

Joel joined the Foyer Federation as the Director of Network in 2018 after 14 years working in a local Foyer. In July 2019 he took on leadership responsibility when the charity entered a difficult phase in its history. Under Joel's leadership, the team spent time listening to young people and staff in the network, reflecting on its core values, developing a leaner delivery model and defining the strategic direction. As a result, the charity has rebuilt and redesigned its offer, laid a stable foundation, brought new funders on board for the next few years, and secured a high-quality network of committed members.

Joel said, "An Advantaged Thinking approach was invaluable during this time, drawing on strengths of friends of the Foyer Federation, as well as key supporters in the network. Staying focused on our strengths and viewing the organisation through an Advantaged Thinking lens enabled us to reprioritise and regroup around our positive belief in young people."

Now, with the charity in a stable and positive place, the vision for the future of the Foyer Federation is clear. "I am excited and enthusiastic about the future of Foyers and Advantaged Thinking services working with young people to realise their power and purpose. This year, I have been consistently taken aback by the resilience and tenacity of young people affected by the pandemic. I've felt invigorated by their inherent energy and drive to spark change, motivate and support others, and speak up for what matters.

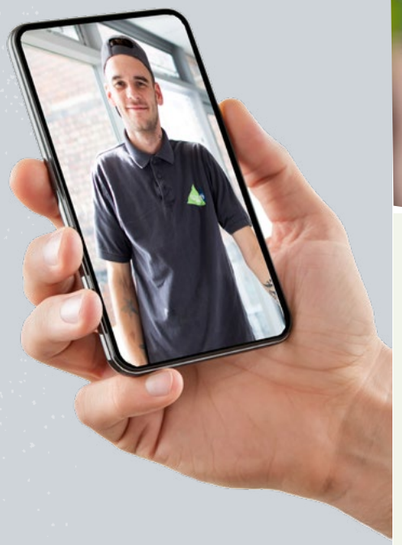
"Conversations with young people, our members and our friends in the youth sector have made it clear to me that there is a strong need to unite as a movement for Advantaged Thinking – a steadfast community that builds a brighter future, with young people leading the way. Our ambitious new strategy, the Home for Advantaged Thinking, describes our vision for that future and how we're going to take action. I hope you'll be part of the journey with us."



YOUNG PEOPLE LEADING THE WAY

OUR ACTIVITIES

A movement for Advantaged Thinking



Pass It On was a funded programme centered around a digital community space built for and with young people. The online platform – a type of 'Foyer social media' – was designed to be a place for young people to share their skills, talents and experiences, learn from experts in corporate and charitable organisations, and make connections with peers from Foyers around the country.

To ensure Foyer staff had time and space for inspiration during the pandemic, we moved our quarterly meetings online. This had the additional benefit of enabling staff members from different regions to meet each other and learn from others they may not have met before. It also enabled our most geographically remote services to engage more regularly, including Cork and Aberdeen.

Create the conditions for a new youth offer

Our membership is the core of our purpose as a charity. We have three tiers of membership, each with a distinct offer: Community Member, FOR Youth Partner, and Investor. We currently have 53 members, including 44 on the FOR Youth journey and 17 Investors.

FOR Youth ran for its fourth year, giving services support and guidance to embed Advantaged Thinking practices to secure the best outcomes for young people. This in-depth consultancy offer is complemented by robust data benchmarking and regular reviews to ensure best practice quality development is maintained in the services working towards and sustaining accreditation.

With a working group of staff and young people from FOR Youth Foyers, we co-created the first module of our Advantaged Thinking Practice Handbook. This practical guide facilitates a service-level exploration of Advantaged Thinking in practice, starting from the moment a young person first hears about the Foyer and ending after they leave. It is informed by the experiences of young people and reflections of Advantaged Thinking staff.

We also formed a working group of our Investor members to begin co-producing our Advantaged Thinking People Handbook, focused on recruiting, training and retaining Advantaged Thinking staff. The first module takes an asset-based approach to designing the role, creating the application and recruitment process, and selecting candidates, all with inclusivity and equity of hiring at its heart.

In response to the pandemic, we adapted our training offer to be effective online. We delivered our Being Advantaged Thinking and Coaching training in this new format. We also developed a new workshop – Building Resilience – to give staff teams an opportunity to reflect on and prioritise their own mental health during this challenging time.



Tell young people's stories in an authentic way

Our talent bond scheme awarded grants of up to £250 to young people to pursue a dream or ambition, grow a skill or develop a talent. This programme believes in young people as the authors of their story, and puts decision-making power in the hands of a panel of Foyer residents which chooses how to allocate funding.

Power Up Youth was a group of young people from services across our network who came together to share ideas and experiences, and to act as a national voice on behalf of young people living in Foyers. We began a leadership training programme with them, and they shared their perspectives on youth involvement in several areas of our organisation.

The Room for Young People Awards, a collaboration between the Foyer Federation, Clarion Housing, LiveWest and Inspire Chilli, recognises the achievements of young people and staff members from the previous 12 months. This year, the event was online and served as a much-needed celebration of the inspiring talent, resilience and energy young people have – even during such a difficult year.

Our Big Questions surveys gave young people a new way to directly communicate with the Foyer Federation and express their thoughts and feelings about the world in their own words. We published the anonymised results on our website and social media and shared the feedback directly with services, including unaltered quotes from young people to ensure their direct voices were heard. We also created a response directly aimed at young people to close the feedback loop.

Our Investor programme focused on youth power and activism, offering a creative space for services and their residents to learn more about youth-led change and how it can work in a foyer context. Workshops were facilitated by an external youth activism consultant to inform and inspire, and to begin growing a movement for youth leadership in supported housing.



CELEBRATION OF THE INSPIRING TALENT, RESILIENCE AND ENERGY YOUNG PEOPLE HAVE



OUR ACHIEVEMENTS AND PERFORMANCE

This was a stabilising year for the Foyer Federation in which foundations were laid for sustainable growth of the organisation. The team was bolstered by Joel Lewis' official appointment as Chief Executive, and by welcoming a new Executive Assistant and Company Secretary to the team towards the end of the year. We also added a Youth Voice Trustee to our Board to ensure the views, interests and involvement of young people are always centred at the highest level of the charity's governance.

FOUNDATIONS WERE LAID FOR SUSTAINABLE GROWTH

As the financial year drew to a close we had confirmation from Garfield Weston, The Listening Fund and John Ellerman foundation of multi-year funding to implement our new strategy. We had also reached the final stages of a Paul Hamlyn Foundation application and were awaiting the results of a funding request from Tudor Trust.

As well as delivering our offer to our members and young people via digital means, we researched, consulted, designed and wrote the new Home for Advantaged Thinking strategy and a Youth Involvement and Influence sister strategy.

A movement for Advantaged Thinking

Following a year of work on the Corporate Connections programme, we approached the Berkeley Foundation to request a substantial change to the programme's activities. With their agreement, we launched **Pass It On** – a digital community created with and for young people in Foyers. The goal was to shift away from the traditional 'professional teach young person' model towards an empowering learning space where young people can share their skills and talents, and learn from each other's abilities and experiences.

AN EMPOWERING LEARNING SPACE WHERE YOUNG PEOPLE CAN SHARE THEIR SKILLS AND TALENTS

There was appetite in the network for a digital communication platform of this kind, but the pandemic led to services running with skeleton staff, a need to cancel group sessions, socially distanced one-to-ones, and an increase in immediate needs. This made it much more difficult for Foyer staff to devote time to supporting young people to sign up, make content and get involved. In the face of this new reality, we focused instead on supporting staff and residents to set up local Foyer groups, or 'hubs', to give them a way to share updates, communicate as a group or as staff-resident pairs, and to signpost resources or hold workshops online. We also engaged organisations like the Mitie Foundation, the British Red Cross and the BBC to deliver online workshops to enable young people to continue making valuable connections and developing skills during lockdown.

During the project's funded year, 184 young people attended online workshops, interacted with or made posts, or accessed funding for work and education. One young person successfully secured paid work with a project partner. We intend to maintain the platform to enable Foyers to keep their local groups, and to renew the youth-led side of the project.

Our regular quarterly meetings couldn't take place in person, so we replaced them with Digital Gatherings to ensure staff members still had space to reflect, learn from each other and get inspired. Staff members who face greater barriers when travel is required, like Aberdeen, Cork and Torbay, were able to attend these sessions more easily. It was also an opportunity for staff to meet people outside of their usual regions, and therefore access a greater variety of new ideas. This experience gave the Foyer Federation an opportunity to reflect on its offer to members, and we will use these learnings – as well as feedback from our member survey – to develop a new calendar in 2021-22.



DIGITAL DEVICES ENABLING YOUNG PEOPLE



Creating the conditions for a new youth offer

Throughout the pandemic, we saw evidence of how an Advantaged Thinking approach can create robustness in a service, ensuring that staff continue to deliver the offer and young people can still make progress during such challenging times. Savvy approaches included online quizzes and yoga classes, arts and crafts packs delivered to every door, embracing the outdoors with walk-and-talk sessions, and even a socially distanced choir. Many services took the opportunity to strengthen their WiFi provision for young people, and many accessed funding or donations of digital devices to enable young people to attend classes, look for work and stay in touch with family.

We ended the year with 53 members – a small reduction of 4%. However, the members we have within our membership are increasingly committed, with a higher number taking part in **FOR Youth** (from 30 in 2019-20 to 44 services this year – 83% of the network) and a consistent five Investor members accounting for 17 services in total.

Our **Advantaged Thinking Practice Handbook** is designed to support services to further embed Advantaged Thinking in every stage of the young person's journey. This co-produced guide is shaped by the experiences of young people and staff from FOR Youth-accredited Foyers. The first section, published this year, explores the referral, interview and induction process and recommends ways for services to deepen their Advantaged Thinking work.

Its sister publication, the **Advantaged Thinking People Handbook**, offers service managers and HR teams guidance on how to attract, recruit and retain Advantaged Thinking staff. In consultation with our Investors, we created, tested and published a set of Advantaged Thinking core skills, job description, job advert and application form to increase the chances of creative, inspiring, person-centred people applying for the roles.

To meet our members' needs for skill development, we adapted our training offer so that our one-day Being Advantaged Thinking and Coaching workshops could be effectively delivered online. In response to a request from our Investor members, we developed a new workshop to support staff members to build their personal resilience, supporting their mental wellbeing during this challenging time. We trained 135 people from 22 services in total.

Telling young people's stories in an authentic way

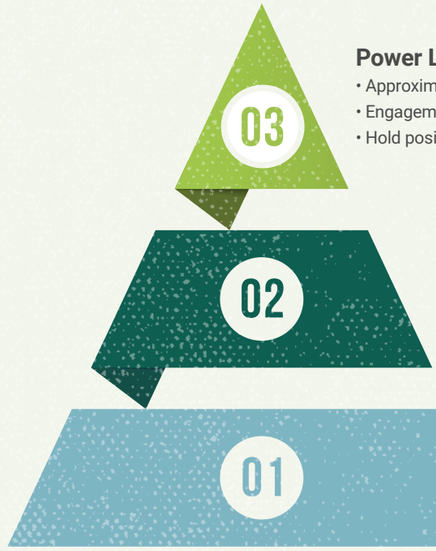
Using the learnings from our work with the Listening Fund, including our participation in its 2020 report Strength in Solidarity, we committed to deepening our listening, involvement and power sharing practice with young people. In our new Youth Influence and Involvement Strategy, we laid out our three-tiered approach and the five guiding principles, or touchstones, we will use to ensure we're working towards meaningful, sustainable change.

The **Power Pyramid** demonstrates how we intend to tailor opportunities to the differing levels of commitment young people may be in a position to sign up for.

Level 1 aims to reach 10% of young people in Foyers and includes low-commitment options like signing up to the digital community and responding to our survey.

Level 2 is for young people interested in leading at a local level and making change happen in their service by being a Foyer representative or joining a national network of local leaders.

Level 3 is for young people keen to affect how things work nationally by getting more deeply involved with the Foyer Federation, such as by taking a Trustee position, sitting on our accreditation panel, or delivering our training.



Power Level 3
- Approximately 20 young people
- Engagement with a national focus
- Hold positions of power within the Foyer Federation

Power Level 2
- Approximately 50-100 young people
- Engagement with a local focus
- Hold positions of power within the Foyers

Power Level 1
- Approximately 10% of young people in Foyers
- Engagement focused around our digital platform
- Influence the Foyer Federation through surveys and conversations

THE BIG QUESTIONS ?

To help us hear from as many young people as possible in line with **Power Level 1**, we launched a network-wide survey for young people called the **Big Questions**. The first survey in June 2020 attracted 86 responses from 18 Foyers and highlighted the impact of the pandemic on young people's mental health – for example, 68% of young people said their mental health had worsened since the start of the crisis. We surveyed young people again in February 2021 to take the temperature again. Towards the end of the last lockdown, attention was shifting more towards the future. Young people's priorities were mental health, employment and youth leadership – all of which are addressed in our plan for 2021-22. The Big Questions report for spring 2021 can be found on our website, and the young people-facing version via our Trust Youth page.



Through our **Talent Bond fund**, we directly invested in the skills and talents of 12 young people from across our network. This year, we invited young people who had been awarded grants previously to decide which projects to fund, putting more power into the hands of our beneficiaries. The projects they chose to fund included:

- Gardening equipment to enable a young person to grow his skillset and share his newfound passion with others living in his service.
- Horse riding equipment for a young equestrian returning from injury and pursuing an Equine Care qualification in college.
- Kit and uniform for a beauty therapist and hairdresser in training.
- A laptop for a soon-to-be university student to begin his remote studies.
- A CSCS card and course for a young person keen to begin a career in construction.

Our first efforts to establish a national influence group as part of **Power Level 3** was called **Power Up Youth**. 11 young people from nine Foyers made up this group, and we held sessions over Zoom to understand the challenges they were facing and create space for discussion. We also began developing and running a leadership training course to help them build the skills needed to make change happen at a national level. Over around three months, we saw numbers decline to three regular attendees, which made it difficult to run successful sessions. We elected to disband the group and consolidate what we had learned:

Power Up Youth

1. Young people have strong views about the way Foyers are run.
2. Young people in Foyers want more decision-making power.
3. Before they can lead on a national scale, young people need experience of leading and making change happen locally.

From this, we developed a new programme to strengthen youth leadership practice within services, called **Power Pioneers**. This targets **Power Level 2** and will be funded by the Listening Fund in 2021-22.



Young people's talents and achievements during the pandemic were celebrated at the **Room for Young People Awards**, which took place online in November 2020. Eight young people from seven Foyers made the shortlist for awards, including:

- A young person from Heather Court Foyer who organised a Black Lives Matter protest under covid restrictions and continues to advocate for positive change.
- A young person from Newhaven Foyer (SAHA) who showed resilience and made positive changes during the pandemic, including facing up to dyslexia, building physical health and overcoming social anxiety to offer support to others.
- A young person from Doncaster Foyer (SAHA) who volunteered his time to support other young people with budget advice, WiFi access and collection of food donations.
- A young person from Verve Place Foyer who made positive changes to her life after finding out she was pregnant, quitting smoking and drinking and overcoming medical challenges before successfully moving on.



OUR FUTURE PLANS

After six months of internal and external analysis as well as consultation with members, young people, Trustees and friends of the Foyer Federation, in the Autumn of 2020 we shared our draft strategic plan **'The Home for Advantaged Thinking'**, with key stakeholders. The feedback was overwhelmingly positive with a real backing for the Advantaged Thinking vision and movement that enables all young people to realise their power and purpose.

The Home for Advantaged Thinking strategy includes four main rooms that form the new aims for the next three years:

A. **Youth Leadership** – opportunities for youth leadership and activism.

B. **Quality and Impact** – developing the capacity, quality and impact of youth supported housing provision.

C. **Influence** – communicating and promoting a vision of Advantaged Thinking.

D. **Community** – growing an Advantaged Thinking network that connects doers and thinkers.



The strategy document provides the context and insights from our recent work, the challenges facing Foyers and young people and lays out a methodology for building the home for Advantaged Thinking. It describes the changes we are seeking to make and the reasons why this change is needed, and details what actions we are looking to take over the next three years.

In order to achieve the ambitious strategy, we wrote three plans to accompany it – like extra rockets boosting a shuttle into space. The communications plan, youth influence and involvement plan and business plan add more structure, detail and power to the strategy.

Next year we look forward to launching the strategy and, having spent a year carefully planning and gaining support, we are confident that we can reach new horizons.



OUR FINANCIAL REVIEW

The Foyer Federation showed a strong financial performance this year, out-performing its budget through a combination of strong earned income performance, particularly membership related income, stable fundraising performance, and careful cost control.

The Foyer Federation's income for 2020-21 reflected three income streams. 46% of income came from restricted and unrestricted grant income and 54% via membership related fees, consultancy and quality assurance work.

Grant making trusts have been supportive during this period and sources of restricted and unrestricted income streams have been highlighted in the financial statements. The charity had to function without a CEO and full-time fundraising capacity for the second year running with the only senior staff member straddling delivery and development workstreams. This has led to the Trustee Board deciding to prioritise earned income and core funding opportunities over time consuming project-based grant applications.

We carefully manage our finances by means of thorough business planning and ongoing monitoring and forecasting of key financial indicators to assess our generation of income, solvency and liquidity.

Despite the challenges, the end of year achieved a surplus of circa £61k (FY 19-20- £29k) and has undergone various cost cutting measures. The Charity's success is a good reflection of the Trustees and the Executive Director's contributions and achieved a successful year with a very limited resource in generating alternative funds.

At 31 March 2021, total unrestricted reserves stand at circa £96k compared to circa £36k in 2020 with a healthy cash in bank position of circa £212k (FY 19-20 - £159k).

Going concern

The Board of Trustees has reviewed the financial position and consequently believes there are sufficient resources to manage any foreseeable operational or financial risks. The board therefore considers there is a reasonable expectation that Foyer Federation has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future. For this reason the board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.



Fundraising statement

The Foyer Federation recognises that, in accepting funding from statutory bodies, it must consider the policy implications and obligations that might be tied to it and ensure that these do not contravene the aims of the Foyer Federation. The Foyer Federation can seek to raise funds from a series of charitable Trusts and Foundations, but recognises that, simply because these have been registered with the Charity Commission does not mean that they are ethical givers. The Foyer Federation therefore does not accept money from any charitable Trust if it is a requirement of grant receipt to advertise any company or organisation whose activities run contrary to the Foyer Federation's aims.

The Foyer Federation will maintain accountability and open and honest relationships with all its partners, by regularly monitoring and evaluating its work. This statement of policy is meant as a working guide for the Foyer Federation. Any final decisions will be governed by the Board of Trustees. It is the duty of the Board to advise of any potential conflicts of interest with regards to funding or partnerships, and for the Board to act in the best interests of the Foyer Federation at all times.

Pay policy for senior staff

The salaries of the Chief Executive and other members of the Executive are reviewed, along with those of all staff employed by the Charity, on an annual basis as the charity sets its budget for the coming year. Salaries are benchmarked against equivalent roles in the sector, and Trustees agree the salaries of senior staff. Trustees also take an annual view as to whether to instigate a cost of living increase for all staff.



Reserves policy

As part of financial management and forward planning, we do not wish to hold levels of reserves which may tie up money unnecessarily, and limit the amount spent on the potential benefits we provide. We wish to strike a balance to protect our solvency and future activities.

We have an established agreement amongst Trustees to hold up to three months' operating costs in reserve. In addition the Trustees may choose to set aside designated funds for a specific project or purpose for the next financial year.

We have a risk management policy and process which enables Trustees to monitor financial risk to the organisation in relation to achieving our strategic plan and operating our core offer to members and young people. Bi-monthly finance committee meetings and at least four board meetings a year provide opportunity to scrutinise risk.

The strategic plan contains activities that cannot be met from a single year's funding, and we are developing an income generation strategy to ensure funds are there to deliver the plan. We are also alert to the possibility of unexpected risks to the charity which are monitored through the risk register.

It is the intention of Trustees to build reserves from unrestricted income. Trustees believe this to be prudent and necessary for a number of purposes:

1. To enable the organisation to continue to operate while finalising future income streams;
2. To support innovative projects which need a period of testing and development and whose outcome may support future funding bids;
3. To support the strategic direction of the charity and, where necessary, to underwrite the costs of strategic change;
4. To cover support costs and unplanned expenditure in periods when these are not covered by generated income.
5. To give Trustees time to take appropriate action if income falls below expectations;
6. To fund short-term deficits in a cash budget ie before a funding grant is received.

Risk management

The Foyer Federation has a formal risk management process through which the major risks to which the organisation may be exposed and ranked by likelihood and impact, culminating in a risk control document which is updated on a regular basis. The Trustees review all significant risks together with current mitigation actions regularly throughout the year. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risk facing the charity is the ability to secure a stable and diverse funding base; increasing generated income is central to the charity's future success.

Risk identified	Action taken to mitigate the risk
1. Failure to secure sufficient income to deliver core offer	Funding applications and sales pipeline in place to secure income. The new strategy has attracted support from key Trusts and Foundations who have encouraged us to apply for core funding. Initial funds have been secured from Garfield Weston and the Listening Fund for next year. Membership income and services have remained stable with a new product offer being developed to widen our membership base. Sales of training and consultancy have remained steady. Plans to recruit a new Director of Development are in place. Regular scrutiny of income generation activity and strategy by the Finance Committee and Board.
2. Lack of cash funds / liquidity to sustain and grow the service offer	After two years of prudence and maintaining a lean approach to operations, the charity has increased the strength of its cash position and built up reserves to a suitable level.
3. Failure to recruit/retain right/key staff	During a difficult pandemic year the charity has maintained a focus on wellbeing and self-care within the team. A new staffing structure has been agreed with the Board to support the new strategy which will take pressure off the current staff and build resource for growth and better interaction with members and young people. Effective use of a number of trusted and skilled consultants has helped to maintain a high level of quality delivery without having to commit to long-term salaries.
4. Failure to deliver quality service offer to members and to young people	The Covid-19 crisis has changed the delivery style and methodology for some of our offers. However, this has allowed us to expand and innovate digitally with our network. We have reprioritised and refocused our programmes to ensure we reach young people directly.

Governing document

The Foyer Federation is a company limited by guarantee governed by its Memorandum and Articles of Association, adopted 29th January 1992 and amended by special resolutions passed 17th August 1994, 14th July 1998, and 19th January 2015. It is registered as a charity with the Charity Commission. Members of the Company are the Trustees of the organisation, each of whom agrees to contribute £1 towards the costs of dissolution in the event of the Charity winding up.

Trustees

The Chair is appointed by unanimous agreement of the Board of Trustees. Trustees have the power to appoint other Trustees, three of whom are elected from the membership of the UK Foyer network (as distinct from membership of the Company). Trustees also have the power to co-opt additional members to fill specialist roles.

Our Trustee Kathy Gilmore came to the end of her six years on the Board of Trustees and stepped down in October 2020. Kathy brought great experience as a network Trustee and her input was invaluable over the years.

The charity has recruited one new Trustee: Joanne Rich in September 2020. Joanne is the Head of Youth Voice for the National Lottery and her appointment reflects a renewed focus on youth voice in line with our strategy for 2021-24. The organisation is prioritising the recruitment of a new Chair as Andrew Croft's term is coming to an end, young Trustees with lived experience, young Trustees with expertise in campaigning and activism, and network Trustees who can represent the views of direct delivery staff.

All new Trustees undergo an induction process which includes briefings on their legal obligations under charity law, the Charity Commission guidance on public benefit, and informs them of the content of the Memorandum and Articles of Association, the committee and decision making processes, the business plan and recent financial performance of the charity. During the induction they meet key employees and other Trustees. Trustees are encouraged to attend appropriate training events where these will facilitate the undertaking of their role.

The Board of Trustees administers the charity. The number of Trustees shall not be less than three individuals or bodies corporate, all of whom must be members. The first Trustees shall be the subscribers to the Memorandum. The Board normally meets quarterly and there are sub-committees covering finance and nominations. A Chief Executive or Executive Director is appointed by the Trustees to manage the day-to-day operations of the Charity. The Chief Executive or Executive Director has delegated authority, within terms of delegation approved by Trustees, for operational matters including finance, employment, and the delivery of services to members and partners.

No Trustee receives remuneration or other benefit from their work with the charity, aside from the reimbursement of out-of-pocket expenses. Any connection between a Trustee or senior manager of the charity and any supplier of services to the charity must be disclosed to the full Board of Trustees, as with any other contractual relationship with a related party. The Board of Trustees has an agreed process whereby supply contracts over a certain value must be tendered openly. In the current year related party transactions have been disclosed in note 4.



Trustees' responsibilities in relation to the financial statements

The charity Trustees (who are also the directors of the Foyer Federation for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity Trustees to prepare financial statements for each year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, for that period. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our Independent Examiner

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the Independent Examiner in connection with preparing their report, of which the charity's Independent Examiner is unaware, and
- The Trustees, having made enquiries of fellow directors and the charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant information and to establish that the Independent examiner is aware of that information
- The Trustees have prepared the report in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

By order of the Board of Trustees:

ANDREW CROFT
Chair
Date: 1st November 2021



OUR FINANCIAL STATEMENT

I report to the Charity trustees (Directors for the purpose of Company law) on my examination of the financial statements of the Foyer Federation for the year ended 31 March 2021.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the institute of Chartered Accountants of England and Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or

4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Use of my report

This report is made solely to the Board, in accordance with section 145 of the Charities Act 2011. My independent examination has been undertaken so that I might state to the Board those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Board, for my independent examination or for this report.

J Foskett

James Foskett BSc (Hons), FCA, DChA
Cansdales Business Advisers Limited
Bourbon Court
Nightingales Corner
Little Chalfont
Bucks HP7 9QS
Dated: 11th November 2021

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED ON 31 MARCH 2021

	Notes	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
Income and endowments from:					
Donations and Grants	**6**	6,310	-	6,310	6,170
Charitable activities	**7**	169,295	100,000	269,295	282,464
Furlough Income		7,573	-	7,573	-
Total income		**183,178**	**100,000**	**283,178**	**288,634**
Expenditure on:					
Raising funds		-	-	-	3,314
Charitable activities	**8**	122,556	100,000	222,556	256,403
Total expenditure		**122,556**	**100,000**	**222,556**	**259,717**
Net expenditure for the year/ Net movement in funds	**16**	60,622	-	60,622	28,917
Fund balances at 1 April 2020		35,823	-	35,823	6,906
Fund balances at 31 March 2021		96,445	-	96,445	35,823

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

All income and expenditure derive from continuing activities. All transactions are unrestricted.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.



BALANCE SHEET AS AT 31 MARCH 2021

	Notes	2021 £	2020 £
Fixed assets			
Tangible assets	**11**	1,715	-
		1,715	-
Current assets			
Debtors	**12**	8,734	3,245
Cash at bank and in hand		211,633	158,941
		220,367	162,186
Creditors: amounts falling due within one year			
	13	(93,418)	(87,334)
Net current assets		126,949	74,852
Total assets less current liabilities		128,664	74,852
Creditors: amounts falling due after more than one year			
	13a	(32,219)	(39,029)
Net assets		96,445	35,823
Income funds	**16**		
Unrestricted funds			
Restricted Funds		-	-
General unrestricted funds		96,445	35,823
		96,445	35,823

For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

The financial statements were approved by the Directors on 1st November.

Andrew Croft (Chair)
Trustee

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation, uncertainty in the preparation of the financial statements are as follow:

The Foyer Federation meets the definition of a public benefit entity under FRS 102

Basis of preparation

The financial statements have been prepared in accordance with the charitable company's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

Legal Status
The Charity is a company limited by guarantee registered in England and Wales. At 31 March 2021 there were 6 members (2019: 9), all of who have undertaken to contribute £1 to the company' s assets in the event of the company being wound up.

Preparation of the accounts on a going concern basis
In order to comply with the principle of going concern, the trustees have considered at length the Charity's current and future planned business activities including uncertainty around current and future income, the current level of reserves and the principal risks as set out in the Report of Board of Trustees. The Trustees regularly reviews the Foyer's financial forecast, adjusting it as appropriate and amending related costs as appropriate. The trustees are satisfied that the Charity will be able to operate within the level of its existing and forecast funds and reserves for the foreseeable future. As such, the accounts are prepared on a going concern basis.

Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met; it is probable that the income will be received and the amount can be measured reliably. Recognition of income is deferred where condition specify that such income relates to future accounting periods. Where donors specify that funds are for specific purposes such income is included in incoming resources of restricted funds.

Donations and gifts are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Investment is recognised on a receivable basis once the amounts can be measured reliably.

Expenditure
Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Cost of raising funds comprise the percentage costs of a designated member of staff whose role contains funding development as well as any direct costs relating to fundraising and their associated support costs.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

Allocation of support costs
Support costs are those functions that assist the work of the charity but do not undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support cost have been allocated are set out in note 7b.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Employee benefits

Short term benefits
Short-term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits
Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension scheme
The Foyer Federation operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held independently from those of the Foyer Federation in an independently administered fund. The pension costs charged in the financial statements represent the contributions payable during the year.

Operating Leases
Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight-line basis over the life of the lease.

Fund Accounting
Unrestricted funds are available to spend on activities that further any of the purpose of the charity. Designated funds are unrestricted funds of the charity, which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations that the donor has specified are to be solely used for particular areas of the Charity's work or for a specific projects undertaken by the Charity.

Fixed Assets and depreciation
Fixed assets are capitalised at cost. All assets with a life of more than 12 months over £500 are capitalised. Depreciation is calculated on a straight line basis to write down the value of the assets over their expected useful lives at the following rates:

Leasehold improvements	over the lifetime of the lease
Office fixtures	20.0% per annum
Office equipment	20.0% per annum
Computer equipment	33.3% per annum

Financial Instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

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

Cash at the bank and in hand
Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions
Creditors and provisions are recognised where the charity and group 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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discount due.

2. Judgement in applying accounting policies and key resources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider the following items to be areas subject to estimation and judgement.

3. Depreciation

The usual economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are not significant variances between actual and and estimated useful economic lives will not a material impact on the operating results. Historically no changes have been required.

4. Trustee's Emoluments and Reimbursed Expenses

No emoluments were paid to any of the Charity's Trustees during the financial year (2020:£Nil). Travel expenses amounting to £ were paid for Trustees (2020: 9 Trustees, £2,439) attending Board meetings throughout the year.

5. Related Party Transactions

The Foyer Federation began using accountancy services provided by Social Enterprise Coalition (SEUK) in July 2019. Total charges for the same during the year amounted to £30,000 (2020: £21,431)

7. Income from Charitable activities

Income from Charitable activities	Unrestricted	Restricted	Total 2021	Total 2020
Berkeley Foundation	-	35,000	35,000	29,167
Bringing assets to life (YHG)	-	15,000	15,000	1,465
Investor membership fees	50,000	-	50,000	68,000
John Ellerman Foundation - Fellowship for leaders	-	2,500	2,500	27,500
Network membership fees	74,970	-	74,970	80,800
Training Income	11,575	-	11,575	-
Garfield Weston Foundation	25,000	-	25,000	-
Tudor Trust Wellbeing and FOR Youth grants	2,000	30,000	32,000	20,000
Access Foundation Enterprise Programme	-	17,500	17,500	-
FOR Youth Accreditation programme	5,750	-	5,750	9,675
SSE	-	-	-	8,000
Paul Hamlyn Foundation - Strategic Grant	-	-	-	10,000
Esmee Fairbairn Foundation	-	-	-	5,200
The Listening fund phase 1	-	-	-	18,286
Subtotal	**169,295**	**100,000**	**269,295**	**278,093**
Total 2020	**167,941**	**110,152**	**278,093**	

8. Expenditure on Charitable activities

8a. Expenditure

	Direct Staff Costs	Activities Undertaken Directly	Support Costs	Total 2021	Total 2020
Raising Funds	-	-	-	-	3,314
Charitable activities	121,498	76,587	24,471	222,556	256,403
	121,498	76,587	24,471	222,556	259,717
Total 2020	**95,046**	**75,453**	**85,904**	**256,403**	

8b. Support Costs

	Total 2021	Total 2020
Staff Costs	-	55,838
Governance Costs	1,435	14,368
Office Costs	23,036	15,699
	24,471	85,905

9. Staff Costs

Employment costs	2021 £	2020 £
Wages and salaries	107,533	141,579
Social security costs	7,504	5,915
Other pension costs	6,462	3,389
Total Staff Cost	**121,499**	**150,883**

The Charity operates a defined contribution pension scheme, whose assets are held separately from those of the Charity in an independently administered group personal pension plan.

Pension contributions payable by the Charity in the twelve months amounted to £6,462 (2020: £3,389); Contributions totaling £1,387 (2020: £1,588) were payable to the scheme at the year-end and are included in creditors.

The key management personnel of the charity as agreed by the trustees are the trustees and Senior Management Team, comprising the Executive Director and Non Executive Directors. The total employee benefits of the key management personnel were £55,059 (2020 - £74,600). No trustee received any remuneration in respect to their services as a trustee during the year (2020: £nil).

10. Net Expenditure

Net expenditure for the year is calculated after charging	2021 £	2020 £
Independent Examiner fees1,235	1,200	
Depreciation	858	3,938

11. Fixed Assets

	Computer £	Leasehold £	Office £	Total £
Cost				
At 1 April 2020	88,899	37,623	34,499	161,021
Additions	2,573	-	-	2,573
Disposals	(88,899)	(37,623)	(34,499)	(161,021)
At 31 March 2021	2,573	-	-	2,573
Depreciation				
At 1 April 2020	88,899	37,623	34,499	161,021
Charge for the year	858	-		858
Disposals	(88,899)	(37,623)	(34,499)	(161,021)
At 31 March 2021	858	-	-	858
Net book value			-	
At 31 March 2021	1,715	-	-	1,715
At 31 March 2020	-	-	-	-

12. Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Other debtors	5,395	-
Prepayments and accrued income	3,339	3,245
	8,734	3,245

13. Creditors: amounts falling due within one year

	2021 £	2020 £
Deferred Income	74,290	79,200
Trade creditors	3,636	1,386
Other creditors	9,692	5,248
Accruals	5,800	1,500
Total Creditors falling due within one year	**93,418**	**87,334**

13a. Creditors: amounts falling due after more than one year

	2021 £	2020 £
Long Term Loans	32,219	39,029

14. Deferred Income

Deferred income comprises grants received in the current year, which the donor has specified must be used in future years

	2021 £	2020 £	2019 £
Balance deferred at 1 April 2020	79,200	63,687	49,218
Amount released to incoming resources in the current year	(79,200)	(63,687)	(49,218)
Amount Deferred during the year	74,290	79,200	63,687
Balance deferred at 31 March 2021	74,290	79,200	63,687

15a. Statement of Funds - Current Year (2020-21)

Restricted Funds	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Balance at 31 March 2021 £
Berkeley Foundation	-	35,000	(35,000)	-
Bringing assets to life (YHG)	-	15,000	(15,000)	-
John Ellerman Foundation - Income	-	2,500	(2,500)	-
Tudor Trust FOR Youth grants	-	30,000	(30,000)	-
Access Foundation - Enterprise Development Programme	-	17,500	(17,500)	-
	-	100,000	(100,000)	-
Unrestricted Funds	35,823	183,178	(122,556)	96,445
Total Funds	35,823	283,178	(222,556)	96,445

15b. Statement of Funds – Previous Year (2019-20)

Restricted Funds	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Balance at 31March 2020 £
Berkeley Foundation	-	29,167	(29,167)	-
John Ellerman Foundation – Fellowship for leaders	-	27,500	(27,500)	-
Tudor Trust Strategic grant	-	20,000	(20,000)	-
Paul Hamlyn Foundation - Strategic Grant	-	10,000	(10,000)	-
Esmee Fairbairn Foundation	-	5,200	(5,200)	-
The Listening Fund phase 1	-	18,286	(18,286)	-
	-	110,153	(110,153)	-
Unrestricted Funds	6,906	178,481	(149,564)	35,823
Total Funds	**6,906**	**288,634**	**(259,717)**	**35,823**

Notes on funding:

Esmee Fairbairn Foundation – Grants Plus – top up funding to support consultancy for core charity activities.

Paul Hamlyn Foundation – core grant to support new strategy development.

Tudor Trust – Three seperate grants. One for Strategy development, one for Staff Wellbeing during the pandemic and one for bursaries for subsidizing FOR youth accreditation.

John Ellerman Foundation - This funding is for a project called Fellowship for Leaders. This includes action learning sets, coaching, residential weekends, guest speakers/external facilitators, a fellowship blog and a recognition event.

The Listening Fund – This funding is for a project called Power Up. The project includes trips, programmes and training for residents within our network.

Berkeley Foundation - Corporate Connections Fund - This funding supports a project in the southeast region that links corporations to young people in Foyers providing work experience, mentoring and coaching opportunities as well as employment skills development.

Bringing assets to life is a research project funded by Your Housing Group that captures the learning over the last 10 years of the work of the Foyer Federation, Your Housing Group and other key stakeholders who have brought the Advantaged Thinking approach to life. The end result of the project is a 9 chapter publication that can be shared with interested parties and used to influence future service provision for young people.

Enterprise Development Program funded by Access Foundation and administered via Homeless Link is capacity building funding to help the charity develop it's earned income streams and develop more robust products for trading. The funding was accompanied by a learning and development stream including workshops and one to one support.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021 (Continued)

16. Analysis of net assets between funds - Current Year

Current Year	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Fund balances at 31 March 2021 are represented by:				
Fixed Assets	1,715	-	1,715	-
Current Assets	169,917	50,450	220,367	162,186
Current Liabilities	(42,968)	(50,450)	(93,418)	(87,334)
Long term liabilities	(32,219)	-	(32,219)	(39,029)
	96,445	**-**	**96,445**	**35,823**

Previous Year	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £	Total Funds 2019 £
Fund balances at 31 March 2020 are represented by:				
Fixed Assets	-	-	-	6,291
Current Assets	162,186	-	162,186	138,806
Current Liabilities	(87,334)	-	(87,334)	(85,030)
Long term liabilities	(39,029)	-	(39,029)	(46,870)
	35,823	**-**	**35,823**	**13,197**

LEGAL AND ADMINISTRATIVE INFORMATION

Charity number 1040482

Company number 2699839

Principal address
The Foyer Federation
Work.Life Core Building
30 Brown Street
Manchester
M2 1DH

Directors and/or Trustees
ChairAndrew Croft

Elected Trustees
Andrew Ward (from January 2020)
Kate Gillespie (from October 2019)
Kathy Gilmore (resigned in October 2020)

Non-elected Trustees
Bernice Williams (from October 2018)
Sabira Kanji (from January 2019)
Joanne Rich (from September 2020)

Company Secretary
Rachel Middleton (from December 2020)

Key management personnel

Chief Executive
Joel Lewis

Independent examiner
James Foskett FCA DChA
Cansdales Business Advisers Limited
Chartered Accountants and Statutory Auditors
Bourbon Court
Nightin gales Corner
Little Chalfont
Bucks
HP7 9QS

Accountants
Social Enterprise Coalition CIC
Suite G1
Hartsbourne House
Delta Gain
Carpenders Park
Watford
WD19 5EF

Bankers
Unity Trust Bank
Nine Bridley place
Birmingham
B1 2HB

Bank of Scotland
38 St Andrew's Square
Edinburgh
EH2 2YR



A BIG THANK YOU TO OUR MEMBERS...

for standing united with us as we grow an Advantaged Thinking vision and movement for young people. Our members are part of the following partner organisations:

Alabare Christian Care & Support
foyer aberdeen
christian action housing
CHADD
Comhairle Cathrach Chorcaí Cork City Council
YMCA Crewe
curo
LiveWest
Paradigm
Places for People
msv mosscare st vincent's
BIRCHWOOD A Place to Live & Grow
the guinness partnership
Connexus
Loreburn Housing Group
SOVEREIGN
Riverside
YMCA Fairthorne Group
YMCA London City and North

INVESTOR MEMBERS

Thanks to our Investor members for your ideas, support and engagement in our mission and vision.

YMCA Downslink Group
Your HOUSING GROUP
saha Transforming Lives
swan somewhere to feel at home
YMCA Derbyshire

THANK YOU FOR READING OUR REPORT

WE WOULD ALSO LIKE TO THANK...

Paul Hamlyn Foundation, John Ellerman Foundation, Esmee Fairbairn, Berkerley Foundation and the **Tudor Trust** for sticking with us during a challenging year and enabling us to rethink, refresh and redesign our offer.

Blagrave Trust and **The Listening Fund** for challenging us to listen to young people, give them a voice and take action with them.

Social Enterprise UK for your operational and strategic support over the last year.

Colin at Inspirechilli for your insight, hard work and dedication to young people and the Foyer Federation.



The FOYER Federation





The Foyer Federation
Work.Life, Core Building
30 Brown Street
Manchester
M2 1DH

inbox@foyer.net
www.foyer.net

Registered Charity no. 1040482 / Registered in England and Wales no. 2699839
Photography Kindly supplied by Corneli Fleur Photography and LaurelVisions
Report designed by Social Enterprise www.foyergraphics.com