

REDTHREAD YOUTH LIMITED

England & Wales · Charity number 1051260

Details

Other names	CHRISTIAN YOUTH AND SCHOOLS CHARITABLE COMPANY, REDTHREAD
Status	Registered
Legal form	Charitable company
Company number	03131121
Registered	1995-12-08
Register	View on the Charity Commission register

Contact

Address	Catch22 Charity Ltd 27 Pear Tree Street London EC1V 3AG
Phone	02037446888
Email	info@redthread.org.uk
Website	www.redthread.org.uk

Activities

Objects: (1) the advancement of health or saving of lives through the preservation and protection of the health and wellbeing of young people by providing and assisting in the provision of facilities, counselling, support services and equipment not normally provided by the statutory authorities (2) the advancement of education of young people through the provision of information and outreach to improve their health and wellbeing

Activities: Youth Work - to provide, and support, youthwork which focuses on the holistic wellbeing of young people: body, mind and soul. To walk alongside the young people we engage with, as they journey into adulthood.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives
- **Who:** Children/young People, The General Public/mankind

Geography

- **Area of benefit:** SOUTH LONDON AND ELSEWHERE
- Birmingham City
- Nottingham City
- Nottinghamshire
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£4,466,428	£5,254,175	£889,289	71
2023-03-31	£3,661,909	£3,882,436	£1,677,036	70
2022-03-31	£4,053,997	£3,806,694	£1,897,563	78
2021-03-31	£3,983,004	£3,356,641	£1,650,260	79
2020-03-31	£3,395,135	£2,735,429	£1,023,897	61

Trustees

Name	Role	Appointed
Andrew Canniford		2024-08-12
Dr Emer Caitriona Eileen Sutherland		2022-08-01
Nigel Richards		2025-06-01

REDTHREAD YOUTH LIMITED

England & Wales - Charity number 1051260

Accounts



Redthread Youth Limited

Company no 03131121

Charity no 1051260

Annual Report and Accounts

For the 17-month period ended 31 August 2024

Contents

About Redthread	3
Legal & administrative information	4
Introduction from the Chair	5
Trustees' Report	7
Independent Auditors Report	13
Financial Statements	
• Statement of Financial Activities	17
• Balance Sheet	18
• Statement of cash flows	19
• Notes to the financial statements	20

About Redthread

Redthread is a multi-award-winning charity with over 20 years' experience of delivering pioneering youth work in hospitals and other health settings. We work across 10 hospitals in London and Birmingham with 11-25 year olds who are affected by grooming, sexual and criminal exploitation, violence, emotional and physical harm, mental health issues, domestic violence and modern slavery. We also support children and young people in the online space to reduce the impacts of violence, and with those experiencing a range of health conditions, who are vulnerable and in need.

We also train NHS staff so that they can identify, and better support children and young people affected by violence. We amplify the voices of children and young people and use our evidence and insights from working with them to adapt and innovate our work, support service improvement, and influence regional and national policy and practice.

Our purpose

Redthread's purpose is to be present where children and young people need us most. We support young people facing adversity related to mental health, sexual violence and exploitation as well as those who continue to be caught up in youth violence. We amplify their voices so that systems and services are better able to meet their needs and support them towards leading healthier, safer and happier lives.

Our vision

A society where all young people live healthy, safe, and happy lives.

Our mission

To empower young people to thrive as they navigate the challenging transition to adulthood by integrating trauma-informed youth work into the health sector.

Legal & administrative information

Company Name: Redthread Youth Limited

Charity Number: 1051260

Company registration number: 03131121

Registered office: 27 Pear Tree Street, London EC1V 3AG

Trustees: Paula McDonald CBE (chair)

Lawrence Bate

Emer Sutherland

Andrew Canniford (appointed 12 August 2024)

Jeffrey Jacobs (appointed 12 August 2024)

Kasuba Ng'ona (appointed 12 August 2024)

Ufuoma Irene Sobowale (appointed 12 August 2024)

Myles Bradshaw (resigned 12 August 2024)

Miriam Bullock (resigned 12 August 2024)

Natalie Carsey (resigned 31 July 2024)

Chief Executive: Lucie Russell (interim – 1 April 2023 to 4 June 2023)

Geethika Jayatilaka (5 June 2023 to 16 October 2023)

Lucie Russell (17 October 2023 to 12 August 2024)

Redthread Transition Director: Kate Wareham (appointed 12 August 2024)

Auditors: Buzzacott Audit LLP, 130 Wood Street, London EC2V 6DL

Bankers: Lloyds Bank plc, Camberwell Green branch

Camberwell Green

London SE5 7AB

“As we reflect on our work, we do so with immense pride in the impact we’ve had.”

Paul McDonald CBE
Chair of Trustees, Redthread

Over the past three decades, Redthread has been a lifeline for thousands of children and young people affected by violence and experiencing some of life’s toughest challenges. From our earliest youth projects in London to pioneering the UK’s first hospital-based youth violence intervention services, our journey has always been driven by a simple but powerful belief: every young person deserves to live a safe, healthy, and happy life.

This year, as we reflect on our work, we do so with immense pride in the impact we’ve had—and with clarity about the challenges ahead. Redthread’s Youth Violence Intervention Programme has expanded across hospitals in London and Birmingham, our Young Women’s programme is providing specialist support to vulnerable young women and girls and our trauma-informed, youth-led approach continues to shape the thinking of both practitioners and policy makers.

Our work has attracted the attention of the media, including Channel 4 News who put the spotlight on Redthread’s groundbreaking Young Women’s Service. We have also hosted the Ministry of Justice’s Youth Justice team and the Chair of the Youth Justice Board – and as members of the Government’s Tackling Knife Crime Coalition, we’re playing a key role in shaping national policy.

Teachable, reachable moments

At Redthread we invented the concept of the teachable, reachable moment – working with young people when they’re at their most vulnerable. In doing so, we’ve not only been able to have significant immediate impact but also in many cases prevent those young people returning to a world of fear and risk.

A pivotal moment

Yet, like many charities in the current climate, we faced significant financial pressures that threatened our sustainability and ability to deliver our services. In response to these challenges we explored ways to protect the vital work we’re doing. That’s why this year marked a pivotal moment in Redthread’s history; we sought new delivery partnerships and following a competitive, best value assessment, we took the decision to merge with Catch22. We are delighted that this partnership will safeguard the future of Redthread’s services and strengthen our impact.

Catch22 shares our mission, values, and commitment to young people. We’ve already collaborated on powerful programmes such as The Social Switch Project where we’ve seen firsthand what’s possible when our strengths are combined. As part of Catch22, young people supported by Redthread will also be able to access the range of other Catch22 services, including employability programmes, drug and substance use services and community-based child exploitation support.

Retaining our identity

We know how strong the Redthread brand is, built over two decades through the life changing, essential work we do. For this reason, we will retain our trusted name and identity withing the Catch22 family. Ultimately, this merger is safeguarding what matters most: the services that young people rely on, and the frontline teams who deliver them.

Meeting increasing need

We know that young people's needs are growing more complex and more urgent; Recent figures show that half of teenagers in England and Wales have witnessed or been victims of violence. Redthread, as part of Catch22, is in a strong position to rise to this challenge with renewed energy and purpose. With the current Government prioritising violence reduction, we are ready to share our insight and help drive changes to the system that will benefit the young people we work with.

Nothing short of outstanding

Thank you to our dedicated staff, supporters, and partners who have stood by us this year. Thank you to our past CEO and executive of Redthread and the CEO and Executive Team at Catch22 who have worked collaboratively with the Board to steer through and navigate this merger, bringing together a diverse mix of skill and expertise and huge commitment.

Specifically, to Redthread staff, we want to personally thank you for everything you do. You help young people in their most vulnerable moments to navigate trauma, build trust, find their voice, and see a future filled with hope. Your expertise as youth workers in the hospital setting is unique and is valued highly by those you work with, for and by others across our sector. You really are nothing short of outstanding.

Trustees' report (incorporating Directors' report) for the 17 months ended 31 August 2024

Overview

Following a year of transition in 2022-23, and the continuing challenges faced by charities and communities across the UK; including challenges in securing new sustainable funding, rising costs due to the impact of inflation and the increasing volume and complexity of needs of those we work with the trustees decided to review and reflect on the best way to protect our vital work with children and young people and came to the conclusion that the most sustainable way forward, in the current economic and social climate, would be to seek a new way of working, and to this end, after extensive consideration of a range of options, the trustees made the decision to merge with Catch22 Charity Ltd (Catch22), a charity which is focussed on building resilience and aspiration in people of all ages and communities across the UK.

Our two organisations have strongly aligned missions and values, and Redthread has previously worked in a successful partnership with Catch22 on influencing policy as well as establishing and co-delivering The Social Switch Programme.

Therefore, following a thorough process of discovery and due diligence, Redthread formally became part of the Catch22 group in August 2024. A new Transition Board, incorporating both existing and new trustees, was established to ensure that the merger progressed smoothly and with as little disruption as possible to the important work we continue to deliver. Whilst for now Redthread continues as a separate entity, the formal merger will take place in due course, and Redthread will be fully integrated into Catch22 before the end of the next financial period and Redthread will cease to operate as a separate entity, but its brand and work will continue.

We thank all of our funders and donors, all of whom have been kept informed during this process and who have been incredibly supportive of this decision.

The intention for the future is to use our collective strength to both maintain and grow the life changing work already taking place, and we look forward to realising the full potential of this new partnership.

Governance

Redthread Youth Limited is a registered charity and a company limited by guarantee in England and Wales, its objects and powers are set out in its Memorandum and Articles of Association. The members of the charitable company are also the directors/trustees. The charitable company operates under the name "Redthread."

As part of the process of the merger, the financial reporting period of Redthread was revised to align with that of Catch22, so this report covers a 17-month period, from 1st April 2023 through to 31st August 2024. Before the end of the next financial year ending 31st August 2025, Redthread will have formally completed the merger with Catch 22 Charity Limited (registered charity no 1124127 and a company limited by guarantee 06577534). We are currently working with our funders and partners to manage the transfer of all of these key relationships to the new entity, and once this process is concluded the Redthread will be closed down.

In the meantime, a transition board has been established to administer the charity and meets on a bi-monthly basis. As part of the transition process, Catch22 has also been registered as a person with significant control and has the right to appoint or remove directors.

The transition board is chaired by Redthread's chair of trustees, Paula McDonald CBE and comprises two trustees from the previous Redthread board – Emer Sutherland (Clinical Director for Emergency Care at King's College Hospital) and Lawrence Bate (formerly Director of Strategy and Impact at the British Heart Foundation), two trustees from Catch 22's board – Jeff Jacobs and Irene Sobowale and two members of Catch22's senior management team – Andy Canniford and Kasuba Ng'ona,

In place of the Redthread Executive team, who left the organisation as part of the merger process, the trustees have seconded Kate Wareham, Catch22's Strategic Director for Young People, Families and Communities to lead the team as Redthread's Transition Director, and alongside other Catch22 seconded colleagues, she manages the day-to-day operations of the charity, alongside Redthread's existing Service Leads, Programme Managers and Team Leaders.

To further enable Redthread to run effectively and efficiently, Catch22 now provide all essential support services to Redthread including finance, fundraising, marketing and communications, data & insights, policy and influencing, business development, and human resources.

The transition board has established appropriate controls and reporting mechanisms to ensure that the leadership team operates within the powers delegated to it.

The trustees, who are the directors for the purposes of company law, present their statutory report, including plans for the future, together with the Redthread's financial statements for the period ending 31 August 2024.

The report has been prepared in accordance with applicable law and UK accounting standards (UK Generally Accepted Accounting Practice) and in accordance with the Charities Act 2011 and Part 15 of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 18-20. A full statement of trustees' responsibilities can be found below.

The trustees' report includes a description of the activities undertaken during the period to further Redthread's charitable purposes, and the trustees are satisfied that such activities provide public benefit.

Activities and Impact

Our flagship programmes include our Youth Violence Intervention Programme (YVIP), our Young Women's Service and our services with children and young people with multiple needs and vulnerabilities across eight emergency departments and major trauma centres in London, and Birmingham. For the majority of this period, we were also delivering a YVIP based within Queen's Medical Centre in Nottingham, however funding for this service came to an end in April 2024.

Redthread also delivers a number of other health related programmes including a counselling service in Birmingham and a project working with young adults dealing with liver disease in South East London, as well as continuing its partnership working with Catch 22 on the Social Switch programme, which aims to switch the narrative on how social media's relationship with violence affecting young people is understood, tackled and solved.

During the 17-month period covered by this report, Redthread:

Worked with 1,439 children and young people

On our Youth Violence Intervention programme:

61% reduced their risk of further harm

26% were supported in managing their mental health

44% reported feeling more optimistic about their future

28% reported feeling better able to ask professionals for help

Financial Review

Total income received in the 17-month period from 1 April 2023 to 31 August 2024 came to £4,466,428 (year to 31 March 2023 - £3,661,909). Some £598,218 (13%) of this was unrestricted and included unrestricted grants from trusts and foundations, donations from individual and corporate donors, gift aid claims and bank interest. £188,362 in restricted grants for core costs was also received in this period, whilst restricted income from charitable activities came to £3,679,848 (82% of total income).

The largest funder during this period, providing just under 47% of our income for our charitable activities, was London's Violence Reduction Unit, who continue to support Redthread's vital work in hospitals, working with vulnerable young people who are victims of youth violence. In addition, the VRU funds the Social Switch programme, which we continue to deliver in partnership with Catch 22.

Overall, 67% (£3,868,210) of Redthread's income during this period came from statutory and institutional funders (local government and NHS funders), whilst 32% (£1,433,015) came from a wide range of charitable trusts and foundations. Of the remaining amount, £52,624 came from individual and corporate supporters, and a small amount from other sources (e.g. bank interest).

Total expenditure came to £5,254,175 (year to 31 March 2023 - £3,882,436), leaving a deficit for the year of £787,747 (year to 31 March 2023 - £220,527).

At the end of August 2024, Redthread's unrestricted reserves stood at £607,729, (giving a free reserve figure of £595,790) whilst a further amount of £281,560 remained in restricted funds, which will be applied to ongoing activities from September 2024 onwards.

Following the transfer of Redthread to become part of the Catch22 group with effect from 12 August 2024, and the subsequent transfer of most of the head office staff team to Catch 22's employment, the monthly direct costs have been significantly reduced. Average monthly outgoings since 1st September have reduced to approximately £170k and will continue to reduce as we move through the next quarter. This means that the free reserves provide the equivalent of around 3.5 months of expenditure.

Currently Redthread remains a separate legal entity, however the current intention is for the formal merger to be completed by April 2025, and all remaining assets and liabilities will then be transferred to Catch22.

Risk management

The trustees confirm that they have identified the main risks to which the Charity is exposed, including the volatility of sustainable income streams which ultimately led to the decision to proceed with the merger with Catch22. As part of the transition process, systems and procedures have been maintained and integrated with Catch22 in order to mitigate other ongoing risks that have been identified as part of the due diligence and discovery processes that have taken place as part of the merger.

Statement on fundraising

At Redthread we have always greatly valued the support we receive from individuals, organisations, companies, and funders. Redthread is registered with the Fundraising Regulator and abides by the Code of Fundraising Practice. We continue to uphold the four values of the Code of Fundraising Practice; our fundraising is legal, open, honest, and respectful.

Redthread's fundraising and income generation is now led jointly by Catch22's Director of External Affairs and Partnerships (voluntary income including trusts, foundations and individual giving) and the Director of Business Development (contracts and statutory funding) with support from colleagues and wider networks.

Our income comes from a wide variety of sources; however, our typical activities include:

- Applying for government funding and influencing opportunities for future funding and commissioning.
- Applying for funding from grant-making trusts, foundations or other organisations
- Advertising the impact of our work on social media, in mainstream print and broadcast media, on our website and through other appropriate channels
- Communicating with our supporters and individuals who have asked to be kept informed about our work

We do not:

- Conduct regular gift, face-to-face fundraising on the street
- Canvas door-to-door
- Send out direct marketing mail to people unknown to us
- Contact former service-users or their families regarding fundraising activity unless they have specifically asked to be contacted.

We check funding sources to ensure they are appropriate and in line with Redthread's values. We have never received any complaints about our fundraising activities, and as part of the transition to the merger with Catch22 we will review our fundraising processes and activities to ensure they remain compliant.

Public benefit

In setting objectives and planning activities during this transition period, the trustees confirm that they have complied with their duty under Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

Statement of trustees' responsibilities

The trustees (who are also directors of Redthread Youth Limited for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

Select suitable accounting policies and then apply them consistently.

- Observe the methods and principles in 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable United Kingdom Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are also responsible for ensuring that adequate accounting records are kept that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

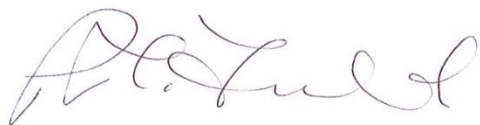
They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware: and
- The trustee has taken all the steps that he/she ought to have taken as a trustee to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of 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.

A handwritten signature in black ink, appearing to read 'Paula McDonald', with a stylized, cursive script.

Paula McDonald CBE

Chair of Trustees

Date: 21 May 2025

Opinion

We have audited the financial statements of Redthread Youth Limited (the ‘charitable company’) for the 17-month period ended 31 August 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and the notes to the financial statements, including the principle accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’ (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company’s affairs as at 31 August 2024 and of its income and expenditure for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Emphasis of matter – financial statements prepare on a basis other than going concern

We draw attention to the accounting policy on page 18 of the financial statements which explains that the charity is intending to transfer all activities, assets and liabilities to Catch 22 Charity Limited in 2025. As a result, it is not appropriate to adopt a going concern basis of accounting in the preparation of the financial statements and as a result the financial statements need to be prepared on a breakup basis.

Other information

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

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

conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the strategic report and the trustees' report, which is also the directors' report for the purposes of company law, for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records or returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of directors

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

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

Auditor's responsibilities for the audit of financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually

or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation); and
- Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:
- Making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.
- To address the risk of fraud through management bias and override of controls, we performed analytical procedures to identify any unusual or unexpected relationships
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- Used data analytics to investigate the rationale behind any significant or unusual transactions
- Tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charitable company's financial procedures; and
- Performed substantive testing on grant income to ensure the income recognised complied with the funding agreements.

- In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:
- Agreeing financial statement disclosures to underlying supporting documentation
- Reading the minutes of meetings of those charged with governance; and
- Enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of this report

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



22 May 2025

Edward Finch (Senior Statutory Auditor)

For and on behalf of Buzzacott Audit LLP, Statutory Auditor

130 Wood Street, London EC2V 6DL

Financial Statements

REDTHREAD YOUTH LIMITED

TRADING AS "REDTHREAD"

(a company limited by guarantee)

Statement of financial activities

For the 17 months ended 31 August 2024

	Notes	Unrestricted funds £	Restricted funds £	31-Aug-24 Total £	31-Mar-23 Total £
Income					
Grants & donations	2	595,344	188,362	783,706	561,091
Charitable activities	3	-	3,679,848	3,679,848	3,099,079
Other	4	2,874	-	2,874	1,729
Total income		598,218	3,868,210	4,466,428	3,661,909
Resources expended					
Charitable activities	5	811,079	4,170,973	4,982,052	3,579,763
Raising funds	6	256,326	15,797	272,123	302,673
Total resources expended		1,067,405	4,186,770	5,254,175	3,882,436
Net incoming/(outgoing) resources for the period		(469,187)	(318,560)	(787,747)	(220,527)
Transfers between funds		(90,331)	90,331	-	-
Net movement in funds	7	(559,518)	(228,229)	(787,748)	(220,527)
Total funds brought forward		1,167,247	509,789	1,677,036	1,897,563
Total funds carried forward		607,729	281,560	889,289	1,677,036

The notes on pages 20-31 form an integral part of these financial statements

REDTHREAD YOUTH LIMITED

TRADING AS "REDTHREAD"

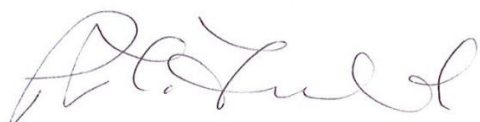
(a company limited by guarantee)

Balance sheet

as at 31 August 2024

		31 August 2024		31 March 2023	
		£	£	£	£
	Notes				
Fixed assets					
Tangible assets	8		11,938		16,292
Current assets					
Debtors	9	394,519		1,033,053	
Cash at bank and in hand	10	609,569		1,112,860	
		<u>1,004,088</u>		<u>2,145,913</u>	
Liabilities					
Creditors: amounts falling due within one year	11	<u>(126,737)</u>		<u>(485,169)</u>	
Net current assets			<u>877,351</u>		<u>1,660,744</u>
Total assets less current liabilities			<u>889,289</u>		<u>1,677,036</u>
Total net assets			<u>889,289</u>		<u>1,677,036</u>
Funds					
Unrestricted funds	12a	607,729		1,167,247	
Restricted income funds	12b	281,560		509,789	
Total funds			<u>889,289</u>		<u>1,677,036</u>

The financial statements were approved by the board and authorised for issue on 21 May 2025.



Paula McDonald CBE
Chair of Trustees

The notes on pages 20-31 form an integral part of these financial statements

REDTHREAD YOUTH LIMITED
TRADING AS "REDTHREAD"
(a company limited by guarantee)

Statement of cash flows

For the 17 months ended 31 August 2024

	Notes	2024	2023
		£	£
Cash flows from operating activities			
Cash generated from operations	A	(504,578)	(258,431)
Cash flows from investing activities			
Purchase of new ICT equipment	(8,353)	(17,401)	
Interest received	9,640	1,385	
		1,287	(16,016)
Net decrease in cash and cash equivalents		(503,291)	(274,447)
Cash and cash equivalents at beginning of year		1,112,860	1,387,307
Cash and cash equivalents at end of year	B	609,569	1,112,860

A. Reconciliation of net movement in funds to net cash provided by operating activities

	2024	2023
	£	£
Net movement in funds		
(as per the statement of financial activities)	(787,747)	(220,527)
Adjustments for:		
Depreciation charge	12,707	7,068
Interest receivable	(9,640)	(1,385)
(Increase) / decrease in debtors	638,534	(153,795)
Increase/ (decrease) in creditors	(358,432)	110,207
Net cash provided by operating activities	(504,578)	(258,431)

	2024	2023
	£	£
B. Analysis of cash and cash equivalents		
Cash at bank and in hand	609,569	1,112,861

The notes on pages 20-31 form an integral part of these financial statements

1. Principal accounting policies

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the period covered by these statements and the preceding period.

1.1 Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the charities SORP as specified in '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) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS102. The financial statements are presented in sterling and are rounded to the nearest pound.

1.2 Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make judgements, estimates and assumptions regarding the assets and liabilities of the charity. These estimates and associated assumptions are based on historical experience but also a consideration of the future funding landscape and an economic climate that continues to be challenging and other factors that are considered to be relevant, including the progress that has been made towards merging with Catch22.

The estimates and assumptions are reviewed on an ongoing basis and the trustees do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above, with the exception of the potential costs associated with the process of finalising the transfer of Redthread's assets to Catch22 that may arise between the balance sheet date and the date of transfer.

1.3 Going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements and have made this assessment in respect of a period of at least one year from the date of approval of these accounts.

During the course of 2025, the charity will transfer, in accordance with the transfer agreement signed by both parties, all activities, assets and liabilities as a going concern to Catch 22 Charity Limited (a company limited by guarantee, no 065577534 and a registered charity, no 1124127), and in these circumstances the trustees do not deem it appropriate to continue to adopt the going concern basis for the preparation of these financial statements.

1.4 Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income, has met any performance conditions attached to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included.

Grant income that has been received to fund work to be undertaken by the charity over a specified time period is recognised in the statement of financial activities as the programme is delivered. For accounting purposes, the extent of completion of a project is equated to the proportion of expenditure incurred. Any amounts received for activities not yet delivered are treated as deferred income. Where no time period is defined, restricted funds are accounted for as income when they are receivable.

1.5 Expenditure and the basis of apportioning costs

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be recovered, as the charity is not registered for VAT and is reported as part of the expenditure to which it relates.

Charitable expenditure comprised those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

In respect of apportioning overheads and other central costs to projects, Redthread operates a full cost recovery model wherever possible. This means that each project is required to contribute towards those central costs to ensure that the charitable company's infrastructure is maintained at an appropriate level to ensure the sustainability of each project.

The contributions applied to each project are calculated using a range of methods:

- for most projects, a contribution is applied that equates to 15% of the total remuneration of the staff team working on that project to cover management and administration costs, and a further 5-10% to cover overheads. The precise percentage applied may vary from project to project, following initial budget negotiations with specific project funders.
- In addition, some project funding includes a fixed contribution to management and/or overhead costs as a specific part of the budget, especially where there is significant input from the members of the central team, or where members of the project team are based at head office. The amount is normally agreed as a fixed sum per quarter/annum.
- During the period covered by these financial statements, a review of the methodology of apportioning central costs was undertaken, and, from April 2024 onwards a revised approach was introduced which recognised that a proportion of head office costs should be re-classified as direct costs and apportioned accordingly.
- The costs of fundraising comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes and includes the entire cost of employing the Head of Fundraising and all other members of the fundraising team.
- Governance costs are the costs associated with the governance of the charitable company and its assets, and the costs associated with any strategic, as opposed to the day-to-day management of the charity's activities. These are allocated to charitable activities.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the residual value of each asset over its expected useful life, as follows:

- Computers and other ICT equipment – 33.3% per annum;
- Depreciation is applied to any purchase of assets costing more than £1000 where the cost is not covered by the funder.

1.7 Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

1.8 Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of the acquisition.

1.9 Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charitable company anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

1.10 Pension costs

The pension charge represents payments made to the automatic enrolment workplace pension scheme provided by The People's Pension and is charged to the Statement of Financial Activities in the period to which it relates.

1.11 Redundancy and termination costs

Any payments due to employees as a result of either redundancy processes or termination of employment following a negotiated process are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet at the point in time where the charitable company is committed to making such payment.

1.12 Unrestricted and Restricted funds

The unrestricted funds comprise those which are freely available for application towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

The restricted funds are those whose application is limited by funder-imposed conditions and/or their use is restricted to a specified purpose. Expenditure of projects includes both direct costs attributable to each project and appropriate contributions to support costs. Any deficit incurred on any individual restricted fund is written off by transferring the relevant amount from unrestricted funds in the year in which the deficit occurs.

2. Income for core costs

	31-Aug-24			31-Mar-23		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted*	Total
	£	£	£	£	£	£
Trusts and Foundations:	542,720	188,362	731,082	444,250	81,982	526,232
Supporters and Donations	52,624	-	52,624	34,859	-	34,859
	595,344	188,362	783,706	479,109	81,982	561,091

3. Income from charitable activities

	31-Aug-24			31-Mar-23		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Youth Endowment Fund – Evaluation Pilot	-	147,215	147,215	-	125,869	125,869
Youth Endowment Fund – funds repayable	-	(61,109)	(61,109)	-	-	-
Thread CRM – Digital Transformation Project	-	41,383	41,383	-	141,135	141,135
Youth Violence Intervention Programme - London Major Trauma Centres (MTCs)	-	820,904	820,904	-	797,115	797,115
YVIP - IDVA Management fee	-	-	-	-	15,000	15,000
Young Women's Service	-	131,842	131,842	-	-	-
Youth Violence Intervention Programme - Midlands	-	483,820	483,820	-	613,417	613,417
Youth Violence Intervention Programme - London A&Es	-	1,549,820	1,549,820	-	1,051,471	1,051,471
King's Evaluation Project Guys & St Thomas' Charity)	-	-	-	-	30,000	30,000
King's Adolescent Outreach Service	-	24,465	24,465	-	65,467	65,467
King's Young Adult's Liver Service	-	17,647	17,647	-	-	-
QE Hospital Woolwich Diabetes Transition Project	-	48,163	48,163	-	45,103	45,103
Social Switch project	-	363,246	363,246	-	32,852	35,852
Social Prescribing (Hackney and Nottingham)	-	24,882	24,882	-	73,521	73,521
Direct Programme Support	-	87,569	87,569	-	108,130	108,130
	-	3,679,848	3,679,848	-	3,099,079	3,099,079

*Sources of restricted funds are analysed in note 13

4. Other income

	31-Aug-24			31-Mar-23		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Bank interest	9,640	-	9,640	1,385	-	1,385
Other income	408	-	408	355	-	355
Funding returned on cancelled project	(7,174)	-	(7,174)	-	-	-
	2,874	-	2,874	1,740	-	1,740

5. Costs of charitable activities - by project

	31-Aug-24			31-Mar-23		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Thread CRM – digital transformation project	-	41,383	41,383	-	141,135	141,135
Youth Violence Intervention Programme - London MTCs	-	1,001,523	1,001,523	-	814,511	814,511
YVIP - IDVA Management	-	-	-	-	15,000	15,000
Young Women's Service	-	95,325	95,325	-	-	-
Youth Violence Intervention Programme - Midlands	-	691,749	691,749	-	560,024	560,024
Youth Violence Intervention Programme - London A&Es	-	1,542,477	1,542,477	-	996,749	996,740
King's Evaluation Project (Guys & St Thomas' Charity)	-	-	-	-	30,000	30,000
King's Adolescent Outreach Service	-	24,465	24,465	-	65,467	65,467
King's Young Adult's Liver Service	-	18,261	18,261	-	-	-
QE Hospital Woolwich Diabetes Transition Project	-	49,815	49,815	-	45,402	45,402
Social Switch Project	-	287,512	287,512	-	51,306	51,306
Social Prescribing (Hackney & Nottinghamshire)	-	32,783	32,783	-	73,521	73,521
Direct Programme support	-	106,294	106,294	-	156,848	156,848
Other support costs	811,079	279,385	1,083,291	456,777	173,033	629,810
	811,079	4,170,973	4,982,052	456,777	3,122,986	3,579,764

	31-Aug-24			31-Mar-23		
6. Cost of fundraising	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Staffing (salaries, NI, pension)	200,751	11,961	212,712	243,048	52,787	295,835
Other costs	55,575	3,836	59,411	6,654	184	6,838
	256,326	15,797	272,123	249,702	52,971	302,673

7. Net movement in funds	31-Aug-24	31-Mar-23
	£	£
This is stated after charging:		
Staff costs (<i>see note 16</i>)	4,194,416	2,891,969
Operating leases	-	80,338
Depreciation	12,707	7,068
Auditor's remuneration:		
- statutory audit services	15,000	10,560
- other services	-	-

8. Tangible fixed assets

	ICT	Vehicles	Total
Cost	£	£	£
At 1 April 2023	41,146	8,975	50,121
Additions	8,353	-	8,353
At 31 August 2024	49,499	8,975	58,474
Depreciation			
At 1 April 2023	24,854	8,975	33,829
Charge for the year	12,707	-	12,707
At 31 August 2024	37,561	8,975	46,536
Net book value			
At 31 August 2024	11,938	-	11,938
At 31 March 2023	16,292	-	16,292

9. Debtors

	31-Aug-24	31-Mar-23
	£	£
Accounts receivable	84,870	544,421
Prepayments	30,996	86,560
Accrued income	264,623	379,626
Other debtors	14,030	22,446
	394,519	1,033,053

10. Cash & cash equivalents

	31-Aug-24	31-Mar-23
	£	£
Current Accounts	41,798	67,654
Interest-bearing account	567,735	1,040,905
Petty cash floats	36	982
Pleo Account (pre-paid expense cards)	-	3,319
	609,569	1,112,861

11. Creditors

	31-Aug-24	31-Mar-23
	£	£
Accounts payable	20,938	173,502
Accruals	10,424	17,259
Deferred income	88,042	286,811
Allowances	7,333	7,597
	126,737	485,169

Movement on deferred income:

	31-Aug-24	31-Mar-23
	£	£
Deferred income at 1 April 2023	294,145	164,226
Amounts deferred during the year	97,417	286,812
Amounts released to income during the year	(303,520)	(156,893)
Deferred income at 31 August 2024	88,042	294,145

Deferred income comprises grant income received in the period ending 31 August 2024 which is to be applied to fund expenditure in future years.

12. Reconciliation of funds	01-Apr-23	Incoming funds	Outgoing resources	Fund transfers	31-Aug-24
	£	£	£	£	£
a. Unrestricted funds	1,167,247	598,218	(1,067,405)	(90,331)	607,729
	01-Apr-23	Incoming funds	Outgoing resources	Fund transfers	31-Aug-24
	£	£	£	£	£
b. Restricted funds					
Support costs (includes cost of fundraising)	42,261	188,362	(230,623)	-	-
Thread – digital transformation project	-	41,383	(41,383)	-	-
Direct Programme Support	25,000	35,351	(60,351)	-	-
Youth Endowment Fund – pilot	-	147,215	(147,215)	-	-
Youth Violence Intervention Programme:					
London Major Trauma Centres	112,795	820,904	(977,714)	47,393	3,378
London A&Es	38,769	1,540,930	(1,523,001)	30,339	87,037
The Midlands	290,964	483,821	(698,322)	2,432	78,895
Young Women's Service	-	131,842	(95,326)	-	36,516
Other Programmes:					
King's Adolescent Outreach Service	-	24,465	(24,465)	-	-
Woolwich Diabetes Project	-	48,162	(49,815)	1,653	-
King's Young Adult Liver Service	-	17,647	(18,260)	613	-
Social Prescribing (London & Midlands)	-	24,882	(32,783)	7,901	-
Social Switch Project	-	363,246	(287,512)	-	75,734
	509,789	3,868,210	(4,186,770)	90,331	281,560

Unrestricted funds are used to carry out any of the charity's objectives, while restricted funds are tied to funding specific objectives or projects. Where specific projects show a deficit between income and expenditure at the end of the financial year, unrestricted funds are applied to make each project fully funded.

13. Sources of Restricted Funds	31-Aug-24	31-Mar-23
	£	£
Central costs		
Westminster Foundation	39,987	51,982
Paul Hamlyn Foundation	60,000	30,000
Fidelity Foundation UK	41,383	141,135
Barrow Cadbury Trust	30,000	-
Garfield Weston Foundation	50,000	-
John Ellerman Foundation	9,375	-
Stone Family Foundation	-	25,000

13. Sources of Restricted Funds**31-Aug-24**
£**31-Mar-23**
£**Youth Violence Intervention Programme (YVIP)****London:**

Mayor's Office for Policing and Crime	-	528,238
London's Violence Reduction Unit (Direct Award)	689,256	45,149
London's Violence Reduction Unit (A&E contract)	1,120,642	714,9523
NHS South East London Integrated Care Board	112,000	-
The Leatherseller's Company	-	15,000
The Draper's Company	15,000	-
The Grocer's Company	5,000	-
Guys' & St Thomas' Charity (King's YVIP Evaluation project)	-	30,000
John Horseman Charitable Trust	5,000	5,000
UCLH Charity	182,750	100,000
London Borough of Camden	48,000	-
St George's Hospital Charity	1,036	1,765
Help for Children	39,000	22,500
Portal Trust	20,000	20,000
The Park Family Foundation	-	14,000
John Lyons' Charity	58,333	50,000
Hiscox Foundation	33,000	33,000
French Huguenot Charitable Trust	3,000	5,000
Allen & Overy Foundation	10,000	-
Assura Community Fund	3,125	25,000
Charles S French Charitable Trust	3,000	2,000
Hackney Parochial Charity	10,000	10,000
Charles Hayward Foundation	25,000	25,000
St James Place Charitable Foundation	20,000	20,000
First Give	-	1,000
Direct grants for young people	600	761
Corporate donations (Met Police B2B Giving Scheme)	54,752	19,845

Young Women's Service *(formerly integrated with the London YVIP)*

London's Violence Reduction Unit (Direct Award)	58,614	49,471
Islamic Relief UK	20,278	-
City Bridge Foundation	22,950	-
The Masonic Charitable Foundation	30,000	30,000

Midlands:

Nottinghamshire Office of the Police & Crime Commissioner	50,000	100,000
Nottingham & Nottinghamshire Integrated Care Board	75,000	100,000
Nottingham Hospitals Charity	-	50,000
Derbyshire Constabulary	-	3,000
Chetwode Foundation	-	10,000
East Midlands Ambulance Service	847	-
West Midlands Police & Crime Commissioner	122,188	85,000
NHS Birmingham & Solihull Integrated Care Board (formerly CCG)	93,773	64,908
Birmingham Women's & Children's Hospital	66,000	61,000
University Hospitals Birmingham NHS Foundation Trust	20,000	-
University Hospitals Birmingham Charity	-	2,769

13. Sources of Restricted Funds

	31-Aug-24	31-Mar-23
	£	£
The Eveson Charitable Trust	45,000	25,000
Access to Work grant (DWP)	1,013	-
The Norton Foundation	-	5,000
YVIP – Evaluation Pilot		
Youth Endowment Fund	147,215	441,644
King's Adolescent Outreach Service		
King's College Hospital	65,467	65,467
Diabetes Transition Project		
Greenwich & Lewisham Foundation NHS Trust	48,613	45,103
Social Switch Project		
Catch 22/ London VRU	363,046	31,352
Greater Manchester Schools Pilot	-	1,500
Hackney Social Prescribing		
WSC Primary Care Network	-	38,911
Nottinghamshire Social Prescribing		
Nottingham and Nottinghamshire Integrated Care Board	24,882	34,609
Kailo Mental Health Research Project		
University College London	-	-
	3,868,209	3,181,061

14. Analysis of net assets by fund

Fund balances represented by:-	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Tangible fixed assets	11,938	-	11,938
Current assets	626,415	377,673	1,004,008
Creditors: amounts falling due within 1 year	(30,624)	(96,113)	(126,737)
	607,729	281,560	889,289

15. Operating lease commitments

As at the balance sheet date the charity had the following commitments under operating leases in relation to buildings which expire:-

	31-Aug-24	31-Mar-23
	£	£
Within one year:	4,800	107,118
Between one and five years	-	80,338

16. Employees

NB: 17 months 12 months

	31-Aug-24	31-Mar-23
	£	£
Wages and salaries	3,658,246	2,527,525
Social Security Costs	406,374	273,651
Workplace pension	115,545	75,879
Working from home allowance	1,849	20,722
Restructuring costs	12,402	1,809
	4,194,416	2,899,586

	31-Aug-24	31-Mar-23
Youth work, management and support services	71	70

The number of staff whose total emoluments (comprising salary, employer's NI and pension contributions) fell within each of the following bands was:-

	31-Aug-24	31-Mar-23
Between £210,001 and £220,000	-	1
Between £90,001 and £100,000	2	-
Between £80,001 and £90,001	5	-
Between £70,001 and £80,000	6	1
Between £60,000 and £70,000	9	2

The unusual increase in the number of staff receiving emoluments of over £60,000 is the result of the period covered by these accounts being extended to 17 months rather than 12.

17. Senior Management Team/Executive

There were several changes to the senior management team and executive throughout the course of the year.

Following the departure of Tracey Burley, interim CEO, at the end of April 2023, Lucie Russell was seconded from her role as CEO at Street Doctors, on a part-time basis, and acted as an interim Transition Director (stepping down as a Redthread trustee at the same time) to assist the incoming CEO, who commenced in the role from June 2023, but then resigned in October 2023. Lucie Russell was then appointed to the role of Redthread CEO on a full-time basis from November 2023.

The total salaries paid to the Executive team during this period came to £384,849. The total salaries paid to the redesignated and expanded Leadership Team put in place during the 17 months being reported on came to £646,142 compared with the total of £567,335 paid to the Senior Management Team in the previous year – due to the extensive restructuring that took place during this period and because the two periods cover 17 months (2023-4) and 12 months (2022-3) respectively the two figures are not directly comparable.

18. Taxation

The charity's activities fall within the exemptions afforded by the provisions of the income and Corporation Taxes Act 1988. Accordingly, there is no taxation charge in these accounts.

19. Related party transactions

There were no related party transactions.

20. Company limited by guarantee

Redthread Youth Limited is a company limited by guarantee and accordingly does not have a share capital.

21. Ultimate Parent Company

With effect from 12 August 2024, Catch 22 Charity Limited (a company limited by guarantee, no 065577534 and a registered charity, no 1124127), became the sole member of the charitable company, and is the ultimate parent company.

REDTHREAD YOUTH LIMITED

England & Wales - Charity number 1051260

Accounts



Redthread Youth Limited

Company no 03131121

Charity no 1051280

Annual Report and Accounts
For the period ended 31 March 2023

Contents

About Redthread	..	..	..	..	..	..	..	..	3
Legal and Administrative information	..	..	..	..	..	..	..	..	4
Letter from the Chair of Trustees and the CEO..	..	..	..	..	..	..	..	..	5
Annual Report									
Our activities	..	..	..	..	..	..	..	..	8
Scaling our impact	..	..	..	..	..	..	..	..	13
Structure, governance & management	..	..	..	..	..	..	..	..	16
Redthread's environmental impact	..	..	..	..	..	..	..	..	19
Redthread's approach to fundraising	..	..	..	..	..	..	..	..	20
Financial review	..	..	..	..	..	..	..	..	22
Risk management	..	..	..	..	..	..	..	..	24
Statement of trustees' responsibilities	..	..	..	..	..	..	..	..	26
Independent auditor's report	..	..	..	..	..	..	..	..	28
Financial Statements									
Statement of financial activities	..	..	..	..	..	..	..	..	34
Balance sheet	..	..	..	..	..	..	..	..	35
Statement of cash flows	..	..	..	..	..	..	..	..	36
Notes to the accounts	..	..	..	..	..	..	..	..	37
Thank you to our supporters	..	..	..	..	..	..	..	..	52

About Redthread

Redthread is a multi award-winning charity with over 20 years experience of delivering pioneering youth work in hospitals and other health settings. We work across 13 hospitals in London, Nottinghamshire and Birmingham with 11-25 year olds who are affected by grooming, sexual and criminal exploitation, violence, emotional and physical harm, mental health issues, domestic violence and modern slavery. We also support children and young people in the online space to reduce the impacts of violence, and with those experiencing a range of health conditions, who are vulnerable and in need.

We also train NHS staff so they are able to identify and better support children and young people affected by violence in health settings. We amplify the voices of children and young people and use our evidence and insights from working with them to adapt and innovate our work, support service improvement, and influence regional and national policy and practice.

Our purpose

Redthread's purpose is to be present where children and young people need us most. We support young people facing adversity related to mental health, sexual violence and exploitation as well as those who continue to be caught up in youth violence. We amplify their voices so that systems and services are better able to meet their needs and support them towards leading healthier, safer and happier lives.

Our vision

A society where all young people live healthy, safe, and happy lives.

Our mission

To empower young people to thrive as they navigate the challenging transition to adulthood by integrating trauma-informed youth work into the health sector.

Legal and administrative information

Company name Redthread Youth Limited

Charity number 1051260

Company registration number 03131121

Registered office 158 Buckingham Palace Road, London SW1W 9TR

Trustees

Paula McDonald CBE (chair)

Lawrence Bate

Myles Bradshaw

Miriam Bullock

Natalie Carsey

Emer Sutherland

Transition Director and Interim Chief Executive

Lucie Russell

Auditors Buzzacott LLP

130 Wood Street, London EC2V 6DL

Bankers Lloyds Bank plc

Camberwell Green Branch

25 Camberwell Green, London SE5 7AB

The trustees, being the company's directors for the purposes of company law, present their statutory report together with the financial statements of Redthread Youth Limited for the year ended 31 March 2023.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report set out in the Companies Act 2006.

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Letter from the Chair and CEO

At Redthread, we are driven by and committed to supporting the thousands of children and young people that are forgotten and failed by the services and systems that are there to keep them safe and protect them. In the middle of the context of the cost-of-living crisis and the after effects of the pandemic, the challenges faced by many of the children and young people we work with and their families have become even more complex and damaging. That's why our work with children and young people affected by grooming, sexual and criminal exploitation, violence, emotional and physical harm, mental health issues, domestic violence and modern slavery work is more vital than ever.

Redthread as a charity has also felt the impact of recent global and national issues that are affecting communities and charities around the UK, ranging from the need to seek new and sustainable funding, the huge challenges faced by our clinical colleagues in the NHS, and by the highly traumatic impacts of our work on our dedicated team of youth workers.

This year, 2022-2023 was also a journey of transition for Redthread, with a new Board and an interim CEO guiding us as we put in place our plans and strategies to increase our support for and impact with children and young people affected by violence and other vulnerabilities.

Key to this, and aligned with our current strategy we have made the significant move to a new customer record management system to better track and evaluate our impact. This has been a challenging transformation project, but it has revolutionised how our teams collect and record data about the children and young people they support, ensuring this vital work is easier for them to navigate and report on. It also enables us to paint a clearer and more compelling case for why the work we do is so important, and for developing learnings and monitoring trends in order to improve the life chances of the children and young people we work with.

As our services continue to evolve and adapt to the contextual environment we are, they are underpinned by our pioneering approach. Our model has revolutionised the support available to children and young people in hospitals and

health settings and we will continue to advocate for why this model is so impactful. The content and impact of our activities in this report really brings alive the incredibly important work we do across the NHS, and we are so very proud of the fantastic results achieved by all our staff who work so incredibly hard to improve children and young people's lives.

Our policy influencing and research work is also highly regarded and vitally important in advocating for the much-needed systems change that is so desperately needed to tackle the contextual drivers of the causes of violence, exploitation and other multiple vulnerabilities affecting children and young people.

We will also continue to apply our foundational principles of youth work in health settings, throughout our services and within the wider sector. Doing this well requires that we do our utmost to support the needs and diversity of the 74 team members in Redthread. We have a talented and diverse workforce, and that diversity brings a range of much valued knowledge and experience to the table, which is why it is vital that we continue to celebrate and harness this.

Inclusivity and diversity demographics of our staff team include:

- 72% of the workforce being under 40
- 18% of staff identify as having a learning difficulty
- 20% of staff identify as having a mental health condition
- 43% of the team are from black, Asian, mixed or other ethnic backgrounds.
- 36% of our leaders are from a black, Asian, mixed or other ethnic backgrounds (managers and LT)
- 17% identify as part of the LGBTQ+ community.
- 17% identify as disabled.

We would like to take this opportunity to thank two trustees, Patricia Gallan QPM and Katie O'Donovan, who have stood down from the board since last year's annual report was published – we thank them for their time, wisdom and guidance throughout their period of service with us.

With a new CEO and an established leadership team committed to listening and learning from our teams, and partners, Redthread is committed to developing a fully equitable, inclusive, diverse and anti-racist organisation in which every member of staff can thrive.

We are all really looking forward to the future and building on the solid foundations established this year.



Paula McDonald CBE
Chair, Redthread Board



Lucie Russell
Interim Chief Executive Officer

December 2023

Annual report

Our activities

Our flagship programmes include our Youth Violence Intervention Programme (YVIP), our Young Women's Service and our services with children and young people with multiple needs and vulnerabilities across eight emergency departments and major trauma centres in London, and five in the Midlands (in Nottingham and Birmingham). Redthread also delivers a counselling service and social prescribing projects.

Youth Violence Intervention Programme

Our largest and most well-established programme, the Youth Violence Intervention Programme (YVIP) embeds specialist youth work professionals into major trauma centres (MTC) and A&Es to work alongside clinical professionals to support young people who attend hospital as a victim of violence (including stabbings, shootings, assault without weapons, sexual and domestic violence, and those at risk of exploitation).

YVIP is delivered in the three London hospitals that are part of the London Major Trauma Network: St Mary's, St George's and King's College. We also work in local hospitals across Greater London (Homerton University Hospital, University College Hospital, Croydon University Hospital, Lewisham, and Queen Elizabeth Hospital Woolwich), and in the Midlands in Queen Elizabeth Hospital Birmingham, Heartlands Hospital Birmingham and the Birmingham Children's Hospital and in Nottingham at Queen's Medical Centre in Nottingham and King's Mill Hospital in Mansfield.

In 2022-23 our teams worked with a total of 2,611 children and young people to provide them with vital support in healthcare settings. Of those we worked with, 1,925 had been impacted by violence or exploitation. 1,123 of these children and young people were provided with crisis, short-term support and we provided 802 more with intensive, long-term support.

Of the 1925 children and young people we worked with and supported-

- 80% reported feeling safer
- 57% decreased their risk of exploitation
- 61% were less likely to be involved in crime
- 55% were more likely to engage in education training and employment
- And 54% were more likely to engage with other services

Young Women's Service

The Young Women's Service (YWS) supports girls and young women who come into hospital as a result of serious youth violence or exploitation. Across our hospitals, in the last four years, around 35% of all children and young people referred to our services are female, rising to 38% in 2022-23. The reason for referral confirms that young women are much more likely to experience a greater variety of harm and risks than young men.

In the last two years we have seen increases in girls and young women being referred for child sexual exploitation (up by 5%), assault up by 4%), and domestic violence (up by 5%). We do not see profound gender differences in the age of presentation, although 32% of girls were 11-15 compared to 26% of boys pointing towards the vital importance of early intervention with this group.

A team of two specialist young women's workers was funded initially in 2018 for four years by Comic Relief, and additional funding from the Mayor's Office for Policing and Crime (MOPAC) and the London Violence Reduction Unit (VRU) has enabled us to build on this work by introducing a Violence against women and girls (VAWG) Lead within the Programme Management Team and to introduce the service to two more hospitals. This additional resource continues into next year and will make sure our VAWG work continues to be developed as part of our strategic work.

During the year ending 31 March 2023 our team was able to provide 49 young women with intensive, long-term support. This is an increase on the 41 who received the service in 2021-22.

King's Adolescent Outreach Service (KAOS)

The KAOS team has been in place since 2018, working closely with clinicians to provide youth work support to young people aged between 16-24 who are admitted to adult wards at King's College, with the aim of promoting the importance of a holistic approach to adolescent healthcare.

In 2022-23 we worked with 277 young people. The service is provided to both male and female patients, with the total numbers being split equally between the two genders. The team has worked hard to ensure that awareness of the service is promoted across the numerous specialities dealt with within the hospital, with referrals being made from more than 25 different departments.

In terms of signposting, onward referrals were made by the team to a wide range of other services, both within the health system and in the community – these ranged from support with mental health issues, sexual health and alcohol and substance misuse through to education and training providers, legal & advocacy support services and more generic youth work opportunities.

Diabetes service

Redthread's diabetes service is now in its second year of a two-year pilot. It sits within the Queen Elizabeth Hospital, Woolwich and provides psychosocial support to young people between the ages of 11-19 living with diabetes. The youth work support is designed to empower young people to manage their condition, build resilience and self-confidence and support them to access additional support.

In tandem with delivery, Redthread has piloted a new approach to provide peer support through social events, and developing community engagement communications plans to reach other young people living with diabetes.

Counselling

Children and young people affected by serious violence and exploitation continue to present overwhelmingly with PTSD symptoms, anxiety, suicidal ideation and depression. Redthread's service provides long term counselling, to meet the mental health needs of children and young people following their traumatic experiences.

Based in Birmingham, the service has been delivering counselling for two years across the city with young people aged 11 – 25 who attend Birmingham Rethread Hospitals (Birmingham Children's Hospital, QE Hospital Birmingham and Heartlands Hospital). Between 2022 and 2023 the counsellor worked alongside 26 young people, with 16 receiving long term counselling and 10 receiving therapeutic input.

Having counselling embedded into hospitals means we are uniquely placed to meet safeguarding and mental health needs, avoiding risks of retraumatising young people in our service provision and the risk of missing crucial opportunities to engage.

The service is staffed by one counsellor offering outreach clinical work three days per week and one day based with the YVIP team. Young People are offered a trauma-informed counselling service which consists of a staggered assessment, six initial sessions with a review every 6 weeks,

At each point of service, we offer children and young people a choice, either geographical area, venue, time, method (face to face, telephone, online, walk and talk) to create a sense of control and safety for them. This sense of safety is a core principle in recovery when working with those who have experienced exploitative and abusive relationships.

We would like to develop this service going forward funding allowing.

Social Prescribing

In mid-2022, Redthread piloted its first social prescribing services in Nottingham and Homerton, London. Social prescribing in Nottingham is based in the Emergency Department at the Queen's Medical Centre hospital. In Homerton Hospital, the service is provided in Hackney via GP surgeries. Redthread provides weekly training sessions at each surgery to clinicians, to demonstrate the values on social prescribing for their community in accessing wellbeing services, mental health support and physical fitness. Our team was part of the Nottingham University Hospitals NHS Trust Emergency Department SPLW Service team that won Social Prescribing Partnership of the Year (Sponsored by NHS England) at

the Link Worker Day 2023 Awards. This award recognises an outstanding, collaborative social prescribing partnership. This is another focused area of work we would like to develop going forward.

The Social Switch Project

Redthread remains a partner in the co-delivery of the Social Switch project with Catch22, as it entered its fourth year of operations. This important initiative continues to seek ways of tackling the growing issue of antisocial and violent online behaviour, which often has the potential to escalate into violence in the real world.

Over the past 4 years the project has trained over 1,500 professionals working with young people to deal with the challenges and opportunities of the online world, supported 109 young people into digital careers, and provided intensive career support post-programme.

In 2023-24 Redthread is partnering with Catch22 again to deliver the new phase of the programme, focusing on upskilling frontline professionals on the opportunities and risks the online world presents to young people and a pre-employability programme for young people that includes training modules on how to stay safe online and a particular focus on working with girls and young women.

Youth Participation

In March 2022, we launched the [Redthread animation](#) designed, created, scripted and produced by our Redthread Youth Ambassadors - with many of them providing the voiceovers. This was a four-month process delivered in partnership with Chocolate Films and represents who Redthread is and who we work with.

In January 2023, our Youth Participation Coordinator supported young people to contribute to our CEO recruitment, to new consent cards, and to address how best to approach youth participation going forward at Redthread.

This includes a strong focus on supporting young people to participate in local and national discussions on topics and policies that directly affect their lives.

Youth Endowment Fund

Our Youth Endowment Fund project was initiated in April 2022 and continues to focus on pilot sites in London and Birmingham. In close collaboration with YEF and with the evaluator, University of Birmingham, we have continued to trial the feasibility of the evaluation tools during this pilot phase. Through this evaluation, we are also collaborating with NHS Trusts to compare health outcomes of young people who engaged with Redthread compared to a control group of young people who attended hospital before Redthread's programmes began, to understand as fully as possible the impact of the Youth Violence Intervention Programme.

Scaling our impact – our strategy 2021-26

At the end of June 2021, [we launched our ambitious new five-year organisational strategy](#) following a process which involved all levels of the organisation, a wide range of external partners and,, the young people we work with.

Delivering our plans requires us to maintain a careful balance between sustaining our current services alongside exploring new ways of working that will help us achieve our ambitious plans to scale our impact through consolidation and innovation. We are also committed to building a sustainable organisation, with a resilient funding base utilising a diverse range of income streams, supported by effective governance and robust financial policies and processes.

Our strategic plan identifies three overarching strategic priority areas, with the following workstreams under each area:

Gold Standard

We will:

- Be an inclusive, diverse and empowering organisation in which staff can thrive
- Be a gold standard provider for young people through the high quality of our work across integrated care systems
- We will empower young people to participate in decisions that impact their lives, by amplifying their voices and opinions both within Redthread and on external platforms

The People Strategy

We have a wide range of professionals working at Redthread, and our diverse workforce provides us with a wealth of talent and capability. During the Autumn/Winter of 2023 we will finalise our People Strategy, which will build upon our collective efforts, sitting across all three strands of the strategy but in particular our objective to become a Gold Standard employer.

The aim of our People Strategy is to maximise our potential whilst refining the organisation's culture to ensure everyone working at Redthread now or joining us in the future, understands our ambition, our expectations of each other and how it should feel to work alongside us.

The People Strategy will also form the set of practices and actions that will improve how we attract, retain and grow our employees to accomplish our mission best. However, we will need to retain agility in terms of the delivery plan and be able to flex the plan subject to the changing needs of our staff and the changing demands on our services.

Innovation

We will:

- Expand our work across integrated care systems, building on our previous experience within both primary and secondary care
- Increase our ability to demonstrate the impact of our work in order to continually improve our delivery and support partners to achieve the best outcomes for young people
- Develop and deliver expert training programmes to our staff and to external partners

Introducing 'Thread' - collecting data to demonstrate impact

This year, we launched our new customer relationship management system, Thread. This will transform the way we record key information about the children and young people we support, their presentation at hospital, and their journey with Redthread. Thread will enable us to quickly and easily report on our work and the impact of this on children and young people, as well as to monitor the completeness of our data, identify any gaps and understand and learn from trends.

Alongside Thread, we have designed and introduced a Safety and Wellbeing Assessment. This tool will assess the starting point of each child and young person across key areas such as physical health, mental health and housing, then measure the changes in these aspects of their lives by the time they finish their work with Redthread. For the first time, we will be capturing the voice of the young person in this assessment, using a series of self-assessed, strengths-based questions. Thread will also be a mechanism by which we can improve the quality of the services we provide.

Thought Leadership

We will:

- Use our experience to influence regional and national policy makers and commissioners to ensure that young people's needs are met
- Build productive relationships with key stakeholders and partners which will enable us to further develop our work together
- Lead a strong and influential network through our Hospitals Interrupting Violence Exchange (HIVE) which encourages collective working and collaboration to improve outcomes for young people.

All Party Parliamentary Group (APPG) for Child Criminal Exploitation and Knife Crime

Committed to making the experience of young people heard, understood and acted upon by politicians and decision-makers, we continued to provide the co-secretariat, with Barnardo's, for the All-Party Parliamentary Group for Child Criminal Exploitation (CCE) and Knife Crime, which is co-chaired by Florence Eshalomi MP and Taiwo Owatemi MP.

The APPG aligned closely with upcoming legislation relevant to CCE by focusing its evidence sessions, including a keynote by the Shadow Minister for Victims and Youth Justice, on the Online Safety Bill, School exclusion and severe absence (with the APPG on School Exclusions and Alternative Provision) and the Victims Bill. Session briefings were shared with political and wider stakeholders to inform parliamentary debate and policymaking. Based on the expert evidence provided, the co-chairs wrote to the Secretary of State for Justice stressing the importance of a statutory definition of CCE in the Victims Bill. In the year ahead the APPG will progress this crucial work with planned sessions on girls and young women, child

centred policing, and health.

HIVE

HIVE (the Hospitals Interrupting Violence Exchange) is a network set up by Redthread in 2017 to provide opportunities to share best practice with other professionals and organisations working in the field of youth violence in hospital settings. At the end of January 2023, Redthread relaunched the exchange with two conferences, one online focusing on Safeguarding and the three P's: People, Practice and Policy, and the other in person on Collaborating to Reduce Serious Youth Violence.

The Collaborating to Reduce Serious Youth Violence conference welcomed over 220 professionals from delivery practitioners to community partners, Violence Reduction Units (VRUs), the NHS and other statutory organisations, to share insights and best practice for how organisations can collaborate with one another to reduce serious youth violence across the country.

With leading experts from the sector, a major point to emerge from the conference was the lack of a statutory definition of Child Criminal Exploitation (CCE). This lack of definition makes it difficult for police forces to collect accurate data and provide evidence-based solutions. Many in our sector also share concerns around the lack of consistency and understanding of what constitutes CCE.

Based on the feedback survey, 89% of respondents found the exhibition and networking session helpful or very helpful and 89% would recommend HIVE events to a colleague. This tells us that our network values the time and space to meet new people, establish connections and learn about new services.

Structure, governance, and management

Redthread Youth Limited is a registered charity and a company limited by guarantee in England and Wales, and as such is governed by its published Memorandum and Articles of Association. The members of the charitable company are also the directors/trustees. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member.

The charitable company operates under the name “Redthread.”

The Trustees have made use of the exemption, as set out in the Companies Act 2006 as part of the Small Companies Regime, from the preparation of a Strategic Report, on the grounds that as an entity it did not reach relevant thresholds whereby this would be a requirement.

Organisation

The board of trustees administers the charity and meets on a quarterly basis. The trustees have appointed a Chief Executive Officer to manage the day-to-day operations of the charity. To enable Redthread to run smoothly and effectively, the Chief Executive has delegated authority for operational matters, including finance, fundraising, marketing and communications, business development, employment of staff and programme-related activity to members of the senior management team.

Following the recruitment of both a chair and four new trustees during 2022, a governance review has taken place, a scheme of delegation has been developed and implemented during the year, and a new committee structure introduced. The Finance & Fundraising Committee is responsible for scrutinising the performance of the finance and fundraising functions, including regular review of the Finance Policy & Procedures, the charity's reserves, banking and investment policies, reviewing the annual budgeting process, and ensuring we generate sufficient income to meet our strategic objectives. The Audit & Risk Committee oversees the annual audit process, including the appointment and performance of the auditors, reviews the charities finances from a risk perspective, alongside other elements of risk management, including the consideration of any major proposals for new services, contracts or collaborations from a risk point of view.

Trustees and appointment of Trustees

The board seeks to appoint trustees with the skills, experience, and knowledge to provide the necessary oversight of the company's activities and fulfil its obligations legal and otherwise to the full range of stakeholders. The board aims to represent in its appointments the different constituencies of health education and the wider business community which form the context in which we work.

New trustees are appointed by the board and are asked to serve for an initial term of three years after which they may put themselves forward for re-appointment. New trustees may be sought by open advertisement or through a dialogue with funders and other stakeholders. Prospective trustees are interviewed by a panel that includes the Chair, the CEO and one or more other members of the board and/or executive.

Since our last annual report was published, two of our longer standing trustees have stood down:-

Katie O'Donovan (appointed 24 July 2019, resigned 11 February 2023)

Patricia Gallan (appointed 24 July 2019 resigned 30 July 2023).

In addition, Lucie Russell stood down as a trustee on 10 April 2023, in order to take on the role of Transition Director, and has subsequently been appointed by the board as Interim Chief Executive.

Trustees induction and training

New trustees follow an induction process which includes meeting the senior management team and visiting Redthread's projects, and a programme of initial training around the responsibilities of becoming a charity trustee. Training and support is made available throughout their tenure and trustees are encouraged to attend peer to peer networking events and conferences through organisations such as the National Council for Voluntary Organisations, and the Charity Finance Group. We also twin each trustee with a delivery team in one of our hospitals, enabling trustees to gain more in-depth knowledge of our work and our staff team.

Related parties

The trustees have procedures in place for identifying related parties and transactions with them. Any identified related party transactions are reported on in the notes to the financial statements.

Leadership team

Since the beginning of the current financial year, an augmented leadership team has been in place, which now comprises the Chief Executive Officer, the Chief

Operating Officer, the Heads of Services, Operations, Finance, Communications and Policy plus the Safeguarding Lead. The post of Director of Services has remained unfilled since the previous incumbent stood down, but is currently being recruited, and is expected to be in post in the early part of 2024.

Reserves policy

The trustees have examined the requirement for free reserves, i.e., those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The trustees consider that, given the nature of the charity's work, the level of unrestricted funds should aim to cover at least three months' annual expenditure of the charitable company at any one time. It is the trustees' intention to further review the reserves policy during the course of 2024-25, to consider whether a risk-based policy is more appropriate for the volatile funding environment that all charities are experiencing.

At 31 March 2023, this figure equated to £1,167,247, while actual free reserves stood at £1,150,956 which remains in excess of 3.5 months' of annual expenditure. This will continue to provide an essential buffer to cover any temporary shortfalls in incoming resources due to timing differences in income flows. This approach ensures we have adequate working capital to cover core costs and will also allow the organisation to invest in some of its key strategic objectives.

Public benefit

In setting objectives and planning activities, the trustees confirm that they have complied with their duty under Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

The trustees' report gives a description of the activities undertaken during the period to further its charitable purposes, and the trustees are satisfied that such activities provide public benefit.

Redthread's environmental impact

At Redthread, we recognise the importance of environmental sustainability and are committed to minimising our impact on the planet. We strive to operate in an environmentally responsible manner by implementing various initiatives to reduce

our carbon footprint, conserve resources and promote eco-friendly practices wherever practicable.

These include; working with our landlords to maximise the sustainability of our head office environment; promoting recycling, and using a zero to landfill waste collection and recycling company; using digital media rather than hard copy wherever possible, eg eliminating any requirement for hard copy evidence of financial transactions through the use of a cloud-based accounting system; encouraging staff to use public transport, and promoting a cycle-to-work loan scheme; and next year we will be developing an environmentally friendly procurement policy.

Redthread's approach to fundraising

At Redthread we greatly value the support we receive from individuals, organisations, companies, and funders, and we take none of this for granted. Redthread is registered with the Fundraising Regulator and abides by the Code of Fundraising Practice. We uphold the four values of the Code of Fundraising Practice; our fundraising is legal, open, honest, and respectful.

We will never:

- Sell supporters' data to another organisation
- Share the personal information of supporters with another organisation without the data subject's specific and explicit consent
- Share or sell any personal details to another organisation for their own purposes

We will always:

- Keep supporters' personal information safe and secure
- Listen to our supporters and ensure we communicate with them in the way that they wish
- Treat our supporters and stakeholders fairly, reasonably and with transparency
- Be accountable to our supporters, stakeholders, and service-users.

Redthread's fundraising is led by our in-house team of fundraising professionals with support from colleagues and wider networks.

Our income comes from a wide variety of sources; however, our typical activities include:

- Applying for funding from grant-making trusts, foundations or other organisations
- Applying for government funding and influencing opportunities for future funding and commissioning.
- Forming partnerships with community groups, companies and other organisations who choose to support our work in a variety of ways
- Offering opportunities for individual supporters to take part in challenge events or other fundraising events on our behalf
- Advertising the impact of our work on social media, in mainstream print and broadcast media, on our website and through other appropriate channels
- Communicating with our supporters and individuals who have asked to be kept informed about our work
- Approaching individuals who may be interested in our work through professional organisations such as business networks, universities, hospitals, churches, clubs, and community groups.

We do not:

- Conduct regular gift, face-to-face fundraising on the street (but we may hold bucket collections and awareness raising events in public places, or at events where we have been invited to do so)
- Canvas door-to-door
- Send out direct marketing mail to people unknown to us
- Contact former service-users or their families regarding fundraising activity unless they have specifically asked to be contacted.

We check funding sources to ensure they are appropriate and in line with Redthread's values. We have never received any complaints about our fundraising activities, and we constantly monitor our fundraising processes and activities to ensure they are reasonable. In particular, we closely monitor the impact that any of our activities could have on vulnerable people. Our Youth Ambassadors (former service-users who have joined a youth participation programme) are sometimes asked if they would like to be involved in fundraising activity including promoting

our work. When this occurs, or when former service-users who are not involved in the Youth Ambassadors programme choose to support our work or fundraise on our behalf, we work closely with our programme management team to safeguard those former service-users.

Financial Review

This year our total income was £3.66m compared with £4.05m in 2021-22, a 10% reduction in turnover, whereas our expenditure increased slightly, to £3.88m, compared with £3.81m the previous year.

The percentage of our income derived from statutory and institutional funders increased again this year, to 66% of the total, compared with 61% last year. Our unrestricted funding from trusts and foundations decreased slightly to 12%, (2021-22: 16%), whilst restricted funding from trusts and foundations was maintained at 20% of total funding. The total amount from funding streams such as individual giving, challenge events, awards and other voluntary funding sources reduced significantly, totalling £36.5k (compared to £89k in 2021-22).

The breakdown between the categories of funding is illustrated in **Chart 1**.

Chart 2 illustrates the breakdown of expenditure between the various cost centres during the year.

At the end of year, we utilised £127,873 of our unrestricted funds reducing our free reserves to £1,150,956 at 31 March 2023, however this still represents just over 3.5 months of expenditure, so we continue to meet our stated policy of retaining a minimum of 3 months expenditure in reserve. In addition, we ended the year with £509,789 in our restricted funds, to carry forward for activities taking place in 2023-24.

The relatively healthy state of our reserves continues to provide a buffer in terms of our cash flow this year and mitigates us from any unanticipated delays in release of grant funding.

Chart 1: Income by type

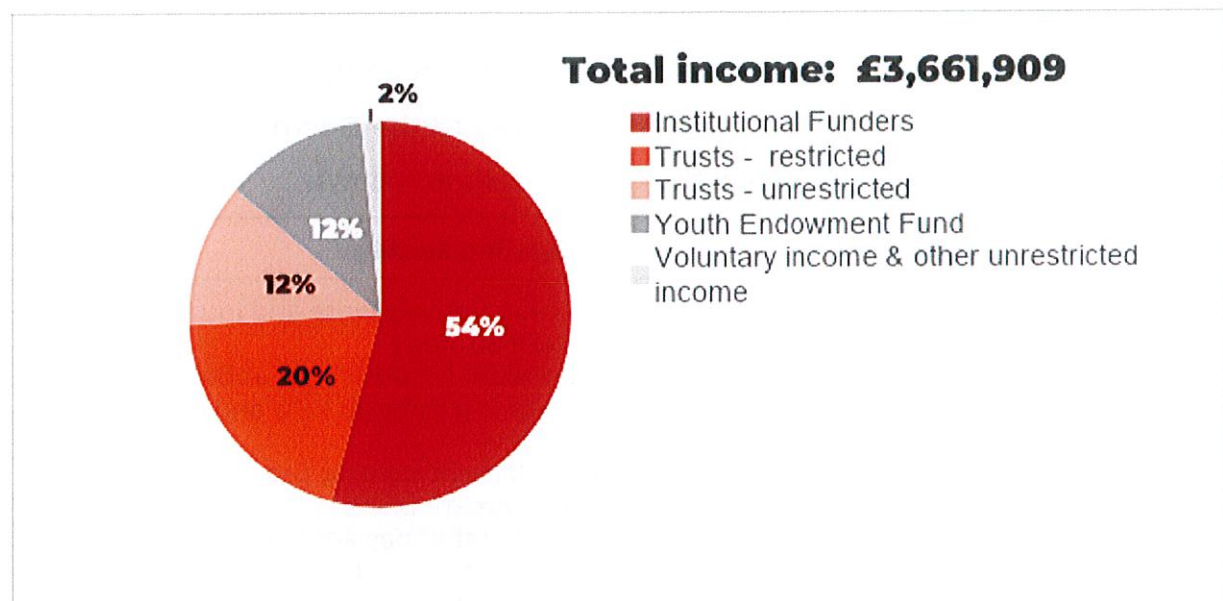
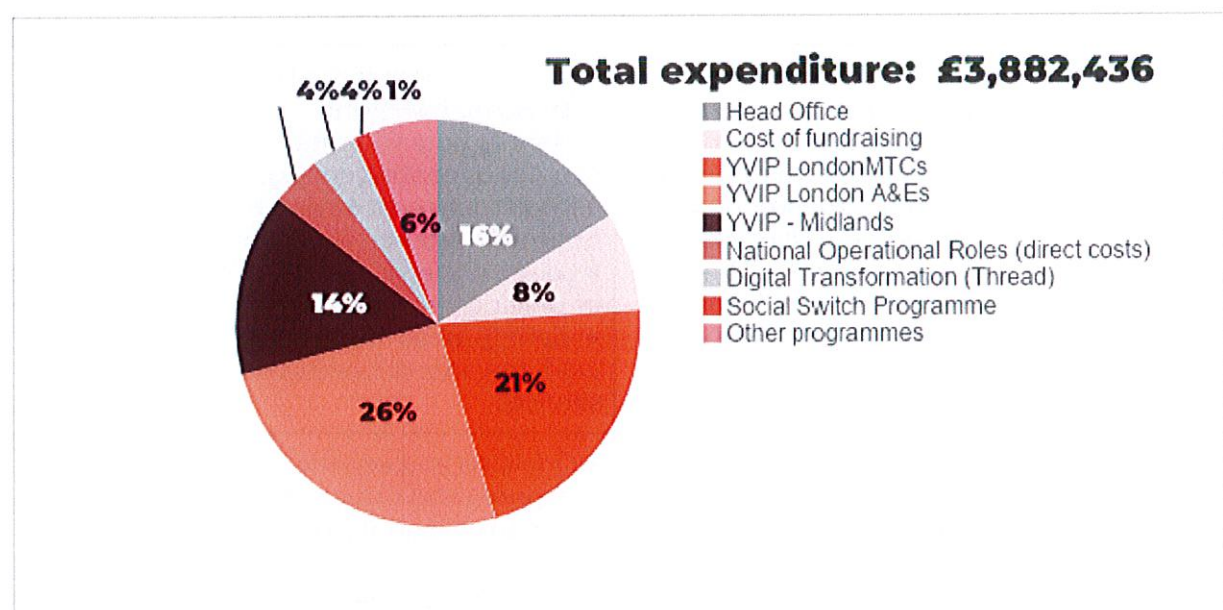


Chart 2: Expenditure by cost centre



Risk management

The trustees have reviewed the organisation's exposure to major risks and have updated the Risk Register accordingly. The Register assesses all risks according to impact and likelihood, as well as recording all steps taken and systems put in place to mitigate them. The register is reviewed at each meeting of the Audit and Risk Committee, then top line risks are reported to the Board every six months. The trustees have identified the highest risks as follows:

Risk	Impact	Mitigating strategy
High turnover of staff and inability to attract high calibre candidates. Turnover rate up, key staff departures due to burnout, lack of engagement, lack of opportunities for professional development and poor line management.	Loss of institutional knowledge. Fatigue and a drop in the quality of service delivery and quality of support from core functions.	• Collaboratively write and Implement a People Strategy. • Consider introducing. Sabbaticals, Monitoring through KPIs and reports to Board • Implement training programme and staff development plans. • Review staff pay annually. • For institutional knowledge: Succession planning, archiving, learning workshops, career progression. • Identify, retain and develop key staff and relationships.
Insufficient Funding to meet commitments/ liabilities due to a failure to meet budget targets including shortfall in unrestricted funding needed to cover core costs	Redthread will have fewer resources to spend on the services we provide and a reduced ability to deliver our strategic objectives. Reserves will fall below them level set by the Board in the Reserves Policy.	• Ensure budget is realistic and monitored with Board oversight. • Identify potential alternative funding sources or contingency grants. • Implement cost-saving measures and optimise resource allocation. • Seek partnerships with corporate sponsors or philanthropic organisations or individuals. • Identify areas of potential expansion and work towards delivering commissioned services
Ex-employee submits a claim for discrimination or lack of compliance with UK HR legislation.	Long running and expensive legal battle resulting in potential financial settlement or damages awarded to the claimant and damage to reputation.	• Qualified and experienced HR internal personnel and Crisis communications company brought in to mitigate reputational damage • External expertise available freely and of exceptional standards. • Consistent implementation of RT HR policies and procedures • Clear and well managed performance reviews for all staff linked to KPI's that reflect the business and action plan delivery. • Strong organisational leadership that leads by example and isn't afraid to address issues head on.

Risk	Impact	Mitigating strategy
Damage to reputation, e.g. serious safeguarding incident, financial mismanagement, poor external stakeholder communications, resulting in negative press coverage.	Adverse publicity/social media activity (malicious, vindictive, damaging). Inability to raise and maintain income and to attract funders to support our projects.	• Consistent review of policies and procedures and close monitoring and improvement of all case management processes and procedures, including strong line management and clinical supervision where necessary • Evidence the impact of our work through high-quality, external evaluations • Maintain good reputation and track record through high impact work and strong partnerships, transparency and openness • Maintain good relationships with and clear reporting processes with current funders
Poor organisational culture	Staff not reflecting the core organisational values. Silo working and no sharing of best practice. Lack of synergy between HO staff and service delivery staff	• People strategy implementation • Annual staff survey • All staff days • Internal communications, including awareness raising and projects (e.g. Black History Month) • Flexibility and ability to restructure when necessary. • Clear internal communications (vehicle for People Strategy) including maintaining • Organisational Chart and job descriptions and Leadership Team and Board progress, and inclusion of values in staff induction. • Cultivating shared organisational values. • Ensure people feel empowered to innovate & feed in ideas. • Ensuring policies including Whistleblowing & Complaints are maintained and accessible and issues properly recorded.

Statement of trustees' responsibilities

The trustees (who are also directors of Redthread Youth Limited for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

Select suitable accounting policies and then apply them consistently.

- Observe the methods and principles in 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable United Kingdom Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are also responsible for ensuring that adequate accounting records are kept that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware: and
- The trustee has taken all the steps that he/she ought to have taken as a trustee to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of 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.



Paula McDonald CBE

Chair of Trustees

Date: 20/12/23

Independent auditor's report to the members of Redthread Youth Limited

Opinion

We have audited the financial statements of Redthread Youth Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and the notes to the financial statements, including the principle accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us;
- The financial statements are not in agreement with the accounting records or returns;
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the trustees' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those

that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation); and

- Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.
- We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:
 - Making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
 - Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.
- To address the risk of fraud through management bias and override of controls, we performed analytical procedures to identify any unusual or unexpected relationships
- Tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- Used data analytics to investigate the rationale behind any significant or unusual transactions
- Tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charitable company's financial procedures; and
- Performed substantive testing on grant income to ensure the income recognised complied with the funding agreements.
- In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:
 - Agreeing financial statement disclosures to underlying supporting documentation
 - Reading the minutes of meetings of those charged with

- governance; and
- Enquiring of management as to actual and potential litigation and claims.
- There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.
- Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of this report

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



27 December 2023

Edward Finch (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor

130 Wood Street

London EC2V 6DL

Financial Statements

REDTHREAD YOUTH LIMITED

Trading as "REDTHREAD"

(a company limited by guarantee)

Statement of financial activities

For the year ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	31-Mar-23 Total £	31-Mar-22 Total £
Income					
Grants & donations	2	479,109	81,982	561,091	1,237,542
Charitable activities	3	-	3,099,079	3,099,079	2,782,843
Other	4	1,739	-	1,739	33,612
Total income		480,848	3,181,061	3,661,909	4,053,997
Resources expended					
Charitable activities	5	456,777	3,122,986	3,579,763	3,510,824
Raising funds	6	249,702	52,971	302,673	295,870
Total resources expended		706,479	3,175,957	3,882,436	3,806,694
Net incoming/ (outgoing) resources for the period		(225,631)	5,104	(220,527)	247,303
Transfers between funds		97,757	(97,757)	-	-
Net movement in funds	7	(127,874)	(92,653)	(220,527)	247,303
Total funds brought forward		1,295,121	602,442	1,897,563	1,650,260
Total funds carried forward:		1,167,247	509,789	1,677,036	1,897,563

REDTHREAD YOUTH LIMITED**Trading as "Redthread"**

(a company limited by guarantee)

Balance sheet**as at 31 March 2023**

		31 March 2023		31 March 2022	
		£	£	£	£
	Notes				
Fixed assets					
Tangible assets	8		16,292		5,959
Current assets					
Debtors	9	1,033,053		879,258	
Cash at bank and in hand	10	1,112,860		1,387,308	
		<u>2,145,913</u>		<u>2,266,566</u>	
Liabilities					
Creditors: amounts falling due within one year	11	<u>(485,169)</u>		<u>(374,962)</u>	
Net current assets/(liabilities)			<u>1,660,744</u>		<u>1,891,604</u>
Total assets less current liabilities			<u>1,677,036</u>		<u>1,897,563</u>
Total net assets			<u>1,677,036</u>		<u>1,897,563</u>
Funds					
Unrestricted funds	12a	1,167,247		1,295,121	
Restricted income funds	12b	509,789		602,442	
Total funds			<u>1,677,036</u>		<u>1,897,563</u>

The financial statements were approved by the board and signed on its behalf by



Paula McDonald CBE

Chair of Trustees

Date: 20/12/23

Company no 03131121

REDTHREAD YOUTH LIMITED**Trading as "REDTHREAD"**

(a company limited by guarantee)

Statement of cash flows**For the year ended 31 March 2023**

	Notes	2023	2022
		£	£
Cash flows from operating activities			
Cash generated from operations	A	(258,431)	240,130
Cash flows from investing activities			
Purchase of new ICT equipment	(17,401)		
Interest received	1,385		85
		(16,016)	85
Net increase/(decrease) in cash and cash equivalents		(274,448)	240,215
Cash and cash equivalents at beginning of year		1,387,307	1,147,092
Cash and cash equivalents at end of year	B	1,112,861	1,387,307

A. Reconciliation of net movement in funds to net cash provided by operating activities

	2023	2022
	£	£
Net movement in funds		
(as per the statement of financial activities)	(220,527)	247,303
Adjustments for:		
Depreciation charge	7,068	2,980
Interest receivable	(1,385)	(85)
(Increase) / decrease in debtors	(153,795)	(179,101)
Increase/ (decrease) in creditors	110,207	169,033
Net cash provided by operating activities	(258,432)	240,130

	2023	2022
	£	£
B. Analysis of cash and cash equivalents		
Cash at bank and in hand	1,112,861	1,387,307

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the year and the preceding period.

1.1 Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the charities SORP as specified in '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) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS102. The financial statements are presented in sterling and are rounded to the nearest pound.

1.2 Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make significant judgements and estimates. The items in the accounts where these judgements and estimates have been made include:

- determining the amount of grant income to defer to future periods – in making this judgement, the trustees follow the policies outlined at note 1.4 below.

It's become clear that the social and economic impact of the pandemic will continue to have repercussions for a number of years to come, and, added to a cost of living crisis arising from global events, the charitable sector as a whole continues to experience a challenging economic climate. Whilst we continue to monitor and assess all the potential implications for the charity's activities, beneficiaries, funders, suppliers and the wider economy, estimates used in the accounts are subject to an increased degree of uncertainty and volatility.

1.3 Going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have

made this assessment in respect of a period of one year from the date of approval of the financial statements.

As part of this process the trustees have considered the continuing impact of the Covid-19 pandemic and the cost-of-living crisis on the charity's financial position, and, in particular on the ability of the organisation to fundraise for future periods. Whilst there are likely to be a number of far-reaching consequences for the charitable sector and the UK economy as a whole, and this will undoubtedly influence our future plans, Redthread believes it is well-placed to deal with these challenges in the medium to longer term. As we are now at the half way point of the 5 year period covered in our strategic plan we will be taking the opportunity to review progress towards our key objectives as part of our business planning as we move into the next financial year. In particular, with the support of the Fidelity Foundation UK, we have made significant investment in the implementation of a new case recording system ('Thread') which will enable us to vastly improve the way we measure and demonstrate the impact of our work, and ensure we can make a compelling case to existing and potential funders and supporters. Alongside this, the creation of a new post of Head of Policy means we now have the infrastructure to capitalise on this and move forward with the third pillar of our strategy which focusses on thought leadership, and ensuring that the experience of our beneficiaries can inform and influence key stakeholders, policy makers and commissioners to bring about systemic change that will benefit the young people we serve.

The trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern and have asked the executive to ensure that sufficient checks and balances are in place to mitigate against any future challenges. The trustees are of the opinion that the charitable company will have sufficient resources to meet its liabilities as they fall due.

1.4 Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified

with reasonable accuracy. The following specific policies are applied to categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included.

Grant income that has been received to fund work to be undertaken by the charity over a specified time period is recognised in the statement of financial activities as the programme is delivered. For accounting purposes, the extent of completion of a project is equated to the proportion of expenditure incurred. Any amounts received for activities not yet delivered are treated as deferred income. Where no time period is defined, restricted funds are accounted for as income when they are receivable.

1.5 Expenditure and the basis of apportioning costs

Expenditure is recognised on an accrual basis as a liability is incurred.

Expenditure includes any VAT which cannot be recovered, as the charity is not registered for VAT and is reported as part of the expenditure to which it relates.

Charitable expenditure comprised those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

In respect of apportioning overheads and other central costs to projects, Redthread operates a full cost recovery model wherever possible. This means that each project is required to contribute towards those central costs to ensure that the charitable company's infrastructure is maintained at an

appropriate level to ensure the sustainability of each project. The contributions applied to each project are calculated using a range of methods:

- for most projects, a contribution is applied that equates to 15% of the total remuneration of the staff team working on that project to cover management and administration costs, and a further 5-10% to cover overheads. The precise percentage applied may vary from project to project, following initial budget negotiations with specific project funders.
- In addition, some project funding includes a fixed contribution to management and/or overhead costs as a specific part of the budget, especially where there is significant input from the members of the central team, or where members of the project team are based at head office. The amount is normally agreed as a fixed sum per quarter/annum.
- Finally, in developing new projects, some members of the Senior Management Team may be directly involved in the planning, mobilisation, and on-going management of the project, and, in these cases, an estimation of the amount of time spent on the project is made, and charges according to our full cost recovery model are applied.

The costs of fundraising comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes and includes the entire cost of employing the Head of Fundraising and all other members of the fundraising team.

Governance costs are the costs associated with the governance of the charitable company and its assets, and the costs associated with any strategic, as opposed to the day-to-day management of the charity's activities. These are allocated to charitable activities.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided at rates calculated to write off the residual value of

each asset over its expected useful life, as follows: -

- Computers and other ICT equipment – 33.3% per annum;

Depreciation is applied to any individual asset costing more than £1000.

1.7 Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

1.8 Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of the acquisition.

1.9 Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charitable company anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

1.10 Pension costs

The pension charge represents payments made to the automatic enrolment workplace pension scheme provided by The People's Pension and is charged to the Statement of Financial Activities in the period to which it relates.

1.11 Redundancy and termination costs

Any payments due to employees as a result of either redundancy processes or termination of employment following a negotiated process are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet at the point in time where the charitable company is committed to making such payment.

1.12 Unrestricted and Restricted funds

The **unrestricted** funds comprise those which are freely available for application towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

The **restricted** funds are those whose application is limited by funder-imposed conditions and/or their use is restricted to a specified purpose. Expenditure of projects includes both direct costs attributable to each project and appropriate contributions to support costs. Any deficit incurred on any individual restricted fund is written off by transferring the relevant amount from unrestricted funds in the year in which the deficit occurs

REDTHREAD YOUTH LIMITED

Notes to the financial statements for the year ended 31 March 2023

2. Income for core costs

	31-Mar-23			31-Mar-22		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Home Office	-	-	-	-	430,339	430,339
Trusts and Foundations:	444,250	81,982	526,232	645,163	110,394	755,557
Supporters and Donations	34,859	-	34,859	51,646	-	51,646
	479,109	81,982	561,091	696,809	540,733	1,237,542

3. Income from charitable activities

	31-Mar-23			31-Mar-22		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Youth Endowment Fund – Evaluation Pilot	-	125,869	125,869	-	-	-
Thread CRM – Digital Transformation Project	-	141,135	141,135	-	-	-
Youth Violence Intervention Programme - London	-	797,115	797,115	-	723,449	723,449
Major Trauma Centres (MTCs)	-	15,000	15,000	-	15,000	15,000
WIP - IDVA Programme	-	613,417	613,417	-	493,229	493,229
Youth Violence Intervention Programme - Midlands	-	1,051,471	1,051,471	-	1,028,254	1,028,254
Youth Violence Intervention Programme - London	-	30,000	30,000	-	160,000	160,000
A&Es	-	-	-	-	76,502	76,502
Kings' Evaluation Project (Guys & St Thomas' Charity)	-	65,467	65,467	-	62,699	62,699
Comic Relief - Young Women's Project	-	32,852	35,852	-	99,668	99,668
Kings Adolescent Outreach Service	-	-	-	-	7,173	7,173
Social Switch project	-	-	-	-	10,000	10,000
Kailo Project (University College London)	-	73,521	73,521	-	3,849	3,849
Youth participation	-	108,130	108,130	-	103,020	103,020
Social Prescribing (Hackney and Nottingham)	-	-	-	-	-	-
Direct Programme Support	-	-	-	-	-	-

REDTHREAD YOUTH LIMITED

Notes to the financial statements for the year ended 31 March 2023

4. Other income

	-	3,099,079	3,099,079		-	2,782,843	2,782,843
	31-Mar-23				31-Mar-22		
	Unrestricted	Restricted	Total		Unrestricted	Restricted	Total
	£	£	£		£	£	£
Bank interest	1,385	-	1,385		85	-	85
Other income	355	-	355		33,527	-	33,527
	1,740	-	1,740		33,612	-	33,612

5. Costs of charitable activities - by project

	31-Mar-23				31-Mar-22		
	Unrestricted	Restricted	Total		Unrestricted	Restricted	Total
	£	£	£		£	£	£
Thread CRM – digital transformation project	-	141,135	141,135		-	-	-
Youth Violence Intervention Programme - London MTCs	-	814,511	814,511		-	741,859	741,859
YVIP - IDVA Programme	-	15,000	15,000		-	15,000	15,000
Youth Violence Intervention Programme - Midlands	-	560,024	560,024		-	491,920	491,920
Youth Violence Intervention Programme - London A&Es	-	996,749	996,749		-	1,061,601	1,061,601
King's Evaluation Project (Guys & St Thomas' Charity)	-	30,000	30,000		-	160,000	160,000
Comic Relief - Young Women's Project	-	-	-		-	84,085	84,085
King's Adolescent Outreach Service	-	65,467	65,467		-	62,699	62,699
Social Switch Project	-	51,306	51,306		-	99,668	99,668
Diabetes Transition Project (Woolwich)	-	45,402	45,402		-	-	-
Kailo Project (University College London)	-	-	-		-	7,174	7,174
Youth Participation	-	-	-		-	17,438	17,438
Social Prescribing (Hackney & Nottinghamshire)	-	73,521	73,521		-	3,849	3,849
Direct Programme support	-	156,848	156,848		-	143,571	143,571
Other support costs	456,777	173,033	629,810		236,769	385,192	621,961

456,777	3,122,986	3,579,763	236,769	3,274,055	3,510,824
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6. Cost of fundraising

	31-Mar-23			31-Mar-22		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Staffing (salaries, NI, pension)	243,048	52,787	295,835	163,152	94,499	257,651
Other costs	6,654	184	6,838	15,742	22,477	38,219
	249,702	52,971	302,673	178,894	116,976	295,870

7. Net movement in funds

This is stated after charging:
 Staff costs (see note 16)
 Operating leases
 Depreciation
 Auditor's remuneration:
 - statutory audit services
 - other services

	31-Mar-23	31-Mar-22
	£	£
	1,891,969	2,732,638
	80,338	187,456
	7,068	2,980
	10,560	9,180
	-	1,450

8. Tangible fixed assets

	ICT	Vehicles	Total
Cost	£	£	£
At 1 April 2022	23,745	8,975	32,720
Additions	17,401	-	17,401
At 31 March 2023	41,146	8,975	50,121
Depreciation			
At 1 April 2022	17,786	8,975	26,761
Charge for the year	7,068	-	7,068
At 31 March 2023	24,854	8,975	33,829
Net book value			
At 31 March 2023	16,292	-	26,292
At 31 March 2022	5,959	-	5,959

9. Debtors

	31-Mar-23	31-Mar-22
	£	£
Trade debtors	544,421	418,877
Prepayments	86,560	66,085
Accrued income	379,626	365,220
Other debtors	22,446	29,076
	1,033,053	879,258

10. Cash & cash equivalents

	31-Mar-23	31-Mar-22
	£	£
Current Accounts	67,654	113,590
Interest-bearing account	1,040,905	1,266,536
Petty cash floats	982	2,170
Pleo Account (pre-paid expense cards)	3,319	5,012
	1,112,860	1,387,308

11. Creditors

	31-Mar-23	31-Mar-22
	£	£
Trade creditors	173,502	103,225
Accruals	17,259	107,511
Deferred income	286,811	164,226
Allowances	7,597	-
	485,169	374,962

	31-Mar-23	31-Mar-22
Movement on deferred income:		
	£	£
Deferred income at 1 April	164,226	117,478
Amounts deferred during the year	286,812	156,887
Amounts released to income during the year	(156,893)	(110,139)
Deferred income at 31 March	294,145	164,226

Deferred income comprises grant income received in 2022-23 which is to be applied to fund expenditure in future years.

12. Reconciliation of funds

	01-Apr-22	Incoming funds	Outgoing resources	Fund transfers	31-Mar-23
	£	£	£	£	£
A. Unrestricted funds	1,295,121	480,848	(706,479)	97,757	1,167,248
B. Restricted funds	£	£	£	£	£
Support costs (includes cost of fundraising)	60,414	237,851	(256,004)	-	42,261
Thread – digital transformation project	-	141,135	(141,135)	-	-
Programme Support	9,325	108,130	(156,848)	64,393	25,000
Youth participation	-	-	-	-	-
YVIP London MTCs	128,117	812,115	(829,511)	2,074	112,795
YVIP London A&Es	154,492	1,051,471	(996,740)	(170,454)	38,769
YVIP Midlands	237,570	613,417	(560,024)	-	290,963
KAOS	-	65,467	(65,467)	-	-
Social Switch Project	12,524	32,852	(51,306)	5,931	-
Diabetes Project	-	45,103	(45,402)	299	-
Social Prescribing Hackney	-	38,911	(38,911)	-	-
Social Prescribing Nottingham	-	34,609	(34,609)	-	-
	602,442	3,181,061	(3,175,957)	(97,757)	509,789

Unrestricted funds are used to carry out any of the charity's objectives, while restricted funds are tied to funding specific objectives or projects. Where specific projects show a deficit between income and expenditure at the end of the financial year, unrestricted funds are applied to make each project fully funded.

13. Sources of Restricted Funds

	31 Mar 23 £	31 Mar 22 £
Central costs		
Westminster Foundation	51,982	50,394
Paul Hamlyn Foundation	30,000	15,000
The Home Office	-	417,436
Stavros Niarchos Foundation	-	45,000
Children in Need	-	10,000
Fidelity Foundation UK	141,135	
Direct Programme Support Costs		
Mayor's Office for Policing and Crime (Violence Reduction Unit)	49,471	53,020
Stone Family Foundation	25,000	50,000
Youth Violence Intervention Programme		
London:		
Mayor's Office for Policing and Crime	528,238	275,707
Mayor's Office for Policing and Crime (Violence Reduction Unit)	45,149	278,005
Mayor's Office for Policing and Crime (A&E Contract)	714,952	749,508
The Leatherseller's Company	15,000	15,000
Guys' & St Thomas' Charity (King's YVIP Evaluation project)	30,000	160,000
John Horseman Charitable Trust	5,000	5,000
UCLH Charity	100,000	133,333
St George's Hospital Charity	1,765	-
Help for Children	22,500	18,000
Portal Trust	20,000	-
The Park Family Foundation	14,000	5,000
The Masonic Charitable Foundation	30,000	-
John Lyons' Charity	50,000	-
Hiscox Foundation	33,000	30,000
French Huguenot Charitable Trust	5,000	-
Assura Community Fund	25,000	-
Charles S French Charitable Trust	2,000	1,500
Hackney Parochial Charity	10,000	5,000
Charles Hayward Foundation	25,000	25,000
St James Place Charitable Foundation	20,000	-
First Give	1,000	-
Direct grants for young people	761	700
Corporate donations	19,845	23,936
CAF: The Vanguard Hometown Grants Programme	-	38,895
SE London NHS Clinical Commissioning Group	-	138,119
John Coates Charitable Trust	-	5,000
W O Street Charitable Trust	-	4,000
The Draper's Company	-	15,000
The Midlands		
NHS England	-	94,094
Nottinghamshire Office of the Police & Crime Commissioner	100,000	50,000
Nottingham & Nottinghamshire Integrated Care Board	100,000	
Nottingham Hospitals Charity	50,000	50,000

	31 Mar 23 £	31 Mar 22 £
13. Sources of Restricted Funds (continued)		
Derbyshire Constabulary	3,000	-
Chetwode Foundation	10,000	-
Nottinghamshire Violence Reduction Unit	-	23,458
Keeping Nottinghamshire Safer (OPCC)	-	10,000
Nottinghamshire Victim Care	-	10,000
Thomas Farr Charitable Trust	-	2,000
Brown Jackson Charitable Trust	-	2,000
Community donations (Groundwork UK Ltd)	-	1,000
West Midlands Police & Crime Commissioner	85,000	85,000
NHS Birmingham & Solihull Integrated Care Board (formerly CCG)	64,908	63,392
Birmingham Women's & Children's Hospital	61,000	36,000
West Midlands VRU	-	1,200
University Hospitals Birmingham NHS Foundation Trust	-	25,000
University Hospitals Birmingham Charity	2,769	29,550
The Eveson Charitable Trust	25,000	-
Baron Davenport's Charity	-	-
DMF Ellis Charitable Trust	-	5,000
Stanley Smith Charitable Memorial Fund	-	800
The Norton Foundation	5,000	5,000
YVIP – Evaluation Pilot		
Youth Endowment Fund	441,644	12,903
King's Adolescent Outreach Service		
King's College Hospital	65,467	62,699
Diabetes Transition Project		
Greenwich & Lewisham Foundation NHS Trust	45,103	-
Social Switch Project		
Catch 22 / Google.org	-	10,080
Catch 22/ London VRU	31,352	81,588
Greater Manchester Schools Pilot	1,500	8,000
Hackney Social Prescribing		
WSC Primary Care Network	38,911	3,584
Nottinghamshire Social Prescribing		
Nottingham and Nottinghamshire Integrated Care Board	34,609	265
Young Women's Project		
Comic Relief	-	76,502
Kailo Mental Health Research Project		
University College London	-	7,174
	3,181,061	3,323,576

14. Analysis of net assets by fund

Fund balances represented by: -

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Tangible fixed assets	16,292	-	16,292
Current assets	1,161,497	984,417	2,145,914
Creditors: amounts falling due within 1 year	(10,542)	(474,628)	(485,170)
	1,167,247	509,789	1,677,036

15. Operating lease commitments

As at the balance sheet date the charity had the following commitments under operating leases in relation to buildings which expire:-

	31-Mar-23	31-Mar-22
	£	£
Within one year:	107,118	117,784
Between one and five years	80,338	187,456

16. Employees

	31-Mar-23	31-Mar-22
	£	£
Wages and salaries	2,527,525	2,386,343
Social Security Costs	273,651	239,460
Workplace pension	75,879	83,791
Working from home allowance	20,722	23,044
Restructuring costs	1,809	-
	2,899,586	2,732,638

	31-Mar-23	31-Mar-22
Youth work, management and support services (average number of staff employed during the year)	70	78

The number of staff whose total emoluments (comprising salary, employer's NI and pension contributions) fell within each of the following bands was: -

	31-Mar-23	31-Mar-22
Between £210,001 and £220,000	1	-
Between £90,001 and £100,000	-	1
Between £70,001 and £80,000	1	-
Between £60,000 and £70,000	2	3

17. Senior Management Team

Tracey Burley was appointed as Interim CEO following the departure of the previous CEO at the end of June 2022, and remained in the role until the end of April 2023.

A Director of Services was appointed in May 2022, and a new post of Director of Resources was introduced in November 2022 on an interim basis until a new Chief Operating Officer was appointed in March 2023. The post of Head of Fundraising was reviewed and was renamed Head of Development with effect from 1st April, taking on additional responsibilities in relation to business development, marketing and communications. The Head of Finance and the Head of Operations remained on the Senior Management Team throughout the year.

The total cost of employing the Senior Management Team in 2022-23 was therefore £567,355, compared with £366,388 in the previous year. The increase year on year is due to the fact that a Director of Operations and Transformation in 2021-22 was appointed on a consultancy basis rather than through payroll in order to oversee the implementation of the Senior Management review.

During the year a number of long-standing trustees stood down, including the chair. A successful trustee recruitment campaign took place, which resulted in the appointment of both a new chair, and four new trustees. The cost of the recruitment campaign, together with initial induction and training of both the new and existing board members came to £16,379.

In addition, a small amount of travel and subsistence expenses (£142) was reimbursed to a trustee who visited our Midlands team as part of their induction.

18. Taxation

The charity's activities fall within the exemptions afforded by the provisions of the income and Corporation Taxes Act 1988. Accordingly, there is no taxation charge in these accounts.

19. Related party transactions

There were no related party transactions.

20. Company limited by guarantee

Redthread Youth Limited is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such an amount as may be required not exceeding £10 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

Thank you to all our funders and supporters:

29th May 1961 Charitable Trust
Assura Foundation
The Aurum Trust
Barton Trust
Birmingham Women's &
Children's Hospital NHS
Foundation Trust
Boodle Hatfield LLP
C A Redfern Charitable Trust
Charles Hayward Foundation
Charles S French Charitable
Trust
Chesterhill Charitable
Foundation
Chetwode Foundation
Derbyshire Constabulary
EBM Charitable Trust
Enterprise Rent a Car
Erewash Community Safety
Partnership
The Eveson Charitable Trust
Fidelity UK Foundation
First Give
Forsters Charitable Trust
French Huguenot Church of
London Charitable Trust
Greenwich & Lewisham
Foundation NHS Trust
Guy's & St Thomas' Charity
Hackney Parochial Charities
Help for Children
Hiscox Foundation
Housing the Homeless
John Armitage Charitable Trust
John Coates Charitable Trust
The John Horseman Trust
John Lyon's Charity
King's College Hospital NHS
Foundation Trust
London's Violence Reduction Unit
Leatherseller's Company Charitable
Trust
Masonic Charitable Foundation

Mayor's Office for Policing & Crime
Metropolitan Police B2B Giving
Scheme
Norton Foundation
NHS South East London
Integrated Care Board (ICB)
NHS Birmingham & Solihull ICB
NHS Nottingham &
Nottinghamshire ICB
Nottingham & Nottinghamshire
Integrated Care System partners
Nottingham & Nottinghamshire
Violence Reduction Partnership
Nottingham Hospitals Charity
Nottinghamshire Office of the
Police & Crime Commissioner
Park Family Charitable Trust
Paul Hamlyn Foundation
Percy Lea Charitable Trust
Portal Trust
Portrack Charitable Trust
R L Glasspool Charity
Sam and Bella Sebba Charitable
Foundation
St George's Hospital Charity
St James Place Charitable
Foundation
Stavros Niarchos Foundation
Stone Family Foundation
TSB
Two Magpies Trust
University College Hospitals Charity
University Hospitals Birmingham
Charity
Vicar's Relief Fund at St Martin's
West Midlands Police & Crime
Commissioner
West Midlands Violence Reduction
Partnership
Westminster Foundation
Well Street Common Primary Care
Network
Wilfred Fattorini Charitable Trust
Youth Endowment Fund

And all the individuals and organisations who make regular and occasional donations in support of our work, or who take part in and organise fundraising challenges and activities.

REDTHREAD YOUTH LIMITED

England & Wales - Charity number 1051260

Accounts



Redthread Youth Limited
Company no 03131121
Charity no 1051280

Annual Report and Accounts
For the period ended 31 March 2022

Contents

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About Redthread

Redthread empowers young people to thrive as they navigate the challenging transition to adulthood by integrating trauma-informed youth work into the health sector. We have experienced significant development since our inception in 1995, moving from a small local youth charity to a national organisation operating across multiple locations.

Our purpose

Redthread's purpose is to be present where young people need us most. We amplify their voices so that systems and services are better able to meet their needs and support them towards leading healthy, safe and happy lives.

Our vision

A society where all young people live healthy, safe, and happy lives.

Our mission

To empower young people to thrive as they navigate the challenging transition to adulthood by integrating trauma-informed youth work into the health sector.

Legal and administrative information

Company name	Redthread Youth Limited
Charity number	1051260
Company registration number	03131121
Registered office	158 Buckingham Palace Road London SW1W 9TR
Trustees	Simon Charlick – (chair to 23 May 2022; resigned as a trustee 25 July 2022) Miriam Bullock (interim chair 23 May to 31 August 2022) Paula McDonald CBE (chair from 1 September 2022) Lawrence Bate (appointed 1 August 2022) Myles Bradshaw (appointed 1 August 2022) Natalie Carsey (appointed 1 August 2022) Patricia Gallan QPM Katie O'Donovan Lucie Russell Emer Sutherland (appointed 1 August 2022) Wanda Wyporska (resigned 22 April 2022)
Chief Executive	John Poyton OBE (stood down 30 June 2022) Tracey Burley (appointed 1 July 2022)
Auditors	Buzzacott LLP 130 Wood Street, London EC2V 6DL
Bankers	Lloyds Bank plc Camberwell Green Branch 25 Camberwell Green, London SE5 7AB

The trustees, being the company's directors for the purposes of company law, present their statutory report together with the financial statements of Redthread Youth Limited for the year ended 31 March 2022.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report as set out in the Companies Act 2006.

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Letter from the Redthread Chair and CEO

As the charity sector as a whole continues to work its way through the challenges posed by both the economic and social changes that arose during the pandemic and, in more recent developments, by the current cost-of-living crisis. Redthread has also been going through a period of change and renewal.

Over the past months, Redthread has recruited new trustees, including a new chair of the board of trustees, following Simon Charlick's decision to step down once his successor had been appointed. Simon served on the board for 5 years, latterly as board chair. Redthread records our profound thanks to Simon for his leadership and wise counsel during that time, including steering us through the COVID-19 pandemic.

Paula McDonald CBE succeeded Simon as our new board chair, with effect from 1st September. Paula brings with her a wealth of knowledge, skills, experience and understanding of the youth sector and organisational governance and is delighted to be leading the newly formed board of trustees and working with, the senior leadership team and Redthread staff to refine and refresh our strategy, and strengthen and consolidate our achievements over the next few years.

In addition to these trustee changes, at the end of June, after more than 20 years at Redthread, the previous **Chief Executive Officer**, John Poyton OBE decided to step down to focus more fully on his passion for innovation, thought leadership and policy development.

During John's time at Redthread, the charity has grown to become a leader in health based youth services, creating profound and positive impacts on the lives of many young people and the systems that serve them. We are profoundly grateful to John and thank him for his vision, passion and dedication. He has been, and will continue to be, deservedly recognised for his pioneering work in the field of adolescent health, wellbeing and violence reduction. We won't be losing touch with John completely; he will be continuing to support Redthread and the new leadership team to ensure a smooth transition, and in the future as our Founder. We wish him well in his new endeavours.

Tracey Burley, our interim CEO, now continues, and builds on, John's work – providing clear leadership of the organisation during this transition ensuring it is fit for purpose and has the capability to deliver its strategy.

We are excited to be embarking on this next phase of our journey as we implement the 2021-26 Strategy. Our communities deserve and will receive Gold Standard services and our ambition and ability to innovate and provide thought leadership to the sector are critical to our sustainability.

We are particularly proud of the progress we have made towards our strategic aim to be more diverse as an organisation - we now have a very diverse workforce with a broad range of experiences and backgrounds aligned to the communities we serve.

Our key diversity data is as follows:

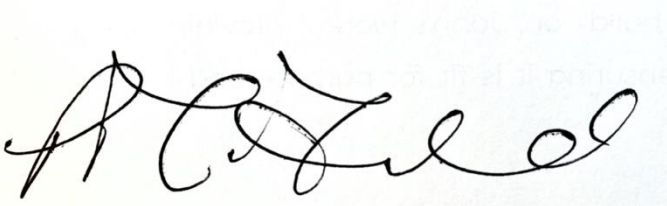
- 72% of our workforce is under 40
- 18.8% have a learning difficulty
- 20% have a mental health condition
- 43.5% are people of colour (and 39% of leaders are people of colour)
- 17.3% identify as part of the LGBT+ community
- 17.3% identify as disabled

However, we are not complacent, as we continue to hold quarter Equality, Diversity and Inclusion meetings alongside our Faith, LGBT and Voices of Colour network meetings providing opportunities to listen, learn and take further action. Over the next 12 months we will focus on understanding more about the identities of the children and young people that we work for and how we can better support them.

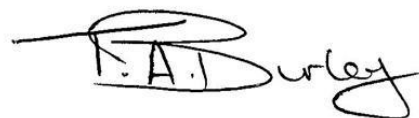
These are exceptionally challenging times, for the not-for-profit sector as a whole, and for all organisations working with vulnerable young people, many of whom have emerged from the pandemic into an uncertain future, with their education disrupted, relationships and homelife adversely affected, and their mental well-being placed under increased strain as a result.

Most importantly, and despite these challenges, our dedicated and skilled staff team have been getting on with the crucial work of supporting the vulnerable young people we meet in hospitals and other health settings as they negotiate trauma, crisis and life-changing experiences. There has never been a higher demand for our services - the numbers of young people we supported increased to over 2,000 young people during the year ending March 2022. And we know those numbers don't represent the total need.

A big thank you, therefore, to the staff team, the trustees, our many funders and supporters and of course to the young people who put their trust in us and for whom we exist. This is an incredible organisation which we are both very proud to be a part of.



Paula McDonald CBE
Chair, Redthread Board



Tracey Burley
Interim Chief Executive Officer

December 2022

ANNUAL REPORT

Our activities

Redthread works with young people aged 11-25 in a range of health-related and community contexts – often this is at a moment of crisis in their lives when they need support to understand what they need to do to have happier, healthier, and safer lives.

Youth Violence Intervention Programme (YVIP)

Our largest and most well-established programme, YVIP embeds specialist youth work professionals into hospital Emergency Departments (EDs) to work alongside clinical professionals to support young people who attend hospital as a victim of violence (including stabbings, shootings, assault without weapons, sexual and domestic violence, and those at risk of exploitation).

Following the two years of disruption and uncertainty arising from the COVID-19 pandemic, we have made sure our YVIP teams strengthen their presence within each of the thirteen hospitals we currently work in. These include the four London hospitals that make up the London Major Trauma network: St Mary's, covering the North West London quadrant; St George's, South West London & Surrey; King's, covering South East London, Kent & Medway and the Royal London, covering North East London and Essex, where the service is delivered in partnership with the St Giles Trust.

We also work in a further five local hospitals across Greater London (Homerton University Hospital, University College Hospital, Croydon University Hospital, University Hospital, Lewisham and Queen Elizabeth Hospital Woolwich), and in the Midlands, we have teams based in Birmingham (Queen Elizabeth Hospital Birmingham, Birmingham Heartlands Hospitals and the Birmingham Children's Hospital) and in Nottingham at Queen's Medical Centre in Nottingham (the MTrauma Centre covering a wide geographical area in the East Midlands) as well as at King's Mill Hospital in Mansfield.

As we emerge from the pandemic, it's clear that the lives of the young people we work with have been seriously impacted by the experience. The number of referrals we receive continues to increase.

In 2021-22 our YVIP teams supported or engaged 1,760 young people out of the 1,964 we were able to contact. This represents an engagement rate of 85.7%. (2020-21, 1,372 out of 1,860, 74%.)

We also delivered training on how to better support young people who have been affected by trauma to over 3,500 clinical colleagues.

Looking at the pattern of our referrals in 2021/22 compared to 2020/21:

- Assault made up 65% of cases, increased from 60% the previous year
- The proportion of mental health presentations has remained the same as the previous year, representing 13% of the total.
- The proportion of substance-related presentations has remained the same as last year, at 3%

King's Adolescent Outreach Service (KAOS)

The KAOS team has been in place since 2018, working closely with their clinical leads to provide youth work support to any young people aged between 16-24 who are admitted to adult wards

at King's College Hospital, with the aim of promoting the importance of a holistic approach to adolescent health care.

In 2021-22 despite the pandemic, the team maintained its caseload, and worked with 310 young people out of the 333 that were referred to them – an engagement rate of 93%. The service is provided to both male and female patients, with the total numbers being split equally between the two genders.

The team has worked hard to ensure that awareness of the service is promoted across the numerous specialities dealt with within the hospital, with referrals being made from more than 25 different departments. The top five referring departments in the year were general surgery, trauma, acute medicine, and gynaecology, with 54% of referrals coming from those departments alone. 75% of those referred were in the age range 17-21, with 10–16 year olds representing a further 14%.

In terms of signposting, 234 onward referrals were made by the team to a wide range of other services, both within the health system and in the community – these ranged from support with mental health issues, sexual health and alcohol and substance misuse through to education and training providers, legal & advocacy support services and more generic youth work opportunities.

Violence Against Women & Girls (VAWG)

Our Young Women's Service supports young women who have come into hospital as a result of serious youth violence or exploitation. The interventions differ from our YVIP work in that there is an expectation and understanding that the complexity of working with this group means that a longer term period of support is often required, so each young woman who takes up the service can be supported for up to a year.

A team of two specialist young women's workers was funded initially for four years by Comic Relief, and additional funding from the Mayor's Office for Policing and Crime (MOPAC) and the London Violence Reduction Unit (VRU), has enabled us to build on this work by introducing a VAWG Manager within the Programme Management Team and to introduce the service to two more hospitals. This additional resource continues into next year and will make sure our VAWG work continues to be developed as part of our strategic work.

The key work streams for the VAWG lead, supported by our four young women's workers include:

- Embedding our VAWG work into daily practice across the organisation by developing a module for our core training
- Identifying and establishing VAWG champions within each hospital team
- Supporting colleagues with complex cases and ensuring a VAWG lens is applied to safeguarding concerns where appropriate
- Developing VAWG training to be delivered to clinical colleagues to ensure that signs of exploitation are spotted, and appropriate referrals made

During the year ending 31 March 2022 our team was able to provide 41 young women with intensive, long term support.

The Social Switch Project

Redthread remains a partner in the co-delivery of the Social Switch project, alongside social business, Catch 22, as it entered its fourth year of operations. This important initiative continues to seek ways of tackling the growing issue of antisocial and violent online behaviour, which often has the potential to escalate into violence in the real world.

Since the project began, the team have trained over 80 young people as social media managers and have continued to provide intensive career support after the course has been completed. In addition, over 1000 professionals working with young people have attended training that aims to give them the knowledge and tools to be able to empower young people to deal with the challenges of negative online behaviours.

In the autumn of 2021, we delivered a pilot programme in four Salford schools, funded by the Greater Manchester VRU, which focussed on training Year 10 students to become social media champions and to talk to Year 7s about how to navigate the pitfalls whilst maximising the benefits of the online world. This programme was developed in response to research which suggested that young people were more likely to tell older siblings about issues arising from social media than their parents or teachers. Over a period of 6 weeks, the older students were supported by the Social Switch team to explore content and themes across a wide range of topics, including e-safety, hate crime, and unhealthy relationships.

Going forward, the partnership hopes to be able to scale the various strands of the Social Switch programme to become a national programme.

HIVE

HIVE (the Hospitals Interrupting Violence Exchange) is a network set up by Redthread back in 2017 to provide opportunities to share best practice with other professionals and organisations working in the field of youth violence in hospital settings. Due to the pandemic, we were unable to run our annual conference, and instead we hosted a series of online symposiums and webinars throughout 2020-21, on topics such as 'Living Through a Lockdown'; 'Young People as Parents, Sons and Daughters'; 'Exploitation and Young Adults'. Attended by 389 delegates, these online opportunities provided excellent networking and learning opportunities for attendees.

Going forward, we look forward to returning to our first 'in person' HIVE event which will take place during 2022-23 with a particular focus on collaboration and bringing together local grassroots community organisations.

Youth participation

Developing our youth participation strategy continues to be a key component of the gold standard stream of our new five-year plan as we work towards ensuring young peoples' voices are heard at all levels in our decision-making progress.

We look forward to continuing to support young people to participate in local and national discussions on topics and policies that will directly affect their lives.

Scaling our impact – our strategy 2021-26

At the end of June 2021, we launched our ambitious new five-year organisational strategy following a process which involved all levels of the organisation, a wide range of external partners and, of course, the young people we work with.

The full strategy document can be download from our website here:
<https://www.redthread.org.uk/about-us/scaling-impact/>

Delivering our plans requires us to maintain a careful balance between sustaining our current services alongside exploring new ways of working that will help us achieve our ambitious plans to scale our impact through consolidation and innovation. We are also committed to building a sustainable organisation, with a resilient funding base utilising a diverse range of income streams, supported by effective governance and robust financial policies and processes.

The plan identifies three overarching strategic priority areas, with the following workstreams under each area:

Gold Standard

We will:-

- Be an inclusive, diverse and empowering organisation in which staff can thrive
- Be a gold standard provider for young people through the high quality of our work across integrated care systems
- Empower young people to participate in decisions that impact their lives, by amplifying their voices and opinions both within Redthread and on external platform

Innovation

We will:-

- Expand our work across integrated care systems, building on our previous experience within both primary and secondary care
- Increase our ability to demonstrate the impact of our work in order to continually improve our delivery and support partners to achieve the best outcomes for young people
- Develop and deliver expert training programmes to our staff and to external partners

Thought Leadership

We will:-

- Use our experience to influence regional and national policy makers and commissioners to ensure that young people's needs are met
- Build productive relationships with key stakeholders and partners which will enable us to further develop our work together
- Lead a strong and influential network through our Hospitals Interrupting Violence Exchange (HIVE) which encourages collective working and collaboration to improve outcomes for young people

Structure, governance, and management

Redthread Youth Limited is a registered charity and a company limited by guarantee in England and Wales, and as such is governed by its published Memorandum and Articles of Association. The members of the charitable company are also the directors/trustees. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member. The charitable company operates under the name "Redthread."

Organisation

The board of trustees administers the charity and meets on a quarterly basis. The trustees have appointed a Chief Executive Officer to manage the day-to-day operations of the charity. To enable Redthread to run smoothly and effectively, the Chief Executive has delegated authority for operational matters, including finance, fundraising, marketing and communications, business development, employment of staff and programme-related activity to members of the senior management team.

Since Simon Charlick's term as chair of the trustee board was due to come to an end during 2020-21, and following a skills audit of the existing board, an extensive recruitment campaign took place which resulted in a new chair and four new trustees being appointed, all of whom are now in place, alongside four existing board members. This new board came together at a strategy away day in September 2022 and attended their first board meeting in October 2022.

A Finance and Audit Committee meets at least once a quarter to provide more detailed oversight of the financial performance of the charity as it grows. The Finance and Audit Committee consists of two trustees and two or more members of the senior management team, including the Chief Executive Officer and the Head of Finance.

The trustees retain sign-off of the strategic direction of the charity, and key financial matters including the budget, and the reserves and remuneration policies.

Trustees and appointment of Trustees

The board seeks to appoint trustees with the skills, experience, and knowledge to provide the necessary oversight of the company's activities and fulfil its obligations legal and otherwise to the full range of stakeholders. The board aims to represent in its appointments the different constituencies of health education and the wider business community which form the context in which we work. New trustees are appointed by the board and are asked to serve for an initial term of three years after which they may put themselves forward for re-appointment. New trustees may be sought by open advertisement or through a dialogue with funders and other stakeholders. Prospective trustees are interviewed by a panel that includes the Chair, the CEO and one or more other members of the board and/or executive.

Trustee induction and training

New trustees follow an induction process which includes meeting the senior management team and visiting Redthread's projects, and a programme of initial training around the responsibilities of becoming a charity trustee. Training and support is made available throughout their tenure and trustees are encouraged to attend peer to peer networking events and conferences through organisations such as the National Council for Voluntary Organisations, and the Charity Finance Group. We also twin each trustee with a delivery team in one of our hospitals, enabling trustees to gain more in-depth knowledge of our work and our staff team.

Related parties

The trustees have procedures in place for identifying related parties and transactions with them. Any identified related party transactions are reported on in the notes to the financial statements.

Senior Management Team (SMT)

During the year the trustees approved an external review of the structure of the SMT, to ensure that it was aligned with the strategic priorities in the five-year plan and that a management infrastructure with appropriate experience, knowledge and skill sets was in place to take those priorities forward. The outcome of this review is now being implemented.

The senior management team of the charitable company now comprises the Chief Executive Officer, a Director of Resources (formerly the Chief Operating Officer, currently being recruited), the Director of Services, the Head of Finance, the Head of Development, and the Head of Operations. The salaries of the staff team were externally benchmarked during 2021-22 and found to be largely in line with market salaries, and a graduated cost of living increase (with the lowest paid staff receiving a 6% uplift and the highest paid receiving no increase) was proposed by the executive as part of the 2022-23 budgeting exercise and was approved by the trustees.

Reserves policy

The trustees have examined the requirement for free reserves, i.e., those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The trustees consider that, given the nature of the charity's work, the level of unrestricted funds

should aim to cover at least three months' annual expenditure of the charitable company at any one time.

At 31 March 2022, this figure equated to £951,673, while actual free reserves stood at £1,289,162 which remains in excess of 4 months' annual expenditure. The trustees do not believe that this is excessive, as it will provide an essential buffer to cover any temporary shortfalls in incoming resources due to timing differences in income flows. This approach ensures we have adequate working capital to cover core costs and will also allow the organisation to invest in some of its key strategic objectives, including the implementation of a new approach to data and the implementation of a new Customer Relationship Management (CRM) system that will be key to providing a more robust evidence and insights into the impact our services are delivering.

Public benefit

In setting objectives and planning activities, the trustees confirm that they have complied with their duty under Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

The trustees' report gives a description of the activities undertaken during the period to further its charitable purposes, and the trustees are satisfied that such activities provide public benefit.

Redthread's approach to fundraising

At Redthread we greatly value the support we receive from individuals, organisations, companies, and funders, and we take none of this for granted. Redthread is registered with the Fundraising Regulator and abides by the Code of Fundraising Practice. We uphold the four values of the Code of Fundraising Practice; our fundraising is legal, open, honest, and respectful.

We will never:

- Sell supporters' data to another organisation
- Share the personal information of supporters with another organisation without the data subject's specific and explicit consent
- Share or sell any personal details to another organisation for their own purposes

We will always:

- Keep supporters' personal information safe and secure
- Listen to our supporters and ensure we communicate with them in the way that they wish
- Treat our supporters and stakeholders fairly, reasonably and with transparency
- Be accountable to our supporters, stakeholders, and service-users

Redthread's fundraising is undertaken in-house by a team of fundraising professionals; we do not use third parties to fundraise on our behalf.

Our income comes from a wide variety of sources; however, our typical activities include:

- Requesting money from grant-making trusts or organisations
- Applying for government funding
- Asking for voluntary donations at events, including through bucket collections
- Forming partnerships with community groups, companies and other organisations who choose to support our work in a variety of ways
- Offering opportunities for individual supporters to take part in challenge events or other fundraising events on our behalf

- Advertising the impact of our work on social media, in mainstream print and broadcast media, on our website and through other appropriate channels
- Communicating with our supporters and individuals who have asked to be kept informed about our work
- Approaching individuals who may be interested in our work through professional organisations such as business networks, universities, hospitals, churches, clubs, and community groups.

We do not:

- Conduct regular gift, face-to-face fundraising on the street (but we may hold bucket collections and awareness raising events in public places, or at events where we have been invited to do so)
- Canvas door-to-door
- Send out direct marketing mail to people unknown to us
- Contact former service-users or their families regarding fundraising activity unless they have specifically asked to be contacted.

We have never received any complaints about our fundraising activities, and we constantly monitor internally our fundraising processes and activities to ensure they are reasonable.

In particular, we closely monitor the impact that any of our activities could have on vulnerable people. Our Youth Ambassadors (former service-users who have joined a youth participation scheme) are sometimes asked if they would like to be involved in fundraising activity. When this occurs, or when former service-users who are not involved in the Youth Ambassadors scheme choose to support our work or fundraise on our behalf, we work closely with our programme management team to safeguard those former service-users.

Financial Review

This year we were able to achieve another increase in turnover, with our total income tipping just over the £4m mark for the first time, a small percentage increase compared with the previous year (2021-22 £4.05m, compared with a 2020-21 total of £3.98m).

The percentage of our income derived from statutory and institutional funders increased again this year, to 61% of the total, compared with 55% last year. This increase was primarily due to the addition of some new grants from NHS Integrated Care Boards (formerly Clinical Commissioning Groups both in London and in the Midlands). Our unrestricted funding from trusts and foundations increased slightly to 16%, (2020-21: 14%), whilst restricted funding from trusts and foundations dipped to 20% from 28% in the previous year. The total amount from funding streams such as individual giving, challenge events, awards and other voluntary funding sources showed strong recovery, reaching just under £89k (compared with £48k in 2020-21). This included an increase in donations from corporate funders from £5k last year to over £28k in 2021-22.

The breakdown between other sources of funding is illustrated in **Chart 1**.

Total expenditure during the year came to £3.8m, an increase of some 13% compared with 2021-21, (£3.36m). This increase primarily reflects the gradual return to normal ways of operating following the restrictions on travel and the ability to hold meetings and events in real life. **Chart 2** illustrates the breakdown of expenditure between the various cost centres during the year.

At the end of year, we were able to add £56k to our unrestricted funds making the total figure in our free reserves £1,289,162 at 31 March 2022. Alongside this, we have a sum of £602k held in restricted reserves. About a third of this (£201k) relates to funding in hand for the Birmingham service. A further 21% (£154k) to the London A&E service contracts, and this funding will be carried forward into the new service year to enable us to carry out additional activity relating to the YVIP service, including the planned re-introduction of our annual HIVE conference, which will take place in the second half of the financial year.

The relatively healthy state of our reserves has provided a welcome buffer in terms of our cash flow this year and mitigates us from any unanticipated delays in release of grant funding.

Chart 1: income by type

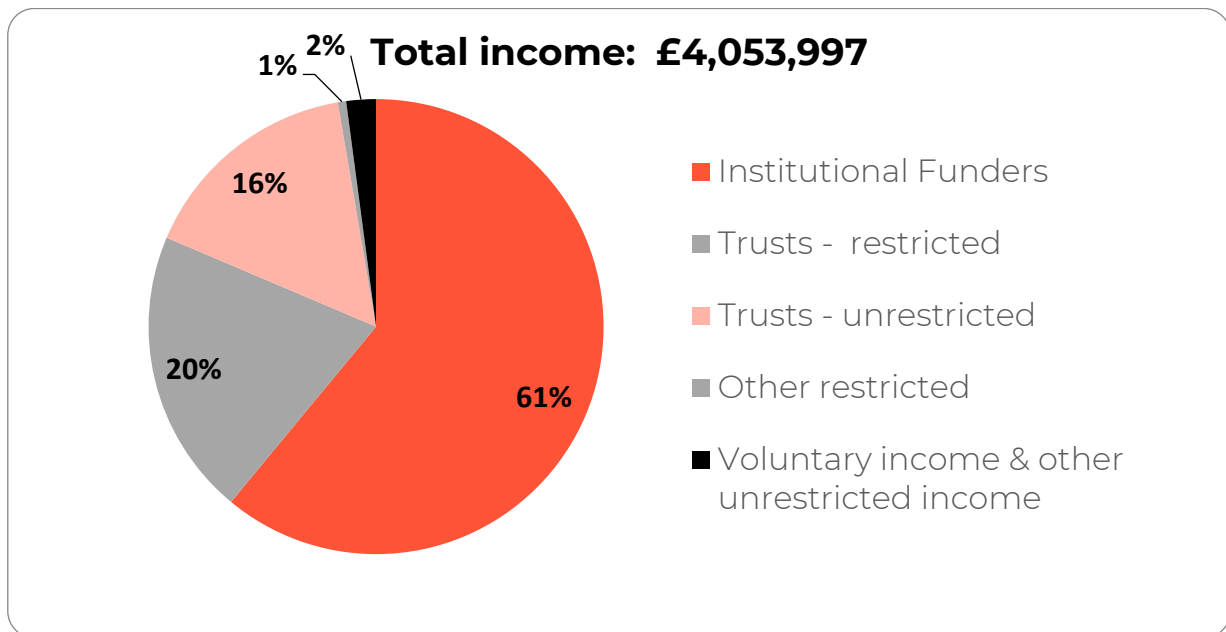
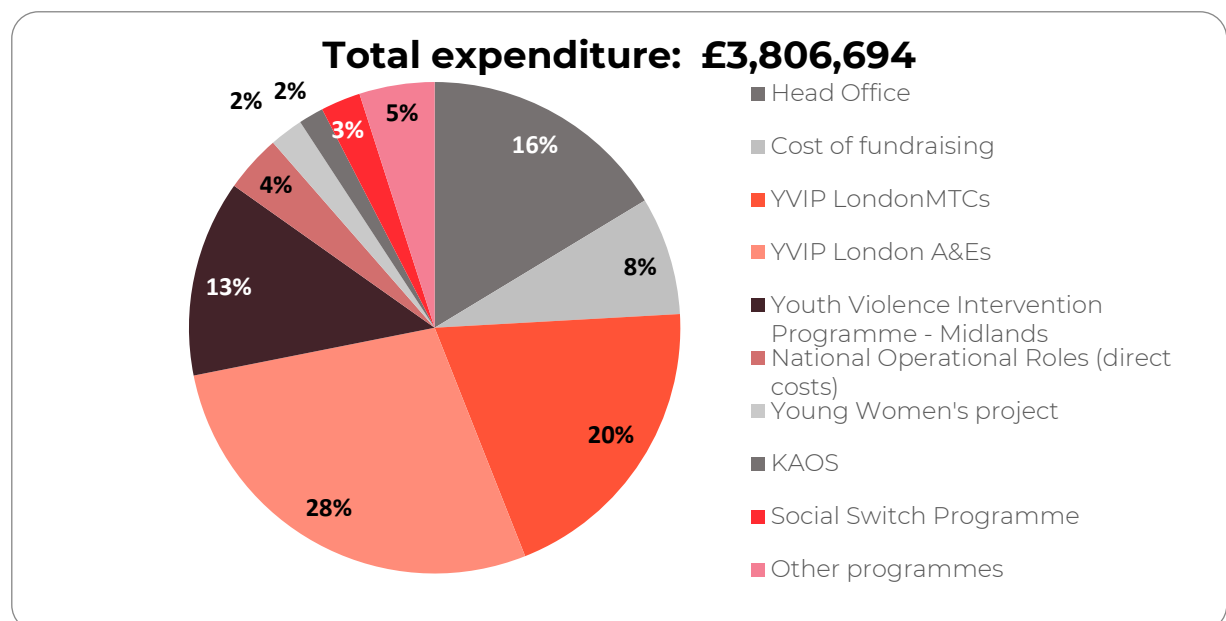


Chart 2: expenditure by cost centre



Risk management

The trustees have reviewed the organisation's exposure to major risks and have updated the Risk Register accordingly. The Register assesses all risks according to impact and likelihood, as well as recording all steps taken and systems put in place to mitigate them. The risks are categorised under the following headings: governance, financial, external, and operational, and the register is reviewed at each trustees' meeting. The trustees have identified the high-level risks as follows:

Risk	Impact	Mitigating strategy
Ongoing impact of Covid-19 or similar global pandemic on fundraising efforts and on our ability to maintain high quality interventions with vulnerable young people	Financial: reduction in income due to key and potential funders revising their priorities in the light of emerging economic and societal impact of the Covid-19 pandemic Operational: limitations placed on our ability to deliver the face-to-face relational youth work models such as our work in hospitals	• Maintain good communications with existing funders to maximise their continued support • Review and learn from our experience of successfully pivoting all of our programmes to remote working during the 2020-21 pandemic to ensure we can smoothly make a similar transition in the event of future recurrence of outbreaks of Covid or other viruses • Keep up to date with governmental initiatives (e.g., furlough, small business grants etc) designed to support businesses through the crisis and with the current public health advice • Ensure staff team are consulted and involved in decision making relating to any changes in working practices arising from the onset of the crisis • Utilise our wider networks, including clinical colleagues in hospitals and in Public Health England to ensure our response coincides with sector wide approaches
A reduction in income or failure to achieve budgeted income levels means that the charity has insufficient margins to cover its operating costs and fails to deliver value for money	Redthread will be less financially stable, have fewer resources to spend on the services we provide and have a reduced ability to deliver our strategic objectives.	• Ensure focus on securing new sources of income and seek to diversify our funding streams • Maintain a tight budget setting process which seeks to make efficiency savings and control costs while maintaining operational effectiveness • Maintain and grow reserves to a level that permits expenditure to be reduced in a managed fashion, should the need arise • Maintain good relationships and clear reporting with current funders • Make sufficient investment in fundraising resources to achieve income targets, whilst maintaining reserves at a level that mitigates any shortfall against targets

Policies and procedures not followed, with particular note for safeguarding, data protection and health and safety	This has the potential to have serious implications for the young people we work with and also our staff team. If a young person we have worked with or a member of our team comes to harm this is also likely to lead to reputational damage, negative press reports and loss of funder/ public support.	● Rigorous induction, training and performance monitoring for all staff. ● Staff sign each policy to say they have read and understood it. ● Importance of policies and procedures discussed regularly and routinely in supervision sessions, team meetings and away days, and in Board meetings. ● Staff have easy access to policies and procedures. ● Board places emphasis on importance of policies and procedures. Disciplinary sanctions in place emphasising importance of policies and procedures.
Damage to reputation, e.g. serious safeguarding incident, financial mismanagement, negative press reports	Reduced ability to raise and maintain income and to attract funders to support our projects	● Evidence the impact of our work through high-quality, external evaluations ● Maintain good reputation and track record through high impact work and strong partnerships, transparency and openness ● Maintain good relationships with and clear reporting processes with current funders
Breach of data protection principles	Reduction in ability of clients and/or supporters to place their trust in our youthwork/ fundraising teams; reputational damage and loss of funder and public support; risk of fine from Information Commissioners' Office	● GDPR working group meets on a quarterly basis to review any incidents, new projects and changes in processes to ensure compliance ● Robust data protection policies and processes ● Rigorous induction, training and performance for all staff ● Disciplinary sanctions in place emphasising the importance of data protection ● All staff complete Information Governance training and assessment within 3 months of joining, and repeat on an annual basis ● Registration with the Office of the Fundraising Regulator ● Data protection issues discussed at every line management supervision session

Statement of trustees' responsibilities

The trustees (who are also directors of Redthread Youth Limited for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are also responsible for ensuring that adequate accounting records are kept that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustee has taken all the steps that he/she ought to have taken as a trustee to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of 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.



Paula McDonald CBE

Chair of Trustees

Date: 15 December 2022

Independent auditor's report to the members of Redthread Youth Limited

Opinion

We have audited the financial statements of Redthread Youth Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and the notes to the financial statements, including the principle accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

As explained more fully in the trustees' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation); and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- used data analytics to investigate the rationale behind any significant or unusual transactions;
- tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charitable company's financial procedures; and
- Performed substantive testing on grant income to ensure the income recognised complied with the funding agreements.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of this report

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



Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London EC2V 6D

Date 20 December 2022

Financial Statements

REDTHREAD YOUTH LIMITED

TRADING AS "REDTHREAD"

(a company limited by guarantee)

Statement of financial activities For the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	31-Mar-22 Total £	31-Mar-21 Total £
Income					
Grants & donations	2	696,809	540,733	1,237,542	1,429,021
Charitable activities	3	-	2,782,843	2,782,843	2,511,267
Other	4	33,612	-	33,612	42,716
Total income		730,421	3,323,576	4,053,997	3,983,004
Resources expended					
Charitable activities	5	236,769	3,274,055	3,510,824	3,062,784
Raising funds	6	178,893	116,977	295,870	293,857
Total resources expended		415,662	3,391,032	3,806,694	3,356,641
Net incoming/ (outgoing) resources for the period		314,759	(67,456)	247,303	626,363
Transfers between funds		(258,356)	258,356	-	-
Net movement in funds	7	56,403	190,900	247,303	626,363
Total funds brought forward		1,238,718	411,542	1,650,260	1,023,897
Total funds carried forward:		1,295,121	602,442	1,897,563	1,650,260

REDTHREAD YOUTH LIMITED

TRADING AS "REDTHREAD"

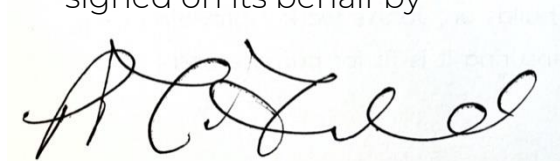
(a company limited by guarantee)

Balance sheet

as at 31 March 2022

		31 March 2022		31 March 2021	
		£	£	£	£
	Notes				
Fixed assets					
Tangible assets	8		5,959		8,939
Current assets					
Debtors	9	879,258		700,158	
Cash at bank and in hand	10	<u>1,387,308</u>		<u>1,147,092</u>	
		2,266,566		1,847,250	
Liabilities					
Creditors: amounts falling due within one year	11	<u>(374,962)</u>		<u>(205,929)</u>	
Net current assets/(liabilities)			<u>1,891,604</u>		<u>1,641,321</u>
Total assets less current liabilities			<u>1,897,563</u>		<u>1,650,260</u>
Total net assets			<u>1,897,563</u>		<u>1,650,260</u>
Funds					
Unrestricted funds	12a	1,295,121		1,238,718	
Restricted income funds	12b	602,442		411,542	
Total funds			<u>1,897,563</u>		<u>1,650,260</u>

The financial statements were approved by the board on 15 December 2022 and signed on its behalf by



Paula McDonald
Chair of Trustees

Company registration number: 03131121

The notes on pages 23-35 form an integral part of these financial statements

REDTHREAD YOUTH LIMITED
TRADING AS "REDTHREAD"
(a company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2022

	Notes	2022	2021
		£	£
Cash flows from operating activities			
Cash generated from operations	A	240,130	647,672
Cash flows from investing activities			
Purchase of new ICT equipment	-	(8,994)	
Interest received	85	155	
		85	(8,839)
Net increase/(decrease) in cash and cash equivalents		240,215	638,833
Cash and cash equivalents at beginning of year		1,147,092	508,259
Cash and cash equivalents at end of year	B	1,387,307	1,147,092

A. Reconciliation of net movement in funds to net cash provided by operating activities

	2022	2021
	£	£
Net movement in funds (as per the statement of financial activities)	247,303	626,363
Adjustments for:		
Depreciation charge	2,980	3,854
Interest receivable	(85)	(155)
(Increase) / decrease in debtors	(179,101)	142,528
Increase/ (decrease) in creditors	169,033	(124,918)
Net cash provided by operating activities	240,130	647,672

	2022	2021
	£	£
B. Analysis of cash and cash equivalents		
Cash at bank and in hand	1,387,307	1,147,092

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the year and the preceding period.

1.1 Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the charities SORP as specified in '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) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS102. The financial statements are presented in sterling and are rounded to the nearest pound.

1.2 Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make significant judgements and estimates. The items in the accounts where these judgements and estimates have been made include:

- determining the amount of grant income to defer to future periods

A further year on from our emergence from the global coronavirus pandemic the economic climate continues to be challenging. Whilst we continue to monitor and assess all the potential implications for the charity's activities, beneficiaries, funders, suppliers and the wider economy, estimates used in the accounts are subject to an increased degree of uncertainty and volatility.

1.3 Going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect of a period of one year from the date of approval of the financial statements.

As part of this process the trustees have considered the likely impact of the Covid-19 pandemic on the charity's financial position, and, in particular on the ability of the organisation to fundraise for future periods. Whilst there are likely to be a number of far-reaching consequences for the charitable sector and the UK economy as a whole, and this will undoubtedly influence our future plans, Redthread continues to be well-placed to deal with these challenges in the medium to longer term.

The trustees have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern and have asked the executive to ensure that sufficient checks and balances are in place to mitigate against any future challenges. The trustees are of the opinion that the charitable company will have sufficient resources to meet its liabilities as they fall due.

1.4 Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included.

Grant income that has been received to fund work to be undertaken by the charity over a specified time period is recognised in the statement of financial activities as the programme is delivered. For accounting purposes, the extent of completion of a project is equated to the proportion of expenditure incurred. Any amounts received for activities not yet delivered are treated as deferred income. Where no time period is defined, restricted funds are accounted for as income when they are receivable.

1.5 Expenditure and the basis of apportioning costs

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be recovered, as the charity is not registered for VAT and is reported as part of the expenditure to which it relates.

Charitable expenditure comprised those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

In respect of apportioning overheads and other central costs to projects, Redthread operates a full cost recovery model wherever possible. This means that each project is required to contribute towards those central costs to ensure that the charitable company's infrastructure is maintained at an appropriate level to ensure the sustainability of each project. The contributions applied to each project are calculated using a range of methods:

- for most projects, a contribution is applied that equates to 15% of the total remuneration of the staff team working on that project to cover management and administration costs, and a further 5-10% to cover overheads. The precise percentage applied may vary from project to project, following initial budget negotiations with specific project funders.
- In addition, some project funding includes a fixed contribution to management and/or overhead costs as a specific part of the budget, especially where there is significant input from the members of the central team, or where members of the project team are based at head office. The amount is normally agreed as a fixed sum per quarter/annum.
- Finally, in developing new projects, some members of the Senior Management Team may be directly involved in the planning, mobilisation, and on-going management of the project, and, in these cases, an estimation of the amount of time spent on the project is made, and charges according to our full cost recovery model are applied.

The costs of fundraising comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes and includes the entire cost of employing the Head of Fundraising and all other members of the fundraising team.

Governance costs are the costs associated with the governance of the charitable company and its assets, and the costs associated with any strategic, as opposed to the day-to-day management of the charity's activities. These are allocated to charitable activities.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the residual value of each asset over its expected useful life, as follows: -

- Computers and other ICT equipment – 33.3% per annum;
- Motor bike – 20% per annum

Depreciation is applied to any individual asset costing more than £1000.

1.7 Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

1.8 Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of the acquisition.

1.9 Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charitable company anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

1.10 Pension costs

The pension charge represents payments made to the automatic enrolment workplace pension scheme provided by The People's Pension and is charged to the Statement of Financial Activities in the period to which it relates.

1.11 Redundancy and termination costs

Any payments due to employees as a result of either redundancy processes or termination of employment following a negotiated process are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet at the point in time where the charitable company is committed to making such payment.

1.12 Unrestricted funds

The unrestricted funds comprise those which are freely available for application towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

1.13 Restricted funds

The restricted funds are those whose application is limited by funder-imposed conditions and/or their use is restricted to a specified purpose. Expenditure of projects includes both direct costs attributable to each project and appropriate contributions to support costs. Any deficit incurred on any individual restricted fund is written off by transferring the relevant amount from unrestricted funds in the year in which the deficit occurs.

2. Income for core costs

	31-Mar-22			31-Mar-21		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Home Office	-	430,339	430,339	-	353,994	353,994
Trusts and Foundations:	645,163	110,394	755,557	917,043	115,892	1,032,935
Supporters and Donations	51,646	-	51,646	42,092	-	42,092
	696,809	540,733	1,237,542	959,135	469,886	1,429,021

3. Income from charitable activities

	31-Mar-22			31-Mar-20		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Youth Violence Intervention Programme - London Major Trauma Centres (MTCs)	-	723,449	723,449	-	588,177	588,177
YVIP - IDVA Programme	-	15,000	15,000	-	15,000	15,000
Youth Violence Intervention Programme - Midlands	-	493,229	493,229	-	601,190	601,190
Youth Violence Intervention Programme - London A&Es	-	1,028,254	1,028,254	-	906,323	906,323
King's Evaluation Project (Guys & St Thomas' Charity)	-	160,000	160,000	-	-	-
The Well Centre Streatham	-	-	-	-	8,589	8,589
Comic Relief - Young Women's Project	-	76,502	76,502	-	78,694	78,694
King's Adolescent Outreach Service	-	62,699	62,699	-	74,862	74,862
Social Switch project	-	99,668	99,668	-	125,849	125,849
Kailo Project (University College London)	-	7,173	7,173	-	-	-
Youth participation	-	10,000	10,000	-	10,000	10,000
Social Prescribing (Hackney and Birmingham)	-	3,849	3,849	-	-	-
Direct Programme Support	-	103,020	103,020	-	102,582	102,582
	-	2,782,843	2,782,843	-	2,511,267	2,511,267

**Sources of restricted funds are analysed in note 13*

4. Other income

	31-Mar-22			31-Mar-21		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Bank interest	85	-	85	155	-	155
Other income	33,527	-	33,527	1,675	-	1,675
HMRC Job Retention Scheme grant	-	-	-	40,886	-	40,886
	<u>33,612</u>	<u>-</u>	<u>33,612</u>	<u>42,716</u>	<u>-</u>	<u>42,716</u>

5. Costs of charitable activities - by project

	31-Mar-22			31-Mar-21		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Youth Violence Intervention Programme - London MTCs	-	741,859	741,859	-	775,592	775,592
YVIP - IDVA Programme	-	15,000	15,000	-	15,000	15,000
Youth Violence Intervention Programme - Midlands	-	491,920	491,920	-	478,543	478,543
Youth Violence Intervention Programme - London A&Es	-	1,061,601	1,061,601	-	985,358	985,358
King's Evaluation Project (Guys & St Thomas' Charity)	-	160,000	160,000	-	-	-
The Well Centre Streatham	-	-	-	-	18,724	18,724
Comic Relief - Young Women's Project	-	84,085	84,085	-	78,694	78,694
King's Adolescent Outreach Service	-	62,699	62,699	-	74,862	74,862
Social Switch Project	-	99,668	99,668	-	143,083	143,083
Kailo Project (University College London)	-	7,173	7,173	-	-	-
Youth Participation	-	17,438	17,438	5,000	2,562	7,562
Social Prescribing (Hackney & Nottinghamshire)	-	3,849	3,849	-	-	-
Direct Programme support	-	143,571	143,571	9,663	108,768	118,431
Other support costs	236,769	385,192	621,961	37	366,897	366,934
	236,769	3,274,055	3,510,824	14,700	3,048,084	3,062,784

6. Cost of fundraising

	31-Mar-22			31-Mar-21		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted*	Total
	£	£	£	£	£	£
Staffing (salaries, NI, pension)	163,152	94,499	257,651	162,162	93,588	255,750
Other costs	15,742	22,477	38,219	15,057	23,050	38,107
	178,894	116,976	295,870	177,219	116,638	293,857

7. Net movement in funds

This is stated after charging:

Staff costs (see note 16)

Operating leases

Depreciation

Auditor's remuneration:

- statutory audit services

- other services

	31-Mar-22	31-Mar-21
	£	£
Staff costs (see note 16)	2,732,638	2,751,742
Operating leases	187,456	45,743
Depreciation	2,980	3,854
Auditor's remuneration:		
- statutory audit services	9,180	7,250
- other services	1,450	

8. Tangible fixed assets

	ICT £	Vehicles £	Total £
Cost			
At 1 April 2021	23,745	8,975	32,720
Additions	-	-	-
At 31 March 2022	23,745	8,975	32,720
Depreciation			
At 1 April 2021	14,806	8,975	23,781
Charge for the year	2,980	-	2,980
At 31 March 2022	17,786	8,975	26,761
Net book value			
At 31 March 2022	5,959	-	5,959
At 31 March 2021	8,939	-	8,939

9. Debtors

	31-Mar-22 £	31-Mar-21 £
Accounts receivable	418,877	224,441
Prepayments	66,085	31,100
Accrued income	365,220	415,985
Other debtors	29,076	28,632
	879,258	700,158

10. Cash & cash equivalents

	31-Mar-22 £	31-Mar-21 £
Current Accounts	113,590	72,955
Interest-bearing account	1,266,536	1,067,390
Petty cash floats	2,170	3,740
Pleo Account (pre-paid expense cards)	5,012	3,007
	1,387,308	1,147,092

11. Creditors

	31-Mar-22 £	31-Mar-21 £
Accounts payable	103,225	67,087
Accruals	107,511	21,364
Deferred income	164,226	117,478
	374,962	205,929

Movement on deferred income:

	31-Mar-22	31-Mar-21
	£	£
Deferred income at 1 April	117,478	202,129
Amounts deferred during the year	156,887	110,145
Amounts released to income during the year	(110,139)	(194,796)
Deferred income at 31 March	164,226	117,478

Deferred income comprises grant income received in 2021-22 which is to be applied to fund expenditure in future years.

12. Reconciliation of funds	01-Apr-21	Incoming funds	Outgoing resources	Fund transfers	31-Mar-22
	£	£	£	£	£
a. Unrestricted funds	1,238,718	730,421	(415,662)	(258,356)	1,295,121
	01-Apr-21	Incoming funds	Outgoing resources	Fund transfers	31-Mar-22
b. Restricted funds	£	£	£	£	£
Support costs (includes cost of fundraising)	21,850	540,733	(502,169)	-	60,414
Programme Support	12,125	103,020	(143,571)	37,751	9,325
Youth participation	7,348	10,000	(17,438)	-	-
YVIP London MTCs	-	738,449	(756,859)	146,527	128,117
YVIP London A&Es	124,443	1,028,254	(1,061,601)	63,396	154,492
YVIP Midlands	233,161	493,494	(492,185)	3,100	237,570
KAOS	-	62,699	(62,699)	-	-
I Define Me – Young Women's Project	-	76,502	(84,085)	7,583	-
Social Switch Project	12,523	99,668	(99,668)	-	12,523
King's YVIP Evaluation	-	160,000	(160,000)	-	-
Kailo Project	-	7,174	(7,174)	-	-
Social Prescribing	-	3,584	(3,584)	-	-
	411,542	3,323,576	(3,391,030)	258,356	602,442

Unrestricted funds are used to carry out any of the charity's objectives, while restricted funds are tied to funding specific objectives or projects. Where specific projects show a deficit between income and expenditure at the end of the financial year, unrestricted funds are applied to make each project fully funded.

13. Sources of Restricted Funds

Central costs	31 Mar 22	31 Mar 21
	£	£
Westminster Foundation	50,394	40,892
Paul Hamlyn Foundation	15,000	30,000
The Home Office	417,436	353,994
Stavros Niarchos Foundation	45,000	45,000
Children in Need	10,000	10,000

Youth Endowment Fund	12,903	-
Direct Programme Support Costs		
Mayor's Office for Policing and Crime (Violence Reduction Unit)	53,020	52,582
Stone Family Foundation	50,000	50,000
Youth Violence Intervention Programme		
London:		
Mayor's Office for Policing and Crime	275,707	270,300
Mayor's Office for Policing and Crime (Violence Reduction Unit)	278,005	237,151
Mayor's Office for Policing and Crime (A&E Contract)	749,508	637,082
National Lottery Community Fund	-	50,000
The Home Office	-	59,063
King's College Hospital	-	15,770
South East London Clinical Commissioning Group – London Vanguard	112,307	-
South East London Clinical Commissioning Group – Winter Pressures	25,812	-
The Leatherseller's Company	15,000	-
Corporate donations	23,936	-
W O Street Charitable Trust	4,000	-
John Horseman Charitable Trust	5,000	5,000
The Draper's Company	15,000	15,000
Coral Samuel Charitable Trust	-	1,000
The Park Family Foundation	5,000	5,000
John Coates Charitable Trust	5,000	-
Help for Children	18,000	-
John Lyons' Charity	-	12,500
Schroder Charity Trust	-	5,000
Gledswood Charitable Trust	-	500
The Gosling Foundation	-	12,000
The Peter Stebbings Memorial Charity	-	10,000
D'Oyley Carte Charitable Trust	-	3,000
Allen & Overy Foundation	-	10,000
French Huguenot Charitable Trust	-	2,000
Assura Community Fund	-	5,000
The Rayne Foundation	-	20,000
UCLH Charity	133,333	133,333
Guys' & St Thomas' Charity (King's YVIP Evaluation project)	160,000	-
Hiscox Foundation	30,000	-
Hackney Parochial Charity	5,000	-
Charles S French Charitable Trust	1,500	-
Charles Hayward Foundation	25,000	-
CAF: The Vanguard Hometown Grants Programme	38,895	-
Direct grants for young people	700	800
		-
MIDLANDS:		-
NHS England	94,094	188,187
The Health Foundation	-	25,461

Nottinghamshire Office of the Police & Crime Commissioner	50,000	100,000
Nottinghamshire Violence Reduction Unit	23,458	23,213
Nottingham Hospitals Charity	50,000	-
Keeping Nottinghamshire Safer (OPCC)	10,000	-
Nottinghamshire Victim Care	10,000	2,000
Nottingham Trent Students' Union	-	1,500
Thomas Farr Charitable Trust	2,000	-
Brown Jackson Charitable Trust	2,000	-
Community donations	1,000	1,419
West Midlands Police & Crime Commissioner	85,000	85,000
NHS Birmingham & Solihull CCG	63,392	58,804
Birmingham Women's & Children's Hospital	36,000	12,000
West Midlands VRU	1,200	-
Barrow Cadbury Trust	-	16,250
Michael Marsh Charitable Trust	-	2,500
University Hospitals Birmingham NHS Foundation Trust	25,000	25,000
University Hospitals Birmingham Charity	29,550	39,256
The Eveson Charitable Trust	-	15,000
Baron Davenport's Charity	-	600
DMF Ellis Charitable Trust	5,000	5,000
Stanley Smith Charitable Memorial Fund	800	-
The Norton Foundation	5,000	-
The Well Centre		
Children-in-Need (Counselling)	-	8,589
King's Adolescent Outreach Service		
King's College Hospital	62,699	74,862
Young Women's Project		
Comic Relief	76,502	78,694
Social Switch Project		
Catch 22 / Google.org	10,080	49,034
Catch 22/ London VRU	81,588	76,815
Greater Manchester Schools Pilot	8,000	-
Hackney Social Prescribing		
WSC Primary Care Network	3,584	-
Kailo Mental Health Research Project		
University College London	7,174	-
	3,323,576	2,981,153

14. Analysis of net assets by fund

Fund balances represented by:-	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Tangible fixed assets	5,959	-	5,959
Current assets	1,387,307	879,259	2,266,566
Creditors: amounts falling due within 1 year	(98,145)	(276,817)	(374,962)
	1,295,121	602,442	1,897,563

15. Operating lease commitments

As at the balance sheet date the charity had the following commitments under operating leases in relation to buildings which expire:-

	31-Mar-22	31-Mar-21
	£	£
Within one year:	117,784	91,486
Between one and five years	187,456	45,743

16. Employees

	31-Mar-22	31-Mar-21
	£	£
Wages and salaries	2,386,343	2,415,668
Social Security Costs	239,460	237,864
Workplace pension	83,791	82,395
Working from home allowance	23,044	15,816
	2,732,638	2,751,743

	31-Mar-22	31-Mar-21
Youth work, management and support services	78	79

The number of staff whose total emoluments (comprising salary, employer's NI and pension contributions) fell within each of the following bands was:-

	31-Mar-22	31-Mar-21
Between £90,001 and £100,000	1	0
Between £80,001 and £90,000	0	1
Between £70,001 and £80,000	0	0
Between £60,000 and £70,000	3	4

17. Senior Management Team

At the beginning of the year, the Senior Management Team consisted of the Chief Executive, the Chief Operating Officer, the Director of Programmes, the Head of Fundraising, the Head of Finance and the Business Development Manager.

Both the Chief Operating Officer and the Business Development Manager left to take up new roles in July 2021, and the decision was made to undertake a review of the Senior Management Team in order to ensure the organisational structure is best suited to take our future strategic plans forward. As part of this process an interim post of Director of Operations and Transformation was introduced, initially on a consultancy basis and the decision was taken not to fill the two vacancies until the review had been concluded. In addition, the Operations Manager, who manages our HR and recruitment function was invited to join the Senior Management Team, pending the outcome of the review.

The total cost of employing the Senior Management Team in 2021-22 was therefore £366,389 - slightly less than the previous year (2020-21: £377,155), however this figure does not include the costs of the interim consultancy.

Towards the end of the year the Director of Programmes and Head of YVIP left Redthread and so Tracey Burley was appointed Deputy Chief Executive Officer as an employee from 1 March 2022, and was subsequently appointed as Interim Chief Executive on 1 July 2022. This also supported the ongoing Senior Management Team review.

Payments in lieu of notice and compensation payments relating to termination initiated during the year were £84,307 (2021: nil). These were included in expenditure for the year and accruals at year-end and have been fully paid prior to the approval of these financial statements.

No trustee expenses have been incurred or paid during the year.

18. Taxation

The charity's activities fall within the exemptions afforded by the provisions of the income and Corporation Taxes Act 1988. Accordingly, there is no taxation charge in these accounts.

19. Related party transactions

There were no related party transactions.

20. Company limited by guarantee

Redthread Youth Limited is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such an amount as may be required not exceeding £10 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

Thank you to all our funders and supporters:

29th May 1961 Charitable Trust
Alchemy Foundation
Arnold National Women's Register Group
Barton Trust
Birmingham Women & Children's Hospital
Boodle Hatfield
Browne Jacobson Charitable Trust
Caring as One Foundation
Charles S French Charitable Trust
Charles Hayward Foundation
Chesterhill Charitable Trust
Children in Need
Comic Relief
Dentons UK Charitable Trust
DMF Ellis Charitable Trust
Drapers' Charitable Fund
Esmée Fairbairn Foundation
Eveson Charitable Trust
The French Huguenot Church of London Charitable Trust
Giveclarity
Google.org
Groundwork UK Ltd
Guy's & St Thomas' Charity
Hackney Parochial Charities
Help for Children (HfC)
Hiscox Foundation
Home Office
ISS Facility Services UK
John Armitage Charitable Trust
John Coates Charitable Trust
John Horseman Charitable Trust
Kent Youth League
King's College Hospital NHS Foundation Trust
Leathersellers' Company Charitable Trust
London Diocese – Parish Lent Appeal
London VRU (Violence Reduction Unit)
Magdalen Park Lawn Tennis Club
Memery Crystal LLP
Metropolitan Police Giving Scheme

NHS England Midlands
Note-orious Community Choir
Nottingham Hospitals Charity
Nottinghamshire Office of the Police & Crime Commissioner
Nottinghamshire Victim CARE
Nottingham & Nottinghamshire VRU (Violence Reduction Unit)
Park Family Foundation
Paul Hamlyn Foundation
Penningtons Manches Cooper LLP
Peter Courtauld Charitable Trust
Portrack Charitable Trust
R L Glasspool Charity
Sam & Bella Sebba Charitable Trust
NHS South East London Clinical Commissioning Group
Stanley Smith Charitable Memorial Fund
Stavros Niarchos Foundation
Stone Family Foundation
Tipton & Coseley Charitable Foundation
The Mayor's Office for Policing and Crime
The Norton Foundation
The Rayne Foundation
Thirty Percy Foundation
Thomas Farr Charitable Trust
University College London (Kailo project)
University College London Hospital Charity
University Hospitals Birmingham Charity
University Hospitals Birmingham NHS Foundation Trust
West Midlands VRU (Violence Reduction Unit)
Westminster Foundation
W O Street Charitable Trust
Well Street Common Primary Care Network
The Vanguard Group Foundation
Youth Endowment Fund

And all the individuals and organisations who make regular and occasional donations in support of our work, or who take part in and organise fundraising challenges and activities.

REDTHREAD YOUTH LIMITED

England & Wales - Charity number 1051260

Accounts



Redthread Youth Limited

Company no 03131121

Charity no 1051280

Annual Report and Accounts for the year ended 31 March 2021

Contents

About Redthread	..	..	..	..	..	..	..	..	..	1
Legal and administrative information	..	..	..	..	..	..	..	..	..	2
Letter from the CEO and the Chair of trustees	..	..	..	..	..	..	..	..	..	3
Annual Report										
Our activities	..	..	..	..	..	..	..	..	..	4
The impact of COVID-19	..	..	..	..	..	..	..	..	..	7
Scaling our impact – our strategy for 2021-26	..	..	..	..	..	..	..	..	..	8
Structure, governance and management	..	..	..	..	..	..	..	..	..	9
Our approach to fundraising	..	..	..	..	..	..	..	..	..	11
Financial review	..	..	..	..	..	..	..	..	..	12
Risk management	..	..	..	..	..	..	..	..	..	14
Statement of trustees' responsibilities	..	..	..	..	..	..	..	..	..	16
Independent auditor's report	..	..	..	..	..	..	..	..	..	17
Financial statements										
Statement of financial activities	..	..	..	..	..	..	..	..	..	21
Balance sheet	..	..	..	..	..	..	..	..	..	22
Statement of cash flows	..	..	..	..	..	..	..	..	..	23
Notes on the accounts	..	..	..	..	..	..	..	..	..	24
Thank you to our supporters										

About Redthread

Redthread empowers young people to thrive as they navigate the challenging transition to adulthood by integrating trauma-informed youth work into the health sector. We have experienced significant development since our inception in 1995, moving from a small local youth charity to a national organisation operating across multiple locations.

Our purpose

Redthread's purpose is to be present where young people need us most. We amplify their voices so that systems and services are better able to meet their needs and support them towards leading healthy, safe and happy lives.

Our vision

A society where all young people live healthy, safe and happy lives.

Our mission

To empower young people to thrive as they navigate the challenging transition to adulthood by integrating trauma-informed youth work into the health sector.

Legal and administrative information

Company name	Redthread Youth Limited
Charity number	1051260
Company registration number	03131121
Registered office	158 Buckingham Palace Road London SW1W 9TR
Trustees	Simon Charlick (chair) Miriam Bullock Patricia Gallan QPM Katie O'Donovan Lucie Russell Wanda Wyporska
Chief Executive	John Poyton OBE
Auditors	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	Lloyds Bank plc Camberwell Green Branch 25 Camberwell Green London SE5 7AB

The trustees, being the company's directors for the purposes of company law, present their statutory report together with the financial statements of Redthread Youth Limited for the year ended 31 March 2021.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report as set out in the Companies Act 2006.

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015).

Letter from CEO and Chair of the Trustees

Despite the challenges posed by COVID-19, 2020-21 was an incredibly positive year for us here at Redthread. Whether it be finding new flexible ways of working in a hospital setting, maintaining our face to face work alongside developing effective models of delivering remote casework, or ensuring we were able to maximise the effectiveness of our head office operation with the team working from home, we made sure we were able to keep our important work going despite the adaptations we had to make to comply with the restrictions that were put in place to fight the pandemic.

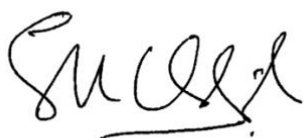
We continued to make progress on ensuring that a focus on equity and inclusion guides us in the way we manage the organisation and spent time reviewing our approach to income generation and fundraising to take account of shifts in priorities for many of our traditional funders and supporters in the light of the wider societal impact of the coronavirus pandemic.

Through all these challenges, our teams continue to provide high quality support and interventions across our services, at a time when, like all of us, vulnerable young people have found themselves facing new and unprecedented challenges in their daily lives. We were delighted that all the hard work put in by our frontline teams was recognised through a number of awards. Firstly, we were excited to be one of this year's winners in the GSK Impact Awards for our contribution to improving the UK's health and wellbeing. In November we were thrilled to receive two awards from the Royal Society for Public Health – the Community Health Development Award, and the prestigious Public Health Minister's Award, and also the Youth Work Award at the 2021 Children & Young People Now Awards. This is all well-earned recognition for the dedication and skill of our hospital-based youth work specialists.

Importantly, we took the opportunity this year to develop a new five-year strategy for the organisation, in consultation with our staff, our clinical colleagues, funders, decision makers and of course young people. Launched in June 2021, our strategy has an ambitious trajectory, with three strands which focus on gold standard (both in our service delivery and our employment practices), on innovation (through investing in the design of new services, and also by ensuring we maximise our impact through sharing best practice through existing and new network opportunities) and finally on thought leadership, by using our experience and expertise to influence local, regional and national policy makers and commissioners whilst also amplifying the voices of the young people to ensure they help to shape policies and participate in national discussions which will directly affect their lives.

Whilst this continues to be a challenging time for Redthread, and the charity sector as a whole, we have taken the opportunity to learn about our resilience as an organisation and reflect that we need to work harder than ever to support as many young people as possible as we move into the next phase of our development.

We'd like to take this opportunity to say a huge thank you to the whole of the Redthread staff team for their hard work, perseverance and determination over the last year, to our trustees for providing essential oversight and guidance, to our youth ambassadors and youth fora, for ensuring young people's voices are a key part of our decision making process, our clinical champions and colleagues for championing and supporting our work in health settings, as well as to all of our funders and supporters without whom none of this would be possible



Simon Charlick
Chair of trustees



John Poyton OBE
CEO

ANNUAL REPORT

Our activities

Redthread works with young people aged 11-25 in a range of health-related and community contexts – often this is at a moment of crisis in their lives when they need support to understand what they need to do to have happier, healthier and safer lives.

Youth Violence Intervention Programme (YVIP)

Our largest and most well-established programme, YVIP embeds specialist youth work professionals into hospital Emergency Departments (EDs) to work alongside clinical professionals to support young people who attend hospital as a victim of violence (including stabbings, shootings, assault without weapons, sexual and domestic violence and those at risk of exploitation).

Just as the pandemic began to emerge, we were in the process of launching our service into four new hospitals within Greater London, and two new hospitals in the Midlands. Despite the challenges we pressed ahead with recruitment and managed to start the process of embedding these new staff teams even though they were working remotely to begin with. So, by the end of the year we were supporting young people across London's major trauma centre network, and a further five local hospitals in Greater London (Homerton, UCLH, Croydon, Lewisham and Woolwich). In the Midlands we now work at Queen's Medical Centre in Nottingham (the MTC covering a wide geographical area in the East Midlands) as well as at King's Mill Hospital in Mansfield, whilst in Birmingham, our team is now able to take referrals from the Queen Elizabeth & Heartlands Hospitals, and also works within the Birmingham Women's and Children's Hospital.

Clearly the impact of the coronavirus pandemic throughout the year was significant, however we worked quickly and intensively to develop and roll-out an effective remote youth work service when it became clear that we would have to withdraw our youth workers from hospitals in the middle of March. We continued to work closely with our NHS and clinical colleagues to adapt our service offer and find ways of ensuring referrals could continue to be made, despite our teams working remotely. Our teams rose to the challenge and worked hard to provide robust and creative responses to the needs of our young people. As soon as it became safe and practical for our teams to return to hospitals, we worked hard to ensure appropriate safety measures were in place. Our overall number of young people worked with show a small increase year on year, despite these challenges.

In terms of demand, with young people's normal way of life impacted as much as any other age group by the restrictions of navigating life in lockdown, there continued to be a steady flow of referrals, and as each step of the government's road map came to pass we needed to be prepared to react to the inevitable spikes in activity that were prompted by the easing of those restrictions.

In 2020-21 our YVIP teams supported or engaged 1,372 young people out of the 1,860 we were able to contact. This represents an engagement rate of 74%.

We delivered training on how to better support young people who have been affected by trauma to 2,436 hospital staff members.

We made over 1000 referrals to a range of specialised services, particularly to services providing support with emotional and mental health (30%), victim support (16%) and accommodation and ETE support (9% each).

The pandemic combined with the additional local services we have launched, led to some shifts in the pattern of our referrals in 2020/21 compared to 2019/20:

- Assault made up 60% of cases, down from 74% the previous year
- Mental health presentations have nearly doubled proportionally from 7% to 13%
- The proportion of substance-related presentations has increased, from 3% to 5%
- 81% of young people we worked with felt as safe or safer after engaging with us
- 92% of young people who engaged with our services reduced or maintained their risk of harm
- 90% improved or maintained engagement in education, training or employment

King's Adolescent Outreach Service (KAOS)

The KAOS team has been in place since 2018, working closely with their clinical leads to provide youth work support to any young people aged between 16-24 who are admitted to adult wards at King's College Hospital, with the aim of promoting the importance of a holistic approach to adolescent health care.

In 2020-21 in spite of the pandemic, the team maintained its caseload, and worked with 293 young people out of the 346 that were referred to them – an engagement rate of 85%. The service is provided to both male and female patients, with the total numbers being split fairly equally between the two genders.

The team has worked hard to ensure that awareness of the service is promoted across the numerous specialities dealt with within the hospital, with referrals being made from more than 27 different departments. The top five referring departments in the year were general surgery, trauma, acute medicine, gynaecology, and haematology, with 60% of referrals coming from those departments alone. 75% of those referred were in the age range 17-21, with 10-16 year olds representing a further 14%.

In terms of signposting, 206 onward referrals were made by the team to a wide range of other services, both within the health system and in the community – these ranged from support with mental health issues, sexual health and alcohol and substance misuse through to education and training providers, legal & advocacy support services and more generic youth work opportunities.

Violence Against Women & Girls (VAWG)

Our Young Women's Service supports young women who have come into hospital as a result of serious youth violence or exploitation. The interventions differ from our generic YVIP work in that there is an expectation and understanding that the complexity of working with this group means that a longer-term period of support is often required, so each young woman who takes up the service can be supported for up to a year.

Funded initially for three years by Comic Relief, a fourth year of the service was made possible through additional funding secured from the KFC Foundation by Comic Relief. Additional funding from the London Violence Reduction Unit, has enabled us to increase

our VAWG work by introducing two further Young Womens' Worker posts and a VAWG lead within the Programme Management Team. This enabled us to embed VAWG into our strategic review and to formulate plans on how to take this important area forward.

Key work streams for VAWG lead, supported by our four young women's workers are:

- Embedding our VAWG work into daily practice across the organisation by developing a module for our core training
- Identifying and establishing VAWG champions within each hospital team
- Supporting colleagues with complex cases and ensuring a VAWG lens is applied to safeguarding concerns where appropriate
- Developing VAWG training to be delivered to clinical colleagues to ensure that signs of exploitation are spotted, and appropriate referrals made

The COVID-19 pandemic meant that, for part of the year at least, our young women's team had to pivot to remote working. On the other hand, statistics from other organisations in the field showed that lockdown was causing an escalation in domestic violence, and the harm that young women were experiencing day to day, so we were pleased to be able to provide 46 young women with longer term support during the year. In addition, our VAWG lead was able to provide specialist support to a further 60 additional cases through collaborating with other members of our hospital-based teams.

The Social Switch Project

Redthread was pleased to remain a partner in the co-delivery of the Social Switch project, alongside social business, Catch 22, as it entered its second year of operations. This important initiative continues to seek ways of tackling the growing issue of antisocial and violent online behaviour, which often has the potential to escalate into violence in the real world.

Since the project began, the team have trained 61 young people as social media managers and have continued to provide intensive career support after the course has been completed. In addition, over 1000 professionals working with young people have attended training that aims to give them the knowledge and tools to be able to empower young people to deal with the challenges of negative online behaviours.

Finally, a small grants programme enabled us to fund 40 grassroots projects across London with a range of ways to support young people to engage with the digital world in positive ways.

Going forward, the partnership hopes to be able to scale the various strands of the Social Switch programme to become a national programme.

HIVE

HIVE (the Hospitals Interrupting Violence Exchange) is a network set up by Redthread back in 2017 to provide opportunities to share best practice with other professionals and organisations working in the field of youth violence in hospital settings. Due to the pandemic, we were unable to run our annual conference, and instead we hosted a series of online symposiums and webinars throughout 2020-21, on topics such as 'Living Through a Lockdown'; 'Young People as Parents, Sons and Daughters'; 'Exploitation and

Young Adults". Attended by 389 delegates, these online opportunities provided excellent networking and learning opportunities for attendees.

Going forward, we hope to be able to return to a live 'in person' event in 2022, however we will almost certainly combine the live events with an on-going programme of online events in order to reach the widest possible audience and expertise.

Youth participation

Developing our youth participation strategy is now a key component of the gold standard stream of our new 5-year plan as we work towards ensuring young peoples' voices are heard at all levels in our decision-making progress.

Great strides have been made with this during the year, with the development of our Youth Ambassadors programme, our regular Youth Forums which now take place in London and the Midlands, and the active involvement of our youth ambassadors in our recruitment processes for frontline staff.

We look forward to continuing to support young people to participate in local and national discussions on topics and policies that will directly affect their lives.

The impact of COVID-19

The on-going effect of the global pandemic continues to cause uncertainty across the charitable sector in the UK, and at the time of writing, it still isn't possible to predict in great detail what that means for us in terms of our ability to generate income in the medium to longer term.

Redthread has been better placed than many other UK charities to weather the storm, since, historically, we have not been dependant on those income streams that have been most adversely affected by the various lockdowns and restrictions necessitated to reduce the spread of the virus – our income from challenge events, in-person fundraising events and direct fundraising asks to individuals and companies have been somewhat depressed, but in general terms our fundraising team have been able to capitalise on COVID-specific funding streams, and a number of our funders were able to offer additional contributions in recognition of the particular challenges we faced during the year, so our financial position at the end of 2020-21 remains robust.

Looking ahead, we continue to plan for diversification of our income streams in the light of changes in the funding landscape that will become clearer as the next year to eighteen months progresses.

We will also be taking the opportunity to review our service models and ensure that we are best placed to provide a cost-effective and sustainable approach to continuing our work with as many young people as possible.

Scaling our impact – our strategy 2021-26

At the end of June, we launched our ambitious new five year organisational strategy following a process which involved all levels of the organisation, a wide range of external partners and, of course, the young people we work with.

The full strategy document can be download from our website here:
<https://www.redthread.org.uk/about-us/scaling-impact/>

Delivering our plans requires us to maintain a careful balance between sustaining our current services alongside exploring new ways of working that will help us achieve our ambitious plans to scale our impact through consolidation and innovation. We are also committed to building a sustainable organisation, with a resilient funding base utilising a diverse range of income streams, supported by effective governance and robust financial policies and processes.

The plan identifies three over-arching strategic priority areas, with the following workstreams under each area:

Gold Standard

We will:-

- Be an inclusive, diverse and empowering organisation in which staff can thrive
- Be a gold standard provider for young people through the high quality of our work across integrated care systems
- Empower young people to participate in decisions that impact their lives, by amplifying their voices and opinions both within Redthread and on external platform

Innovation

We will:-

- Expand our work across integrated care systems, building on our previous experience within both primary and secondary care
- Increase our ability to demonstrate the impact of our work in order to continually improve our delivery and support partners to achieve the best outcomes for young people
- Develop and deliver expert training programmes to our staff and to external partners

Thought Leadership

We will:-

- Use our experience to influence regional and national policy makers and commissioners to ensure that young people's needs are met
- Build productive relationships with key stakeholders and partners which will enable us to further develop our work together
- Lead a strong and influential network through our Hospitals Interrupting Violence Exchange (HIVE) which encourages collective working and collaboration to improve outcomes for young people

Structure, governance and management

Redthread Youth Limited is a registered charity and a company limited by guarantee in England and Wales, and as such is governed by its published Memorandum and Articles of Association. The members of the charitable company are also the directors/trustees. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member. The charitable company operates under the name “Redthread.”

Organisation

The board of trustees administers the charity and meets on a quarterly basis. The trustees have appointed a Chief Executive Officer to manage the day-to-day operations of the charity. To enable Redthread to run smoothly and effectively, the Chief Executive has delegated authority for operational matters, including finance, fundraising, marketing and communications, business development, employment of staff and programme-related activity to members of the senior management team.

A Finance and Audit Committee meets at least once a quarter to provide more detailed oversight of the financial performance of the charity as it grows. The Finance and Audit Committee consists of two trustees and two or more members of the senior management team, including the Chief Operating Officer and the Head of Finance.

The trustees retain sign-off of the strategic direction of the charity, and key financial matters including the budget, and the reserves and remuneration policies.

During the year the trustees approved an external benchmarking exercise which will feed into our pay review procedures to ensure our salaries retain parity with similar organisations across the sector.

A Trustees' Fundraising working group has also been convened to ensure we are able to maximise all opportunities arising from existing contacts and networks.

Trustees and appointment of Trustees

The board seeks to appoint trustees with the skills, experience and knowledge to provide the necessary oversight of the company's activities and fulfil its obligations legal and otherwise to the full range of stakeholders. The board aims to represent in its appointments the different constituencies of health education and the wider business community which form the context in which we work. New trustees are appointed by the board and are asked to serve for an initial term of four years after which they may put themselves forward for re-appointment. New trustees may be sought by open advertisement or through a dialogue with funders and other stakeholders. Prospective trustees are normally interviewed by the Chair of trustees and the Chief Executive Officer, and, if selected are then invited to attend a trustees' meeting before any appointment is ratified.

Trustee induction and training

New trustees follow an induction process which includes meeting the senior management team and visiting Redthread's projects. Training and support is made available throughout their tenure and trustees are encouraged to attend peer to peer networking events and conferences through organisations such as the National Council for Voluntary Organisations, and the Charity Finance Group. This year we have twinned

trustees with most of our YVIP teams, enabling trustees to gain more in-depth knowledge of our work and our staff team.

Related parties

The trustees have procedures in place for identifying related parties and transactions with them. Any identified related party transactions are reported on in the notes to the financial statements.

Senior Management Team

The senior management team of the charitable company comprise the Chief Executive Officer, the Chief Operating Officer, the Director of Programmes, the Business Development Manager, the Head of Finance and the Head of Fundraising. The salaries of the staff team are reviewed on an annual basis, using external benchmarking processes as appropriate, and are approved by the trustees.

Following the departure of the Business Development Manager in June 2021 and the Chief Operating Officer in July, the Trustees have appointed an interim Director of Operations and Transformation, to lead on supporting Redthread's operational and strategic priorities and to lead a Review to ensure that Redthread's Senior Management Team is structured in a way that aligns with the new five-year strategy.

Reserves policy

The trustees have examined the requirement for free reserves, i.e., those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The trustees consider that, given the nature of the charity's work, the level of unrestricted funds should aim to cover at least three months' annual expenditure of the charitable company at any one time.

At 31 March 2021, this figure equates to £839,160, while actual free reserves stood at £1,229,778, which is in excess of 4 months' annual expenditure. The trustees do not believe that this is excessive, as it will provide an essential buffer to cover any temporary shortfalls in incoming resources due to timing differences in income flows. This approach ensures we have adequate working capital to cover core costs and will also allow the organisation to deal with the on-going challenges of the Covid-19 pandemic and any other unforeseen emergencies, while specific action plans are implemented.

Public benefit

In setting objectives and planning activities, the trustees confirm that they have complied with their duty under Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

The trustees' report gives a description of the activities undertaken during the period to further its charitable purposes, and the trustees are satisfied that such activities provide public benefit.

Redthread's approach to fundraising

At Redthread we greatly value the support we receive from individuals, organisations, companies and funders, and we take none of this for granted. Redthread is registered with the Fundraising Regulator and abides by the Code of Fundraising Practice. We uphold the four values of the Code of Fundraising Practice; our fundraising is legal, open, honest and respectful.

We will never:

- Sell supporters' data to another organisation
- Share the personal information of supporters with another organisation without the data subject's specific and explicit consent
- Share or sell any personal details to another organisation for their own purposes

We will always:

- Keep supporters' personal information safe and secure
- Listen to our supporters and ensure we communicate with them in the way that they wish
- Treat our supporters and stakeholders fairly, reasonably and with transparency
- Be accountable to our supporters, stakeholders and service-users

Redthread's fundraising is undertaken in-house by a team of fundraising professionals; we do not use third parties to fundraise on our behalf.

Our income comes from a wide variety of sources; however, our typical activities include:

- Requesting money from grant-making trusts or organisations
- Applying for government funding
- Asking for voluntary donations at events, including through bucket collections
- Forming partnerships with community groups, companies and other organisations who choose to support our work in a variety of ways
- Offering opportunities for individual supporters to take part in challenge events or other fundraising events on our behalf
- Advertising the impact of our work on social media, in mainstream print and broadcast media, on our website and through other appropriate channels
- Communicating with our supporters and individuals who have asked to be kept informed about our work
- Approaching individuals who may be interested in our work through professional organisations such as business networks, universities, hospitals, churches, clubs and community groups.

We do not:

- Conduct regular gift, face-to-face fundraising on the street (but we may hold bucket collections and awareness raising events in public places, or at events where we have been invited to do so)
- Canvas door-to-door
- Send out direct marketing mail to people unknown to us
- Contact former service-users or their families regarding fundraising activity, unless they have specifically asked to be contacted.

We have never received any complaints about our fundraising activities and we constantly monitor internally our fundraising processes and activities to ensure they are reasonable.

In particular, we closely monitor the impact that any of our activities could have on vulnerable people. Our Youth Ambassadors (former service-users who have joined a youth participation scheme) are sometimes asked if they would like to be involved in fundraising activity. When this occurs, or when former service-users who are not involved in the Youth Ambassadors scheme choose to support our work or fundraise on our behalf, we work closely with our programme management team to safeguard those former service-users.

Financial Review

Despite the challenges we faced this year, we were able to achieve another year of growth – our turnover grew by 17% year on year with total income of £3.98m (2019-20: £3.39m).

The percentage of our income derived from statutory and institutional funders increased this year, to 55% of the total, compared with 43% last year. This shift was as a result of our successful tender to MOPAC to mobilise new services in three local A&E departments in London, along with some additional funding in the Midlands to expand our services to the Birmingham Women's and Children's Hospital and to the King's Mill Hospital, a local A&E based in Mansfield. Our unrestricted funding from trusts and foundations dipped slightly to 17%, (2019-20: 20%), and the total amount from funding streams such as individual giving, challenge events, and other voluntary funding sources was adversely affected by the pandemic, however we still managed to bring in over £40,000 from these sources.

A total of £250,000 was brought in from funding pots established specifically to support charities likely to be adversely affected by COVID-19.

The breakdown between other sources of funding is illustrated in Chart 1.

Total expenditure during the year came to £3.36m, an increase of some 22% compared with 2019-20, (£2.74m). Again, the increase can be largely attributed to the mobilisation and service delivery costs of year 1 of our new contract with MOPAC. Conversely, a number of our budgeted expenditure lines came in below forecast due to the savings that were made due to pivoting so many of our activities to online and with people working at home the amounts spent on travel, meeting expenses, room hire and event expenses were much lower than anticipated. Chart 2 illustrates the breakdown of expenditure between the various cost centres during the year.

At the end of year, we were able to add £587,202 to our unrestricted funds making the total figure in our free reserves £1,238,718 at 31 March 2021. Alongside this, we have a sum of £411,542 in restricted reserves. More than half of this figure (£233,161) relates to funding in hand for the Birmingham service, which saw a number of posts falling vacant during lockdown, and which it proved impossible to recruit into during the year. A further 20% relates to the Outcomes Based Payments relating to our new London A&E service contracts, and this funding will be carried forward into the new service year to pay for items such as the on-going core training of the teams once we are able to return operating in real life settings.

Chart 1: income by type

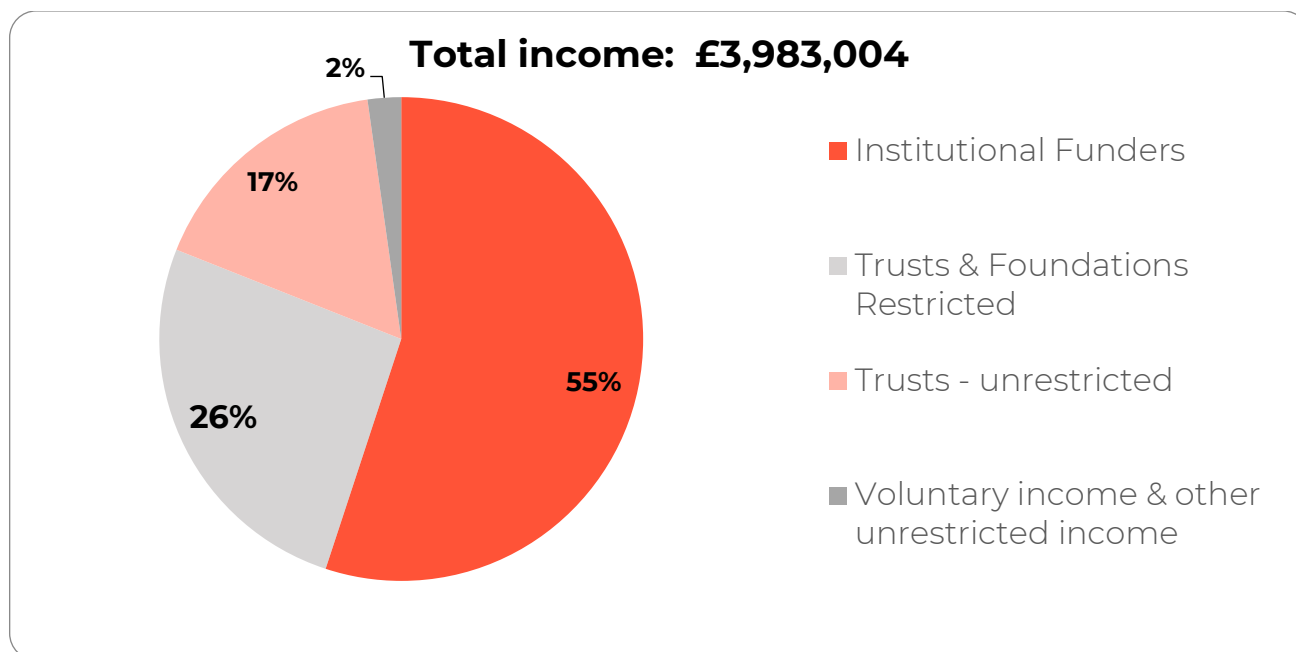
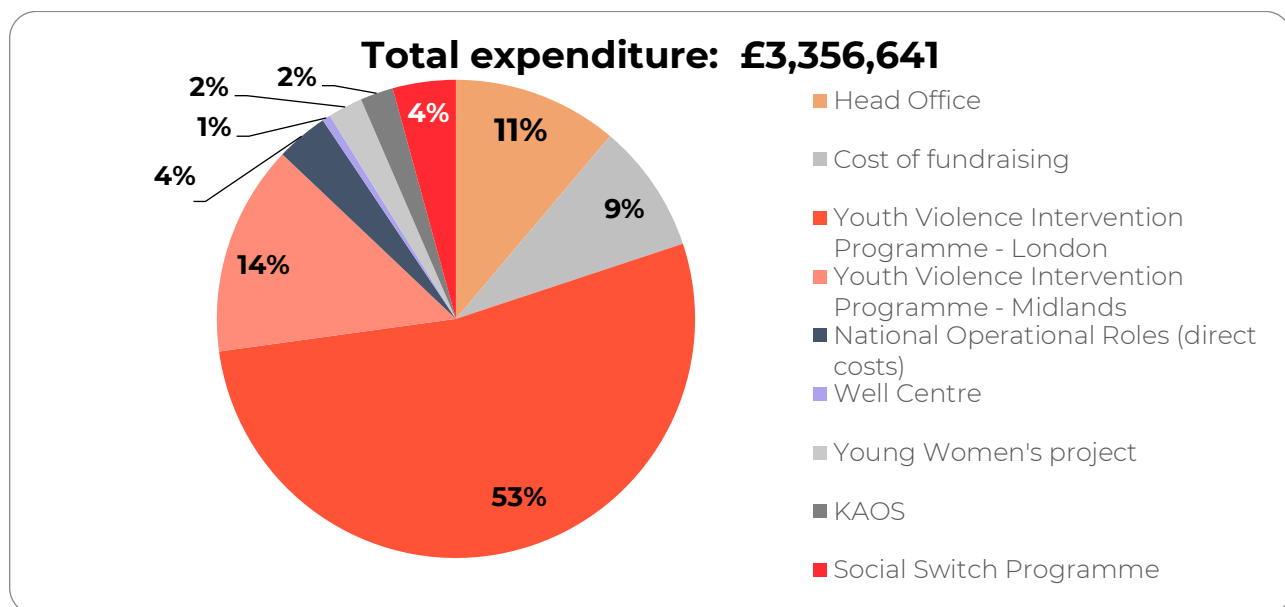


Chart 2: expenditure by cost centre



Risk management

The trustees have reviewed the organisation's exposure to major risks and have updated the Risk Register accordingly. The Register assesses all risks according to impact and likelihood, as well as recording all steps taken and systems put in place to mitigate them. The risks are categorised under the following headings: governance, financial, external, and operational, and the register is reviewed at each trustees' meeting. The trustees have identified the high-level risks as follows:

Risk	Impact	Mitigating strategy
Ongoing impact of Covid-19 or similar global pandemic on fundraising efforts and on our ability to maintain high quality interventions with vulnerable young people	Financial: reduction in income due to key and potential funders revising their priorities in the light of emerging economic and societal impact of the Covid-19 pandemic Operational: limitations placed on our ability to deliver the face-to-face relational youth work models such as our work in hospitals	• Maintain good communications with existing funders to maximise their continued support • Review and learn from our experience of successfully pivoting all of our programmes to remote working during the 2020-21 pandemic to ensure we can smoothly make a similar transition in the event of future recurrence of outbreaks of Covid or other viruses • Keep up to date with governmental initiatives (e.g., furlough, small business grants etc) designed to support businesses through the crisis and with the current public health advice • Ensure staff team are consulted and involved in decision making relating to any changes in working practices arising from the onset of the crisis • Utilise our wider networks, including clinical colleagues in hospitals and in Public Health England to ensure our response coincides with sector wide approaches
A reduction in income or failure to achieve budgeted income levels means that the charity has insufficient margins to cover its operating costs and fails to deliver value for money	Redthread will be less financially stable, have fewer resources to spend on the services we provide and have a reduced ability to deliver our strategic objectives.	• Ensure focus on securing new sources of income and seek to diversify our funding streams • Maintain a tight budget setting process which seeks to make efficiency savings and control costs while maintaining operational effectiveness • Maintain and grow reserves to a level that permits expenditure to be reduced in a managed fashion, should the need arise • Maintain good relationships and clear reporting with current funders • Make sufficient investment in fundraising resources to achieve income targets

Policies and procedures not followed, with particular note for safeguarding, data protection and health and safety	This has the potential to have serious implications for the young people we work with and also our staff team. If a young person we have worked with or a member of our team comes to harm this is also likely to lead to reputational damage, negative press reports and loss of funder/ public support.	● Rigorous induction, training and performance monitoring for all staff. ● Staff sign each policy to say they have read and understood it. ● Importance of policies and procedures discussed regularly and routinely in supervision sessions, team meetings and away days, and in Board meetings. ● Staff have easy access to policies and procedures. ● Board places emphasis on importance of policies and procedures. Disciplinary sanctions in place emphasising importance of policies and procedures.
Damage to reputation, e.g. serious safeguarding incident, financial mismanagement, negative press reports	Reduced ability to raise and maintain income and to attract funders to support our projects	● Evidence the impact of our work through high-quality, external evaluations ● Maintain good reputation and track record through high impact work and strong partnerships, transparency and openness ● Maintain good relationships with and clear reporting processes with current funders
Breach of data protection principles	Reduction in ability of clients and/or supporters to place their trust in our youthwork/ fundraising teams; reputational damage and loss of funder and public support; risk of fine from Information Commissioners' Office	● GDPR working group meets on a quarterly basis to review any incidents, new projects and changes in processes to ensure compliance ● Robust data protection policies and processes ● Rigorous induction, training and performance for all staff ● Disciplinary sanctions in place emphasising the importance of data protection ● All staff complete Information Governance training and assessment within 3 months of joining, and repeat on an annual basis ● Registration with the Office of the Fundraising Regulator ● Data protection issues discussed at every line management supervision session

Statement of trustees' responsibilities

The trustees (who are also directors of Redthread Youth Limited for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are also responsible for ensuring that adequate accounting records are kept that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

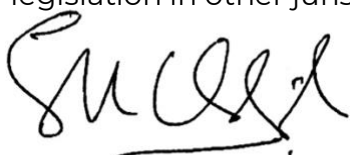
They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of 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.



Simon Charlick
Chair of Trustees

27 January 2022

Independent auditor's report to the members of Redthread Youth Limited

Opinion

We have audited the financial statements of Redthread Youth Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, and the notes to the financial statements, including the principle accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the strategic report and the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustee' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

As explained more fully in the trustees' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs

(UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charitable company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation); and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- used data analytics to investigate the rationale behind any significant or unusual transactions;
- tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charitable company's financial procedures; and
- Performed substantive testing on grant income to ensure the income recognised complied with the funding agreements.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of this report

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



Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

28/2/22

Financial statements

REDTHREAD YOUTH LIMITED

TRADING AS "REDTHREAD"

(a company limited by guarantee)

Statement of financial activities

For the year ended 31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	31-Mar-21 Total £	31-Mar-20 Total £
Income					
Grants and Donations	2	959,135	469,886	1,429,021	1,127,781
Charitable Activities	3	-	2,511,267	2,511,267	2,262,772
Other	4	42,716	-	42,716	4,582
Total income		1,001,851	2,981,153	3,983,004	3,395,135
Resources expended					
Charitable activities	5	14,700	3,048,084	3,062,784	2,524,439
Raising funds	6	177,219	116,638	293,857	210,990
Total resources expended		191,919	3,164,722	3,356,641	2,735,429
Net incoming/ (outgoing) resources for the period		809,932	(183,569)	626,363	659,707
Transfers between funds		(222,730)	222,730	-	-
Net movement in funds	7	587,202	39,161	626,363	659,707
Total funds brought forward		651,516	372,381	1,023,897	364,190
Total funds carried forward:		1,238,718	411,542	1,650,260	1,023,897

REDTHREAD YOUTH LIMITED

TRADING AS "REDTHREAD"

(a company limited by guarantee)

Balance sheet

as at 31 March 2021

		31 March 2021		31 March 2020	
		£	£	£	£
	Notes				
Fixed assets					
Tangible assets	8	8,939		3,799	
Current assets					
Debtors	9	700,158		842,686	
Cash at bank and in hand	10	<u>1,147,092</u>		<u>508,259</u>	
		1,847,250		1,350,945	
Liabilities					
Creditors: amounts falling due within one year	11	<u>(205,929)</u>		<u>(330,847)</u>	
Net current assets/(liabilities)		<u>1,641,321</u>		<u>1,020,098</u>	
Total assets less current liabilities		<u>1,650,260</u>		<u>1,023,897</u>	
Total net assets		<u>1,650,260</u>		<u>1,023,897</u>	
Funds					
Unrestricted funds	12a	1,238,718		651,516	
Restricted income funds	12b	411,542		372,381	
Total funds		<u>1,650,260</u>		<u>1,023,897</u>	

The financial statements were approved by the board on 27 January 2022 and signed on its behalf by



Simon Charlick
Chair of Trustees

REDTHREAD YOUTH LIMITED
TRADING AS "REDTHREAD"
(a company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2021

	Notes	2021	2020
		£	£
Cash flows from operating activities			
Cash generated from operations	A	647,672	223,528
Cash flows from investing activities			
Purchase of new ICT equipment	(8,994)	(3,436)	
Interest received	155	192	
		(8,839)	(3,244)
Net increase/(decrease) in cash and cash equivalents		638,833	(220,284)
Cash and cash equivalents at beginning of year		508,259	287,975
Cash and cash equivalents at end of year	B	1,147,092	508,259

A. Reconciliation of net movement in funds to net cash provided by operating activities

	2021	2020
	£	£
Net movement in funds (as per the statement of financial activities)	626,363	659,708
Adjustments for:		
Depreciation charge	3,854	2,662
Interest receivable	(155)	(192)
(Increase) / decrease in debtors	142,528	(466,806)
Increase/ (decrease) in creditors	(124,918)	28,156
Net cash provided by operating activities	647,672	223,528

	2021	2020
	£	£
B. Analysis of cash and cash equivalents		
Cash at bank and in hand	1,147,092	508,259

1. Accounting policies

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the year and the preceding period.

1.1 Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the charities SORP as specified in '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) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS102. The financial statements are presented in sterling and are rounded to the nearest pound.

1.2 Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make significant judgements and estimates. The items in the accounts where these judgements and estimates have been made include:

- determining the amount of grant income to defer to future periods

In addition to the above, the full impact following the recent emergence of the global coronavirus pandemic continues to be unknown. It is therefore not currently possible to evaluate all the potential implications for the charity's activities, beneficiaries, funders, suppliers and the wider economy. Estimates used in the accounts are therefore subject to an increased degree of uncertainty and volatility.

1.3 Going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect of a period of one year from the date of approval of the financial statements.

As part of this process the trustees have considered the likely impact of the Covid-19 pandemic on the charity's financial position, and, in particular, on the ability of the organisation to fundraise for future periods. Whilst there are likely to be a number of far-reaching consequences for the charitable sector and the UK economy as a whole, and this will undoubtedly influence our future plans, Redthread is well-placed to deal with these challenges in the medium to longer term.

The trustees have come to the conclusion that there are no material uncertainties related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. The trustees are of the opinion that the charitable company will have sufficient resources to meet its liabilities as they fall due.

1.4 Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included.

Grant income that has been received to fund work to be undertaken by the charity over a specified time period is recognised in the statement of financial activities as the programme is delivered. For accounting purposes, the extent of completion of a project is equated to the proportion of expenditure incurred. Any amounts received for activities not yet delivered are treated as deferred income. Where no time period is defined, restricted funds are accounted for as income when they are receivable.

1.5 Expenditure and the basis of apportioning costs

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be recovered, as the charity is not registered for VAT and is reported as part of the expenditure to which it relates.

Charitable expenditure comprised those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

In respect of apportioning overheads and other central costs to projects, Redthread operates a full cost recovery model wherever possible. This means that each project is required to make a contribution towards those central costs in order to ensure that the charitable company's infrastructure is maintained at an appropriate level to ensure the sustainability of each project. The contributions applied to each project are calculated using a range of methods:

- for the majority of projects, a contribution is applied that equates to 15% of the total remuneration of the staff team working on that project to cover management and administration costs, and a further 5-10% to cover overheads. The precise percentage applied may vary from project to project, following initial budget negotiations with specific project funders.
- In addition, some project funding includes a fixed contribution to management and/or overhead costs as a specific part of the budget, especially where there is significant input from the members of the central team, or where members of the project team are based at head office. The amount is normally agreed as a fixed sum per quarter/annum.
- Finally, in developing new projects, some members of the Senior Management Team may be directly involved in the planning, mobilisation, and on-going management of the project, and, in these cases, an estimation of the amount of time spent on the project is made, and charges according to our full cost recovery model are applied.

The costs of fundraising comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes and includes the entire cost of employing the Head of Fundraising and all other members of the fundraising team.

Governance costs are the costs associated with the governance of the charitable company and its assets, and the costs associated with any strategic, as opposed to the day-to-day management of the charity's activities. These are allocated to charitable activities.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the residual value of each asset over its expected useful life, as follows: -

- Computers and other ICT equipment – 33.3% per annum; Motor bike – 20% per annum
- Depreciation is applied to any asset costing more than £1000.

1.7 Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

1.8 Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of the acquisition.

1.9 Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charitable company anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

1.10 Pension costs

The pension charge represents payments made to the automatic enrolment workplace pension scheme provided by The People's Pension and is charged to the Statement of Financial Activities in the period to which it relates.

1.11 Unrestricted funds

The unrestricted funds comprise those monies which are freely available for application towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

1.12 Restricted funds

The restricted funds are monies received that are subject to funder-imposed conditions and/or their use is restricted to a specified purpose.

2. Income for core costs

	31-Mar-21			31-Mar-20		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Home Office	-	353,994	353,994	-	225,243	225,243
Trusts and Foundations:	917,043	115,892	1,032,935	672,243	132,298	804,541
Supporters and Donations	42,092	-	42,092	97,997	-	97,977
	959,135	469,886	1,429,021	770,240	357,541	1,127,781

3. Income from charitable activities

	31-Mar-21			31-Mar-20		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Youth Violence Intervention Programme - London MTCs	-	588,177	588,177	-	549,993	549,993
YVIP - IDVA Programme	-	15,000	15,000	-	15,000	15,000
Youth Violence Intervention Programme - Midlands	-	601,190	601,190	-	715,653	715,653
Youth Violence Intervention Programme - London A&Es	-	906,325	906,325	-	340,058	340,058
King's Evaluation Project (Guys & St Thomas' Charity)	-	-	-	-	60,000	60,000
The Well Centre Streatham	-	8,589	8,589	-	201,629	201,629
Comic Relief - Young Women's Project	-	78,694	78,694	-	91,678	91,678
King's Adolescent Outreach Service	-	74,861	74,861	-	65,574	65,574
Social Switch project	-	125,849	125,849	-	181,389	181,389
Youth participation	-	10,000	10,000	-	-	-
Direct Programme Support	-	102,582	102,582	-	41,797	41,797
	-	2,511,267	2,511,267	-	2,262,772	2,262,772

*Sources of restricted grants are analysed in note 13

4. Other income

	31-Mar-21			31-Mar-20		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Bank interest	155	-	155	192	-	192
Other income	1,675	-	1,675	4,390	-	4,390
HMRC Job Retention Scheme grant	40,886	-	40,886	-	-	-
	42,716	-	42,716	4,582	-	4,582

5. Costs of charitable activities - by project

	31-Mar-21			31-Mar-20		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Youth Violence Intervention Programme - London MTCs	-	775,592	775,592	-	712,633	712,633
YVIP - IDVA Programme	-	15,000	15,000	-	15,000	15,000
Youth Violence Intervention Programme - Midlands	-	478,543	478,543	-	605,138	605,138
Youth Violence Intervention Programme - London A&Es	-	985,358	985,358	-	201,629	208,600
King's Evaluation Project (Guys & St Thomas' Charity)	-	-	-	-	60,000	60,000
The Well Centre Streatham	-	18,724	18,724	-	196,494	196,494
Comic Relief - Young Women's Project	-	78,694	78,694	-	91,678	91,678
King's Adolescent Outreach Service	-	74,862	74,862	-	65,573	65,573
Social Switch Project	-	143,083	143,083	-	151,632	151,632
Youth participation	5,000	2,562	7,562	-	-	-
Programme support	9,663	108,768	118,431	-	23,487	23,487
Support costs	37	366,897	366,934	169,637	224,568	394,205
	14,700	3,048,084	3,062,784	169,637	2,354,802	2,524,439

6. Cost of fundraising

	31-Mar-21			31-Mar-20		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted*	Total
	£	£	£	£	£	£
Staffing (salaries, NI, pension)	162,162	93,588	255,750	89,789	90,038	179,827
Other costs	15,057	23,050	38,107	23,727	7,436	31,163
	177,219	116,638	293,857	113,516	97,474	210,990

7. Net movement in funds

This is stated after charging:

Staff costs (*see note 16*)

Operating leases

Depreciation

Auditor's remuneration:

- statutory audit services

- other services

	31-Mar-21	31-Mar-20
	£	£
	2,751,742	1,877,237
	45,743	68,614
	3,854	2,662
	7,250	6,480
	-	3,210

8. Tangible fixed assets

	ICT	Vehicles	Total
Cost	£	£	£
At 1 April 2020	14,751	8,975	23,726
Additions	8,994	-	8,994
At 31 March 2021	23,745	8,975	32,720
Depreciation			
At 1 April 2020	10,952	8,975	19,927
Charge for the year	3,854	-	3,854
At 31 March 2021	14,806	8,975	23,781
Net book value			
At 31 March 2021	8,939	-	8,939
At 31 March 2020	3,799	-	3,799

9. Debtors

	31-Mar-21	31-Mar-20
	£	£
Accounts receivable	224,441	457,057
Prepayments	31,100	18,414
Accrued income	415,985	336,434
Other debtors	28,632	18,631
	700,158	842,686

10. Cash & cash equivalents

	31-Mar-21	31-Mar-20
	£	£
Current Accounts	72,955	52,484
Interest-bearing account	1,067,390	449,968
Petty cash floats	3,740	4,562
Pleo Account (pre-paid expense cards)	3,007	1,245
	1,147,092	508,259

11. Creditors

	31-Mar-21	31-Mar-20
	£	£
Accounts payable	67,087	118,818
Accruals	21,364	9,900
Deferred income	117,478	202,129
	205,929	330,847

	31-Mar-21	31-Mar-20
Movement on deferred income:		
	£	£
Deferred income at 1 April	202,129	227,012
Amounts deferred during the year	110,145	187,555
Amounts released to income during the year	(194,796)	(212,438)
Deferred income at 31 March	117,478	202,129

12. Reconciliation of funds	01-Apr-20	Incoming funds	Outgoing resources	Fund transfers	31-Mar-21
	£	£	£	£	£
a. Unrestricted funds	651,516	1,001,851	(191,918)	(222,730)	1,238,718
	01-Apr-20	Incoming funds	Outgoing resources	Fund transfers	31-Mar-21
	£	£	£	£	£
b. Restricted funds					
Support costs (includes cost of fundraising)	35,500	469,886	(483,535)	-	21,851
Programme Support	18,311	102,582	(108,768)	-	12,125
Youth participation		10,000	(2,652)	-	7,348
YVIP London MTCs	-	669,237	(856,652)	187,415	-
YVIP London A&Es	168,163	906,325	(985,359)	35,315	124,444
YVIP Midlands	110,514	601,190	(478,543)	-	233,161
The Well Centre	10,135	8,589	(18,724)	-	-
KAOS	1	74,861	(74,862)	-	-
I Define Me – Young Women's Project	-	78,694	(78,694)	-	-
Social Switch Project	29,757	125,849	(143,083)	-	12,523
	372,381	3,047,212	(3,230,782)	222,730	411,542

Unrestricted funds are used to carry out any of the charity's objectives, while restricted funds are tied to funding specific objectives or projects

31 Mar 21

31 Mar 20

13. Sources of Restricted Funds

Central costs

	£	£
Westminster Foundation	40,892	42,298
Paul Hamlyn Foundation	30,000	30,000
The Home Office	353,994	225,243
The Health Foundation	-	35,000
Stavros Niarchos Foundation	45,000	-
Sam And Bella Sebba Charitable Trust	-	25,000
Children in Need	10,000	-

Direct Programme Support Costs

Mayor's Office for Policing and Crime (Violence Reduction Unit)	52,582	16,797
Stone Family Foundation	50,000	25,000

Youth Violence Intervention Programme London:

Mayor's Office for Policing and Crime	270,300	265,000
Mayor's Office for Policing and Crime (Violence Reduction Unit)	237,151	77,010
Mayor's Office for Policing and Crime (A&E Contract)	637,082	112,426
National Lottery Community Fund	50,000	-
The Home Office	59,063	63,063
Imperial College Healthcare Charity	-	-
King's College Hospital	15,770	15,770
The Progress Foundation	-	20,000
Mercer's Company	-	25,000
Community donations	-	315
Coral Samuel Charitable Trust	1,000	-
John Coates Charitable Trust	-	5,000
John Horseman Charitable Trust	5,000	-
Lloyds Bank Foundation	-	25,000
Alchemy Foundation	-	500
Austin Hope Pilkington Trust	-	5,000
John Lyons' Charity	12,500	49,634
D C R Allen Charitable Trust	-	10,000
Worshipful Company of Weavers	-	60,000
The Park Family Foundation	5,000	-
The Draper's Company	15,000	-
Schroder Charity Trust	5,000	-
Gledswood Charitable Trust	500	-
The Gosling Foundation	12,000	-
The Peter Stebbings Memorial Charity	10,000	-
D'Oyley Carte Charitable Trust	3,000	-
The Leatherseller's Company	-	15,000
LB Hackney: Hackney VCS Grant	-	30,000
Allen & Overy Foundation	10,000	-
French Huguenot Charitable Trust	2,000	-

REDTHREAD YOUTH LIMITED

Notes to the financial statements for the year ended 31 March 2021

Assura Community Fund	5,000	-
The Rayne Foundation	20,000	20,000
Private Family Trust	-	10,000
UCLH Charity	133,333	33,333
London Boroughs of Camden & Islington	-	63,000
Guys' & St Thomas' Charity	-	60,000

Youth Violence Intervention Programme Midlands:

NHS England	188,187	-
The Health Foundation	25,461	213,097
The Home Office	-	120,639
Nottinghamshire Office of the Police & Crime Commissioner	100,000	35,000
Nottinghamshire Violence Reduction Unit	23,213	40,654
West Midlands Violence Prevention Alliance	-	84,388
West Midlands Police & Crime Commissioner	85,000	42,194
Violence Reduction Unit, Leicester, Leicestershire & Rutland	-	6,300
Dulverton Trust	-	35,000
Thomas Farr Charitable Trust	-	3,000
Community donations	1,169	2,317
NHS Birmingham & Solihull CCG	58,804	36,991
Birmingham Women's & Children's Hospital	12,000	-
Barrow Cadbury Trust	16,250	30,666
29th May 1961 Charitable Trust	-	5,000
Edward Cadbury Charitable Trust	-	5,000
The Norton Foundation	-	5,000
Grantham York Trust	-	5,000
Roger & Douglas Turner Charitable Trust	-	3,000
Michael Marsh Charitable Trust	2,500	3,000
Percy Lea Charitable Trust	-	1,000
University Hospitals Birmingham NHS Foundation Trust	25,000	-
University Hospitals Birmingham Charity	39,256	38,407
The Eveson Charitable Trust	15,000	-
Baron Davenport's Charity	600	-
DMF Ellis Charitable Trust	5,000	-
Direct grants for young people	3,025	-

The Well Centre

Herne Hill Group Practice/ NHS Lambeth CCG	-	135,050
GLA Young Londoners' Fund	-	50,141
Children-in-Need (Counselling)	8,589	16,438

King's Adolescent Outreach Service

CYPHS	-	7,043
King's College Hospital	74,861	58,531

Young Women's Project

Comic Relief	78,694	91,678
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Social Switch Project

Catch 22 / Google.org	49,034	181,389
Catch 22/ London VRU	76,815	-

2,981,153	2,620,314
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14. Analysis of net assets by fund

Fund balances represented by:-

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Tangible fixed assets	8,939	-	8,939
Current assets	1,374,824	472,426	1,847,250
Creditors: amounts falling due within one year	(145,045)	(60,884)	(205,929)
	1,238,718	411,542	1,650,260

15. Operating lease commitments

As at the balance sheet date the charity had the following commitments under operating leases in relation to buildings which expire:-

	31-Mar-21	31-Mar-20
	£	£
Within one year:	91,486	91,486
Between one and five years	45,743	68,614

16. Employees

	31-Mar-21	31-Mar-20
	£	£
Wages and salaries	2,415,668	1,664,041
Social Security Costs	237,864	162,566
Working from home allowance	15,816	
Workplace pension	82,395	50,630
	2,751,743	1,877,237

Number of employees

The average number of employees during the year, calculated on the basis of full-time equivalents was as follows: -

	31-Mar-21	31-Mar-20
Youth work, management, and support services	79	61

The number of staff whose emoluments fell within each of the following bands was: -

	31-Mar-21	31-Mar-20
Between £80,001 and £90,000	1	0
Between £70,001 and £80,000	0	1
Between £60,000 and £70,000	4	0

17. Senior Management Team

The Senior Management Team consisted of the Chief Executive, the Chief Operating Officer, the Director of Programmes, the Business Development Manager, the Head of Fundraising, the Head of Finance and the Business Development Manager.

The total cost of employing the Senior Management Team in 2020-21 was £377,155 (2019-20: £318,230).

No trustee expenses have been incurred or paid during the year.

18. Taxation

The charity's activities fall within the exemptions afforded by the provisions of the income and Corporation Taxes Act 1988. Accordingly, there is no taxation charge in these accounts.

19. Related party transactions

There were no related party transactions in the year (2020: none).

20. Company limited by guarantee

Redthread Youth Limited is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amount as may be required not exceeding £10 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

Thank you to all our supporters:

29th May 1961 Charitable Trust
Alan Morton
Alchemy Foundation
Allen & Overy Foundation
Assura Community Foundation
Baron Davenport's Charity
Birmingham Women's & Children's
Hospital NHS Foundation Trust
Bite Size Pieces
Boodle Hatfield
Browne Jacobson
Catch 22 Community Point Fund
Chesterhill Charitable Trust
Children in Need
Comic Relief
Coral Samuel Charitable Trust
D'Oyly Carte Charitable Trust
Drapers' Charitable Fund
Esmée Fairbairn Foundation
Eveson Charitable Trust
French Huguenot Charitable Trust
Garfield Weston Foundation
Google.org
Gosling Foundation
Guy's & St Thomas' Charity
Home Office
Hoveringham Women's Institute
John Armitage Charitable Trust
John Horseman Charitable Trust
Julia and Hans Rausing Charity
Kent Youth League
King's College Hospital NHS Foundation
Trust
Leathersellers' Company Charitable Trust
London Borough of Camden
London Borough of Islington
London Violence Reduction Unit
Memery Crystal
Michael Marsh Charitable Trust

National Lottery Community Fund
NHS Birmingham & Solihull Clinical
Commissioning Group
NHS England Midlands
Nottinghamshire Community Safety
Partnerships (Ashfield, Mansfield, Newark &
Sherwood)
Nottinghamshire Office of the Police & Crime
Commissioner
Nottingham Crime & Drugs Partnership,
Safer Nottinghamshire Board
Nottingham & Nottinghamshire Violence
Reduction Unit
Open Creates
Park Family Charitable Trust
Paul Hamlyn Foundation
Peter Stebbings Memorial Charity
Pickwell Foundation
Porticus UK
Progress Foundation
Rayne Foundation
Sam & Bella Sebba Charitable Foundation
Schroder Charity Trust
Stavros Niarchos Foundation
St Peter's Church, Eaton Square
Stone Family Foundation
The Health Foundation
The Mayor's Office for Policing and Crime
(MOPAC)
Thirty Percy Foundation
Tipton & Coseley Building Society
TSB
University College London Hospital Charity
University Hospitals Birmingham Charity
University Hospitals Birmingham NHS
Foundation Trust
West Midlands Violence Reduction Unit
Westminster Foundation
Worshipful Company of Goldsmiths

And all the individuals and organisations who make regular and occasional donations in support of our work, or who take part in and organise fundraising challenges and activities.

REDTHREAD YOUTH LIMITED

England & Wales - Charity number 1051260

Accounts

Redthread

Annual Report and Accounts
For the period ended 31 March 2020





Our vision is a society where all young people live healthy, safe and happy lives.

Our mission is to empower young people to thrive as they navigate the challenging transition to adulthood by integrating trauma-informed youth work into the health sector.

Our core purpose is the advancement of health or the saving of lives through the preservation and protection of the health and well-being of young people by providing and assisting in the provision of facilities, counselling, support services and equipment not normally provided by statutory authorities.

We will, in addition, advance the education of young people through the provision of information and outreach to improve their health and general well-being.

Legal and administrative information

Charity number 1051260

Company registration number. 03131121

Registered office 158 Buckingham Palace Road
London
SW1W 9TR

Trustees Simon Charlick (appointed chair 1 January 2020)
Cheryl Plumridge OBE (stood down as chair 31 December 2019,
resigned 25 November 2020)
Louisa Mann (resigned 27 May 2020)
Lucie Russell
Miriam Bullock
Patricia Gallan QPM
Katie O'Donovan
Wanda Wyporska

Chief Executive John Poyton OBE

Chief Operating Officer Jenny Baker

Auditors Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Bankers Lloyds Bank plc
East Dulwich Branch
364 Lordship Lane
London SE22 8NA

The trustees, being the company's directors for the purposes of company law, present their statutory report together with the financial statements of Redthread Youth Limited for the year ended 31 March 2020.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a director's report as set out in the Companies Act 2006.

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015).

Letter from CEO and Chair of the Trustees

2019-20 was another incredibly successful year for us here at Redthread. We helped more young people than ever before whilst at the same time Improving our financial resilience so we can sustain our services in the future.

Our London and Midlands Youth Violence Intervention Programme (YVIP) teams went from strength to strength, the Well Centre continued to deliver high quality interventions in the community, we launched a new YVIP service at University College London Hospital, and were delighted to be successful in our bid to run new services in three more key London A&Es (in Croydon, Lewisham and Woolwich) for MOPAC. Funding from the newly established London Violence Reduction Unit enabled us to increase the capacity in our teams in London, as well as creating a new central post of VAWG lead, whilst a grant from a family foundation also enabled us to recruit to the new post of Practice Development Lead.

During the year the King's Adolescent Outreach Service (KAOS) was expanded following a successful business case being submitted by our clinical colleagues to the hospital Trust Board to secure year on year funding for the programme within the wider hospital budget. In the last quarter of the year, we were busy preparing to mobilise our three new hospitals, revising and consolidating our core training modules, running assessment days for potential team members interested in joining our new teams in Croydon, Lewisham and Woolwich, undertaking a review of our current case recording and evaluation processes in preparation for the new financial year, and also continuing to carry out preparatory work in advance of writing our new 3 year strategic plan to take us through to 2023.

Our fundraising team had a particularly successful year and brought a lot of new funders and supporters into our portfolio, which resulted in a huge boost to our unrestricted reserves, a key aim of the trustees in ensuring the sustainability of the organisation.

The importance of this approach became evident in March, when the true nature of the Covid-19 pandemic started to become clear, and like the rest of the country we went into lockdown. This has been a wake-up call for the whole of the charitable sector, and the true impact of this catastrophic event is yet to play out, however we were proud to see how all of our teams, and in particular those teams embedded within hospitals, were able to adapt their ways of working and pivot to the provision of high quality remote and digital services to continue to support as many young people as possible. We managed to keep the number of team members furloughed to an absolute minimum, and the rest of our staff made the transfer to working remotely very effectively.

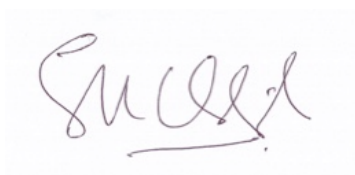
Whilst this has been a challenging period for all of us, we have learnt a lot about our resilience as an organisation, and about how we make the necessary adjustments at very short notice to enable us to pull together and work effectively during a crisis. Our funders have been incredibly supportive during this time, and we thank them for their encouragement and collaboration over the period of the pandemic.

Moving forward, we need to adjust our plans in the light of the 'new normal' and in particular we will be paying attention to the lasting effects that this experience is likely to have on the young people we work with, and making sure that we adapt our services accordingly. The effect on our staff team has been considerable too, and we have been working hard to ensure that all our staff are finding new ways of keeping in touch with each other and finding opportunities to get to know members of other teams who they may not have actually met in person before lockdown.

Even before lockdown, Redthread had been in the process of addressing the issue of equality and diversity in our organisation, and unfortunately both COVID-19 and the terrible events surrounding the death of George Floyd have shown that we need to move much more swiftly on progress in making Redthread a more inclusive and supportive employer. As we develop our strategy for the next five years and beyond, this aspect of how Redthread operates will be a priority for us. Whilst we have taken some significant steps in addressing this during the last 6 months, we recognise that we need to do more.

We would like to take this opportunity to say thank you to two of our trustees who have stood down this year – Louisa Mann and Cheryl Plumridge – your wisdom and insights during your time on the board have been invaluable.

A huge thank you is due to the whole of the Redthread staff team, the trustees, our youth ambassadors, our clinical champions and colleagues, as well as all of our funders and supporters for their perseverance and determination to prosper during and beyond these trying times!

A handwritten signature in purple ink, appearing to read 'Simon Charlick'.

Simon Charlick
Chair of trustees

25 November 2020

A handwritten signature in purple ink, appearing to read 'John Poyton'.

John Poyton
CEO

25 November 2020

Annual Report

OUR ACTIVITIES

Redthread works with young people aged 11-25 in a range of health-related and community contexts – often this is at a moment of crisis in their lives when they need support to understand what they need to do to have happier, healthier and safer lives.

We are present in places and at times when young people expect us least, but need us most to support them through adversity; advocate on their behalf with external agencies; help them to engage or re-engage with other services ; and to empower them to make choices that will ultimately lead to change and improve their lives.

We do this through a number of programmes: -

Youth Violence Intervention Programme (YVIP)

Our largest programme, Redthread's Youth Violence Intervention Programme, embeds specialist, professional youth workers into hospital Emergency Departments (EDs). We meet any young person between the ages of 11 and 24 who attend the ED as a victim of violence; including stabbings, shootings, non-weapon related assaults, sexual violence and those at risk of exploitation. We aim to capitalise on the 'teachable moment': a powerful opportunity for reflection and positive change created by the pain, isolation and fear associated with intense crisis and life-threatening injury.

Redthread youth workers aim to meet every young person within this 'teachable moment'. They are a vital part of the hospital team and will meet young people off the back of an ambulance, while they are receiving life-saving emergency treatment in the resuscitation bay, in an A&E waiting room or once they have been admitted to a trauma ward following major surgery. Initially the youth workers aim to build trust and rapport with the young people, explaining medical treatment and advocating on their behalf.

We work with young people to assess their immediate risks and needs, create safety plans, and begin one-to-one casework back into their communities. Our intervention is completely personalised for each individual young person and their circumstances but is generally relatively short-term and intensive. We aim never to duplicate work or to complicate a situation for a young person who may already have the input of multiple statutory agencies. Our focus is always on building and supporting robust networks around a young person – we make relational referrals, identify key professionals and 'scaffold' existing relationships. Relational referrals are our method of walking alongside a young person throughout every step of a referral: we invite professionals to the hospital, introduce them personally, accompany young people to initial meetings and follow up with professionals to ensure they feel confident supporting the individual young person.

Redthread have teams working at three of London's four MTCs (King's College Hospital, St George's Hospital, and St Mary's Hospital) and we commission St Giles Trust to provide a similar service at the Royal London Hospital in Whitechapel. In the Midlands, we work in the Queen's Medical Centre in Nottingham, Queen Elizabeth's Hospital, Birmingham and Heartlands Hospital in Birmingham. Within the capital we also have teams at Homerton University Hospital in Hackney and University College London Hospital, with teams in Lewisham, Croydon and Woolwich hospitals set to launch during 2020.

Youth violence has become one of the UK's most pressing social issues. There were 45,627 offences involving knives or sharp instruments recorded in 2019, a 7% rise year on year, and 49% higher than 2011 when comparable records began.

This is not just a London-centric issue. The Office for National Statistics (ONS) says that in the year to March there were 3,437 offences involving a blade in the West Midlands Police area, a slight increase on the previous year. That is 118 offences per 100,000 population.

The link between disadvantage and violence is well-established and cyclical. Adverse childhood experiences (ACEs) – such as childhood poverty or violence in the family home – increase the risk of developing health-harming behaviour.

People who experience four or more ACEs are 14 times more likely to have been a victim of violence and 15 times more likely to have perpetrated violence in the last 12 months (Public Health Wales, 2014). Violence can spread through communities like communicable diseases (SELCoH, 2016), spurring retaliations and normalisation of violence. Exposure to significant recurrent violence increases the risk of suffering post-traumatic stress disorder and can interrupt normal brain development in children and adolescents, impacting on young people's responses to situations and their ability to reason and rationalise. Young people living in these circumstances are also far less likely to have experienced positive relationships with professionals or engage with appropriate support services, leading to them being labelled 'hard-to-reach.'

In 2019-20 our YVIP teams supported 1,333 young people across eight hospitals and worked intensively with 639

- 298 of these had not previously engaged with statutory services
- 186 were not in education, employment or training (NEET)
- 74% lived in an area where is regular or occasional violence
- 83% had directly witnessed violence (whether inside or outside of the home)

As a result of working with Redthread:

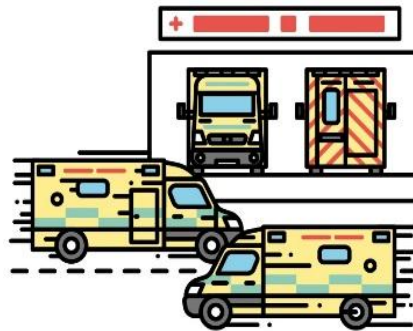
- 56% of the young people felt safer
- 92% were less likely to be harmed again
- 75% reported no further involvement in violence 6 months after our work with them had finished
- 82% were supported by a Redthread worker to engage with services appropriate for their needs
- 89% were supported to engage with education, training or employment at a level appropriate for them
- 97% of the young people we supported did not return to hospital for a violent injury in the following year
- 89% of the young people we work with now have a better understanding of risks and feel more empowered to keep themselves safe

While we have made significant achievements over the past year, we received fewer referrals overall. There are a number of reasons for this slight reduction. While we opened a new service at UCLH at the beginning of 2020, this was still establishing itself in 2019/20 and consequently did not contribute significantly to our referral numbers. In 2019/20, we amended our consent mechanisms, meaning we were unable to contact some young people we would have previously. And of course, the final quarter of the year was impacted by the COVID-19 pandemic and subsequent lockdown, which saw a large reduction in hospital presentations and referrals to our services.

Despite these issues, we have been able to increase our engagement rate over the past year. As we establish ourselves in the hospitals where we operate, we have enhanced our

ability to gain eligible referrals from clinicians and provide essential support to those young people who are referred to us.

As the COVID-19 pandemic developed, Redthread worked quickly and intensively to develop and roll-out a remote youth work service. We withdrew our youth workers from the hospitals in the middle of March. We have continued to take referrals remotely and have provided support to our NHS colleagues by adapting our service offer to be able to receive referrals and work in a virtual way.



The Well Centre

Since 2011, when the Well Centre was officially opened at its brand-new premises in Streatham, South London, Redthread and Herne Hill Group Practice have worked in partnership to deliver holistic health and wellbeing support for young people in the community. Our youth workers worked alongside the clinical team of GPs and a mental health counsellor to provide a wide range of support and advice through our drop in and on demand services to any young person aged 13-20 who needed our help.

Our service has always been in high demand, and so we have been continually assessing, adapting and reviewing the service provided in order to maintain the high quality of the care and support provided to young people, and to ensure we were able to work with those young people most at risk of poor health outcomes, exclusion and disadvantage.

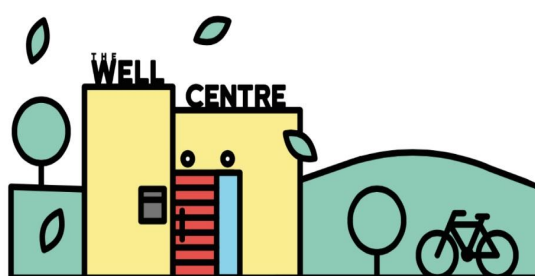
This last year brought operational challenges, notably staffing and space, along with more strategic ones around funding and the eligibility restrictions this dictated. These challenges prompted reflection on the next stage of development for Redthread's youth work services, and on our responsibility to innovate. Working together with HHGP has taught us the inherent value of youth work in primary care settings and the importance of specialist provision for adolescents, and we are keen to integrate this work more closely with the services we provide in all our hospitals.

As a result of this reflection, Redthread's Board of Trustees and Herne Hill Group Practice decided to re-configure the partnership, with effect from April 2020.

The Well Centre continues to be operated by Herne Hill Group Practice, providing enhanced health care and emotional support for young people in Lambeth. Redthread have now withdrawn from providing youth work at the Well Centre, in order to focus efforts on building on the learning from the past eight years and developing new, scalable models of primary care interventions. This is an exciting period of reflection, transition and development for both Redthread and Herne Hill Group Practice that will enable us to better align the teachable moment opportunities for young people in the community, with those we see in hospitals.

During this year, the Well Centre team supported 366 young people, with concerns ranging from anxiety and low mood to sexual health complaints, problematic substance use, bullying and difficult peer relations. For those actively receiving one to one support from a youth worker there were more intensive support sessions with a view to safe and contained intervention closure. Thankfully none of the young people identified required any additional safeguarding support but had this occurred we would have referred any concerns into the Local Authority Early Help team or the MASH.

- *In 2019-20, a total of 366 young people attended the Well Centre for support, advice or information*
- *68% were female, 32% male*
- *254 young people accessed the counselling service at the Well Centre*



Young Women's Project – 'I Define Me'

Over the past three years our Young Women's Service, funded by Comic Relief, has demonstrated there is both worth and need to have specialist workers supporting young women, who are often forgotten when it comes to Serious Youth Violence.

Redthread has already made significant strides within this field and in the year April 2019-March 2020, 13.5% of young people engaged by our Youth Violence Intervention Programme (YVIP) were female. (This percentage rises to 44.5% if our IDVA & Young Women's Service are included).

This year has been one of growth for the Young Women's Service at Redthread. In 2019 Redthread secured additional funding through the Violence Reduction Unit at the Mayor's Office for Policing and Crime to expand the Young Women's Service. We were able to appoint another specialist Young Women's Worker at St Mary's Hospital and a Violence Against Women & Girls (VAWG) Lead. These posts launched in January 2020.

The VAWG Lead focuses on developing our work and influence in the area of Violence Against Women and Girls and provides oversight for the Young Women's Workers and the I Define Me project.

The VAWG Lead's strategic priorities include:

- ensuring that the Young Women's Service (including I Define Me and the St Mary's site) demonstrates our worth and expertise within the field of VAWG. It is important that the VAWG Lead has clear oversight over all the sites to identify any themes and ensure consistency of service.

- training and Development, so that our staff team have the knowledge and skills they need to feel empowered to work with VAWG. This further extends to our clinical colleagues as it is important that they have the ability to identify VAWG referrals and support young women who access their sites.
- external influence as our work with young women and girls to date has provided us with rich and credible knowledge that deserves to be heard. In order to support or indeed create wider, systemic change we need to clearly communicate our learning, share best practice and be recognised as experts in this field.

In 2019-20, a total of 61 young women were supported by Redthread's young womens' workers, of whom 53 took up the service during the year.

Due to the longer-term nature of our support (i.e.: young women carried over from the previous reporting period), 61 young women received some form of meaningful engagement (as a minimum this will be completing a safety plan and signposting them to support services). Of these young women, 47 (77%) engaged in longer term support.

As a result of working with Redthread:

- *75% of the young women we worked with us report increased self-esteem*
- *91% report that they have made positive decisions since engaging with the project.*

King's Adolescent Outreach Service (KAOS)

KAOS exists to provide a youth work support to any young people between the ages of 16 to 24 who are admitted to the adult wards at King's College Hospital.

The project seeks to promote the importance of a holistic approach to adolescent healthcare. While adult medical teams provide excellent treatment to address the presenting issue, too often they fail to consider the wider social and emotional context and specific needs of that young person. In this sense, the KAOS team identified a real opportunity to make a difference to young peoples' health and understood the potential of any hospital admission as a 'teachable moment'.

KAOS' mission is two-fold: firstly, to improve the quality of the adolescent's experience as an inpatient by embedding a culture of listening on the adult wards and secondly, to identify additional health needs and give confidential advice and signposting to in-hospital or local services to prevent re-attendance and improve their long-term health outcomes in a broader sense.

KAOS was launched in late April 2018, initially as a one-year pilot with one youth worker. However, the impact of the programme has led to the hospital committing to the project as an on-going need and agreeing to increase the team to two, with an additional youth worker joining the team this year. The two youth workers are supported by two lead clinicians, and a team of around 40 health care professionals from different backgrounds, all with an interest in optimising care for young people.

- *In 2019-20, KAOS worked with 283 young people out of a total of 340 referrals (an 83% engagement rate)*
- *The majority of support given to young people through KAOS was providing health review and advice, with around 70% of young people receiving this*

support. In addition, around 16% received support with medical treatment, with other support including education and employment advice, family work and advocacy.

- *As well as increasing total engagement numbers and the proportion of those referred who were supported, we were able to increase the range of support offered to young people. Over four times as many young people this year were signposted for additional support, with double the range of referral options compared to 2018/19.*

The Social Switch Project

This new pilot project is delivered in partnership with Catch 22 and Google.com and is designed to switch the narrative on how social media's relationship to youth violence is understood, debated and tackled.

The project consists of three strands of activity over an initial 18-month period.

Strand 1 – A social media ethics and safeguarding training programme for 500 frontline staff working with young people.

By March 2020, nearly 300 frontline workers had attended this training. From analysis of our evaluation surveys, the average percentage increase in skills and confidence was 89%, and 91% would highly recommend the training to others. Due to the pandemic, the team converted the training in order to deliver it online, ensuring maximum interaction and participation from attendees, as sharing best practice has proved to be one of the unique selling points of the programme.

Strand 2 - An accredited three-week social media management training and employability programme, combined with supportive, tailored 1-2-1 career coaching for young talent, with access to industry-led progression opportunities.

By the end of this year the team had delivered Social Media Manager training to 25 young people in two cohorts, against a target of 30 for the entire pilot. From comparison of our pre- and post-training evaluation surveys, the average percentage increase in skills and confidence was 95%, and 95% would highly recommend the training to others.

Young people have been supported through regular appointments with their dedicated Career Coach. From the second cohort, two young people secured jobs, four secured work experience or internship placements, one went on to further training, with four young people setting up their own social media projects. A final young person has also been awarded a role as a Digital Marketing Apprentice at Google.

Strand 3 – A small grants programme for individuals, micro-charities and grass-roots organisations working with young people in their local community in the preventative field of youth violence.

The grants programme has been designed with three key areas of focus; to support organisations or individuals who are delivering innovative responses to community engagement, targeted at those who would not normally apply for grants funding, and working to create, deliver and expand projects for young people impacted or exposed to violence or its risk factors.

Due to the pandemic, applications that already made use of digital technologies were prioritised and other applicants were invited to tweak their project ideas to include

digital delivery, or to reapply with a new digital project idea. Further funding will be awarded to new applicants who are responding to the crisis and continuing to support young people in innovative ways during lockdown or who need financial support to access digital tools which will enable their youth work to operate remotely (such as through training, digital resources, hardware or software).

While the original pilot was scheduled to last until July 2019, a further six months funding has recently been agreed with funding from the Mayor's Office for Policing and Crime Violence Reduction Unit.

Our aims and objectives

1) Maintain & develop the embedded services in London's Major Trauma Centres

We have continued to develop our YVIP service at St Mary's, St George's and King's College Hospital where we have larger teams and have been established for longer, which provides more stability. Our engagement rates across the year have been impressive at all three hospitals. We have continued to embed our risk assessment and intervention planning framework at the heart of our intervention through intensive training and consistent review of practice. Youth workers complete a comprehensive risk assessment with all of the young people that engage with us; this increases the reflectiveness of our immediate safeguarding interventions and also enables very clear action planning for young people's positive progression outside of hospital.

In 2019/20, 67% of all presentations in London were stabbings, which is reflective of the trends being seen nationally. Child Sexual Exploitation (CSE) as a primary reason for referral remains extremely low for 2019/20. As we have consistently highlighted, CSE is very often only picked up as a secondary presentation following a young person presenting as a victim of violence. However, we continue to look at ways to increase clinician's confidence and expertise in identifying signs of exploitation, mainly through awareness raising training. Having our VAWG Lead in place means we can put an increased focused on this work and ensure staff across all sites are confident in identifying signs of CSE and in supporting young people.

Our teams across London have observed that the nature of cases have become increasingly complex this year with most featuring a compound of social issues. In particular, homelessness and a lack of recourse to public funds have arisen as key themes. Given this, the team has spent a lot of time advocating for young people and helping them navigate complex statutory systems. This has also led to a trend where young people are often "dropping back" into the service after an intervention is completed as a new complication with a social issue arises or they want help and advocacy tackling unfamiliar processes and legislations. As such, the length of cases has also seen a slight increase over the course of the year.

2) Expand and develop Redthread's programmes

a) YVIP in the Midlands

It is now over two years since the new services went live in Nottingham and Birmingham and there has been significant development in both regions. Across the Midlands, we have established a Clinical Champions Network which facilitates the sharing of learning and best practice between our clinical colleagues. We have also strengthened our

commitment to youth participation, namely through the Youth Ambassador Programme, which was initially developed in Nottingham but has since been expanded across the organisation. Our Youth Ambassadors now sit on local and national panels, giving them the opportunity to influence the development of services tailored to their needs.

Our partnerships in the Midlands have gone from strength to strength, with regular input from key partners through our Steering and Operational Groups. The inception of the local Violence Reduction Units has signified an important change in how we work and has allowed us to develop our voice within a statutory commissioning setting. We have also engaged NHS England on a regional level and have agreed provisional future funding for a Midlands-focused project. We have been in discussion with Sherwood Forest Hospitals NHS Foundation Trust regarding their desire to implement our work; a scoping project has been enabled by funding received from the Early Intervention Youth Fund which demonstrated a need for ongoing dedicated support at King's Mill Hospital, a local hospital located within Nottinghamshire. In the West Midlands, we were privileged to be able to deliver training to over 200 military personnel at the Queen Elizabeth Hospital in Birmingham as a result of its status as a military hospital.

Operationally, we have made the transition from one Midlands Programme Manager to two, one for Nottingham and one for Birmingham. This was in response to a greater understanding of the pressures of managing across such a large geographical area and has provided our delivery teams with significantly more support.

We are undertaking a number of research projects which are specifically tailored to reporting the outcomes of our work in the Midlands. A project exploring the re-attendance and re-injury data in the Midlands has commenced and the Adoption and Spread Evaluation (funded by The Health Foundation) has progressed. As part of this, The Health Foundation have funded a short film which focuses specifically on our work in the Midlands; this will form an important part of our work which demonstrates our impact.

Due to COVID-19, Redthread's work in the Midlands, particularly at Heartlands in Birmingham, has been reconfigured. Due to a shift in hospital status whereby Heartlands Hospital became a 'red' COVID-only site, we had to furlough the Heartlands team. However, we are pleased to be in conversations with Birmingham Children's Hospital and Birmingham City Hospital about how our service might also reach young people attending at these sites. We are extremely proud of how our teams have responded to the COVID-19 crisis, ensuring that even while working remotely, young people attending the hospitals were still able to access our service.

b) YVIP in London's local A&E departments

We made significant progress with this goal across 2019/2020.

Our Homerton University Hospital team was strengthened through funding from the London Violence Reduction Unit, which enabled us to appoint an additional Youth Worker to the team.

Following the invitation from UCLH to introduce our YVIP service into their A&E department for a three year pilot, we were pleased to begin mobilising this new service during the autumn of this year appointing Franklyn Addo, previously Team Leader at Homerton, to lead a new team through recruitment, set up and launch, bringing a wealth of experience with him.

In late 2019 MOPAC launched a tender for the provision of hospital-based youth work in a further five local A&E departments across London. We were successful in winning the

contracts in Lewisham, Woolwich and Croydon hospitals and recruitment began in January 2020. Recruitment on this scale required us to take a new approach, which began with a well-attended open evening at King's College Hospital in early February, followed by assessment days co-facilitated by Redthread staff and young ambassadors who played a key role in the selection process.

The significant growth in staffing these new services meant we identified the need for a new role to oversee our YVIP services, of which we now have 11 (plus our subcontracting relationship with St Giles in The Royal London). As a result, we began the process of recruiting a Head of YVIP, a role which will line manage the Programme Managers and help develop a long-term strategy for YVIP.

c) Work with the primary care sector and in the community

While we are no longer delivering youth work at the Well Centre, our commitment to providing support to young people in the community and in primary sector healthcare settings remains a core element of our future strategy, as we move into a new planning phase.

A key part of this will be reviewing what we have learned from our experience of delivering a holistic service to young people in the community both through the Well Centre and through on-going support for the young people accessing our hospital-based services. Including the KAOS and Young Women's Service.

This will be a key focus of our strategic review which will now take place in the autumn of 2020.

3) Develop a fundraising strategy, diversifying and growing income

Our fundraising team's strategic focus in 2019/20 was the continued diversification of income streams, as laid out in our new Fundraising Strategy, was to provide sustainable income growth for the organisation's activities. As a result of continued investment in the fundraising function our total income grew by nearly 57% compared with the previous financial year.

Our fundraising team grew in size from four to six people over the year. The Business Development Manager also switched focus to securing statutory income, bringing the income generating department up to seven. This increase in capacity resulted in another very successful year, justifying the additional investment in the fundraising function.

Voluntary income streams remain vital to Redthread, comprising over 55% of our total income this year. True to previous years, we have had the most success in 2019/20 with grant-making trusts and foundations. Of particular note this year has been the team's success in securing more than three times as much income in unrestricted grants and donations as 2018/19. This has not only supported this year's vital work with young people impacted by violence and exploitation but has enabled us to grow our unrestricted reserves significantly, providing added security for the future. We have also been very successful at securing restricted project grants towards our services, bringing the total from trusts and foundations to just under £1.8m.

Community engagement, encompassing traditional community fundraising, corporates, challenge events and special events, has been another key focus of the last year. We've been investing in the time and resource we dedicate to building awareness of Redthread's work in the community and are beginning to see the results. Corporate income decreased slightly on the previous year, but we laid some strong foundations for our fledgling

corporate fundraising programme going forward. We were so grateful to Cushman and Wakefield's Valuation and Advisory team for putting on the fabulous 'Cushopoly', complete with a cross-London race and a star appearance from Mr Motivator!

We grew our income from challenge events, with individuals from across the country taking part in a range of events both here and abroad. We were particularly impressed by the Whoosh cycling team who pedalled over 300 miles from Somerset to Lincolnshire and raised an incredible £10.5k. The team also built some amazing partnerships with organisations and groups who are so vital to the communities we serve, including Dulwich Hamlet Football Club, Kent Youth League, the Red-Threads walking group, LoveBum and Nottingham Street Food Club. Their support, passion and dedication helped us to achieve 120% growth in income on the previous financial year, plus lots of new supporters, advocates and cheerleaders for our youth work teams and the young people we serve.

Increasing our fundraising from individuals remains a key priority, and we have begun to see small returns in 2019/20 on the increased investment in this important area. Individuals who believe in Redthread's values and our work gave a total of £33,000 this year – every single penny is so hugely appreciated and empowers young people to thrive. This year we ran our first integrated Christmas campaign. Despite its relatively small reach, we learned lots about the power of social media in engaging with potential supporters. We're still working on the logistics behind the scenes to make sure we can offer the very best experience to supporters who choose to support Redthread with cash or regular monthly donations, and we hope to attract even more like-minded individuals in the next year.

Statutory income has also continued to grow, as serious youth violence remains high on the political agenda and more public bodies become aware of the impact of our work. Increased support from central government, local government, Violence Reduction Units, and policing and health commissioners in the last year has resulted in growth of 90% on the previous financial year, and a total 43% of Redthread's total income. This has enabled infrastructure development and quality improvement and assurance across Redthread's projects, impacting the lives of young people across the three cities in which we work.

We were pleased to hold an 'Evening with Redthread' event at City Hall in September - a milestone event for Redthread, which brought together our loyal friends, supporters and stakeholders and celebrated with them the successes of the last few years. We were delighted that George the Poet was able to join us, performing a powerful spoken word piece for our guests. The stars of the evening though were two of our Young Ambassadors, who came to share their stories of working with Redthread and overcoming adversity. They were astonishing and inspirational, and we want to thank them again for sharing a little of themselves with us. The evening was a great success and we hope to be able to hold more events like this in the future.

Of course, the final few months of the year also saw the arrival of COVID-19 and its associated impact on the sector. In the initial weeks the organisational focus was on pivoting our service delivery, and our fundraising success earlier in the year afforded us the privilege that many other charities have not been so fortunate to enjoy – that of time. While our key strategic priority has long been to diversify income, our current funding model has given us security and stability, and the devastating impact on community fundraising activity has not impacted Redthread's work in the same way as it has some of our friends and colleagues. We do, however, expect our income generation to be impacted by coronavirus' long-lasting effects on communities and economy in the medium to long-term. But for now, we can only express our gratitude to our existing funders, who have been overwhelmingly supportive and responsive during Covid-19 and have allowed us to look forward to 2020/21 with optimism.

4) Raise the profile of Redthread's work and the importance of a holistic, integrative and collaborative approach to broad-based youth work, as well as serious youth violence

We introduced a new role of Communications and Policy Manager in summer 2019 in response to increased opportunities in these areas of work. Our strategy for the next year focuses on three key themes which recognise the need for processes and established plans as Redthread grows: Shaping our Stories, building our Infrastructure and Sharing our Expertise.

In April, we arranged for MPs involved in the APPG on Knife Crime to spend a day in Birmingham for a "Knife Crime Summit", first visiting the Redthread team in Queen Elizabeth Hospital and then on to a roundtable with the West Midlands Violence Prevention Alliance and the West Midlands PCC. Minister for Digital and the Creative Industries Margot James MPA attended along with Richard Burdon MP, Jack Dromey MP, Sarah Jones MP and Jess Phillips MP. Richard Burdon went on to mention Redthread's work in Parliament in June. The day was covered by local media including BBC Midlands Today, Central and local papers.

Also, in May we organised an event in Parliament looking at the link between cuts to youth services and the rise in youth violence. We invited young people to attend, and the event was completely sold out.

The year continued to be busy for the APPG with the publication of three further reports including: "There is no protection on the streets, none": Young people's perspectives on knife crime, 'BACK TO SCHOOL?: Breaking the link between school exclusions and knife crime' and Securing a brighter future - the role of youth services in tackling knife crime. Work continues on the APPG, but due to a huge amount of political upheaval this year (including the general election, Brexit, the labour leadership election and Covid-19), progress has been slower than previous years.

Our CEO John Poyton's profile continued to rise this year. Following close work with the Guardian last year, the then Communications Manager Annie Morris was able to arrange a Guardian Society Profile interview for John, which was also featured in the paper. We were delighted that John was awarded an OBE in the New Year honours list for services to young victims of crime. This announcement was featured in articles about the honours list across the sector press. John also appeared on BBC Breakfast to discuss his honour as well as funding commitments for the Violence Reduction Units.

5) Continue to build effective partnerships with a range of organisations, growing a network for sharing best practice and staff development as well as disseminating learning and approach

The 4th annual HIVE Symposium took place in June 2019 in London. The theme this year was 'Mental Health and Trauma' and was attended by 140 clinicians, youth workers and staff. Speakers included Lib Peck, Director of London's VRU, Craig Pinkney, and Nicky MacCallum from Youth ALIVE! In Oakland. We also were treated to a performance from London Bubble youth theatre company.

In 2020, planning HIVE has been less than straightforward. In particular COVID-19 meant we had to rethink how to deliver the conference and have now taken the decision to

engage with the HIVE community through a series of webinars across the year, starting in the autumn. This ensures the events are safe and unlikely to be disrupted by the changing restrictions and also provides an opportunity to open up HIVE to a bigger audience.

HIVE 2020 will help us to gauge interest in the network beyond our established partners with a view to making a case to funders about the potential of the network. This feeds into a broader strategy in development, which envisions HIVE becoming a membership organisation for HVIPs in the UK, modelled on the Health Alliance for Violence Intervention (HAVI) and its success across the Atlantic.

Our relationship with the HAVI continued to be strong this year. In August 2019, four of the team travelled to Sacramento, California to present at the Health Alliance for Violence Prevention (HAVI) annual conference.

On top of this, three of the Redthread Team (John Poyton, Jacqui Highfield and Lucy Knell-Taylor) were invited to join the prestigious HAVI faculty of accredited trainers, the only UK professionals asked to take part. The faculty cohort comprises of just 17 individuals representing nine of the HAVI member programs. It includes a mix of frontline workers, HVIP program managers, and administrative and medical directors with diverse and deep understanding of the HAVI and what it takes to implement an effective HVIP. The next step in the process is to participate in a series of activities that will result in official designation as a HAVI-certified Trainer. In addition, once we obtain certification, our program of external training will also be distinguished as a HAVI-Certified Trainer Program.

On the local level, our teams continue to receive speaking requests on a regular basis; this year we have presented at conferences and talks run by various sectors including youth work, criminal justice, VAWG and health.

6) Develop our evidence and impact

Evaluation at Redthread has developed organically as we have grown as an organisation, and in 2019/20 we have continued to grow our understanding of the work we do and how we can evidence it.

In order to expand the evidence base for our work we have capitalised upon the interest of research and evaluation partnerships as and when these have arisen. As a result, we have a range of varied studies of our work, all of which point to the efficacy of various parts of the intervention.

Past studies have taken a top-level approach to looking at the service in its totality and have drawn broad conclusions about the model and identified what needs further exploration. Due to the nature of our work, NHS partners have been more supportive of research rooted in qualitative methodology.

Over the past few years, Redthread had grown exponentially and we have sought to follow opportunities that not only show that the YVIP model works in terms of improved outcomes for young people, but also to prove our ability to scale our interventions to new hospitals efficiently, and to establish success outside of the London context.

Looking forward, we wish to expand our evaluation to look at public health outcomes in more detail. A large proportion of our evaluation thus far has focused on criminal justice outcomes (e.g. reduced risk) but in our work with NHS England we will seek to establish Hospital-based Youth Work's role within broader health systems and outcomes.

As part of our development in this area, we commissioned Impact Box to develop an Outcomes Framework. This framework provides a number of recommendations for how we can expand the scope of our impact measurement. At the end of 2019/20, we recruited to a new Data Manager role, increasing our capacity for data analysis and focused evidence collection. This will also enable us to build on the recommendations from this framework.

As well as working to take recommendations forward, the Data Manager role has been focusing on developing our outcomes measurement to better reflect our impact on health and wellbeing. Additionally, the Data Manager has been working to enhance our analysis of existing information and develop Redthread's tools and systems to improve our data recording and reporting.

Planning for the future

Over the last year, Redthread has grown significantly, both in terms of direct delivery personnel and central infrastructure. We have focused not only on widening the impact of our work but also on creating sustainability to ensure that the young people we serve can continue to be supported in the months and years to come.

As we have grown, we have begun to think carefully about our identity as an organisation and how we can maximise our impact nationally. While we remain exceptionally proud of and dedicated to the direct delivery of our model, we are keen to ensure that our considerable experience is shared as a model of best practice and that we are recognised as generous leaders in this field. As such, we have been working with an external consultant who has guided us through the initial stages of developing our consultancy and Training and Technical Assistance (TTA) offer. We believe that our extensive experience in the delivery of our programmes positions us to provide a bespoke TTA package to potential new providers thus allowing the impact of our work to spread without necessarily being the main delivery partner. It is our aim to create an accredited training programme which can be commissioned across the country in areas which have an interest in delivering collaborative health-based youth work. This consultancy offer will ideally become a source of income generation for Redthread and will allow us to increase our unrestricted funds, strengthening our position to further develop.

Over the last year, Redthread has become increasingly aware of our need to further integrate our work with primary care; this strategic aim is driven by our desire to strengthen the connection between primary and secondary care and to facilitate the development of long-term interventions across the system. We are therefore developing a partnership with the Anna Freud Centre, a leading charitable organisation dedicated to the delivery of training and support in the field of child and adolescent mental health services. Over the coming months, we are hoping to further this relationship and begin to think about how we can support young people in the community to access mental health support when they otherwise might not have engaged. We firmly believe that Redthread's presence in the community, and not just in hospitals, will enhance the level of care we can provide and hopefully reduce the escalation of young people's vulnerability in the long term.

As our previous organisational strategy ran until 2020, we are in the process of finalising a new document which will outline our key aims and objectives for the next three years. These are likely to include the development of our TTA and Consultancy offer and our plans for work in primary care settings outlined above. In addition, we will be considering how the King's Adolescent Outreach Service (KAOS) could be implemented elsewhere, having

recently increased the team size and gained a lot of learning from the impact of the service. We have also recently received external support to undertake a Cost Benefit Analysis which has provided us with initial findings demonstrating the financial benefit of having a hospital-based Youth Violence Intervention Programme. Over the next year we are keen to develop this piece of work in a way which supports our strategy to scale as an organisation.

This continues to be an exciting time for Redthread and we are united in our ambition to scale our impact further. We are privileged to support young people when they need us most and remain dedicated to ensuring our strong partnerships enable us, and other key agencies, to do so.

Structure, governance and management

Redthread Youth Limited is a registered charity and a company limited by guarantee in England and Wales, and as such is governed by its published Memorandum and Articles of Association. The members of the charitable company are also the directors/trustees. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member. The charitable company operates under the name “Redthread.”

Organisation:

The board of trustees administers the charity and meets six times a year. The trustees have appointed a Chief Executive Officer to manage the day to day operations of the charity. To enable Redthread to run smoothly and effectively, the Chief Executive has delegated authority for operational matters, including finance, fundraising, marketing and communications, business development, employment of staff and programme-related activity to members of the senior management team.

A Finance and Audit Committee meets at least once a quarter to provide more detailed oversight of the financial performance of the charity as it grows. The Finance and Audit Committee consists of two trustees and two or more members of the senior management team, including the Chief Operating Officer and the Finance Manager. In addition, the trustees retain sign-off of the strategic direction of the charity, and key financial matters including the budget, and the reserves and remuneration policies.

A remuneration committee, comprising three trustees, including the chair, has been established for the 2020-21 financial year with an initial remit to review the salaries of the Senior Management Team, and is subsequently charged with taking a longer term view of Redthread’s salary scales to include external benchmarking to ensure our salaries retain parity with similar organisations across the sector.

A Trustees’ Fundraising working group has also been convened to ensure we are able to maximise all opportunities arising from existing contacts and networks.

Trustees and appointment of Trustees:

The board seeks to appoint trustees with the skills, experience and knowledge to provide the necessary oversight of the company’s activities and fulfil its obligations legal and otherwise to the full range of stakeholders. The board aims to represent in its appointments the different constituencies of health education and the wider business community which form the context in which we work. New trustees are appointed by the board and are asked to serve for an initial term of four years after which they may put themselves forward for re-appointment. New trustees may be sought by open advertisement or through a dialogue with funders and other stakeholders. Prospective

trustees are first interviewed by the Chair of trustees and the Chief Executive Officer, and, if selected are then invited to attend a trustees' meeting before any appointment is ratified.

Trustees induction and training

New trustees follow an induction process which includes meeting the senior management team and visiting Redthread's projects. Training and support is made available throughout their tenure and trustees are encouraged to attend peer to peer networking events and conferences through organisations such as the National Council for Voluntary Organisations, and the Charity Finance Group. This year we have twinned trustees with most of our YVIP teams, enabling trustees to gain more in-depth knowledge of our work and our staff team.

Related parties

The trustees have procedures in place for identifying related parties and transactions with them. Any identified related party transactions are reported on in the notes to the financial statements.

Senior Management Team

The senior management team of the charitable company comprise the Chief Executive Officer, the Chief Operating Officer, the Director of Programmes, the Business Development Manager, the Head of Finance and the Head of Fundraising. The salaries of the staff team are reviewed on an annual basis, using external benchmarking processes as appropriate, and are approved by the trustees.

Reserves policy

The trustees have examined the requirement for free reserves, i.e. those unrestricted funds not invested in tangible fixed assets, designated for specific purposes or otherwise committed. The trustees consider that, given the nature of the charity's work, the level of unrestricted funds should aim to cover three months' annual expenditure of the charitable company at any one time.

At 31 March 2020, this figure equates to £683,857, while actual free reserves stood at £647,717, representing 94% of the target. However, as we anticipate another year of growth in 2020-21, the trustees remain mindful of the need to keep the reserves policy under review, and in particular to ensure that the policy reflects the reality of the business context in which we operate. The trustees review the reserves policy on an annual basis, and this year the intention is to undertake a major review as part of the wider strategic view now taking place in the autumn. In the meantime the trustees are content that the current level of reserves provides sufficient flexibility to cover any temporary shortfalls in incoming resources due to timing differences in income flows, adequate working capital to cover core costs, and will also allow the organisation to deal with the on-going challenges of Covid-19 pandemic and any other unforeseen emergencies, while specific action plans are implemented.

Public benefit

In setting objectives and planning activities, the trustees confirm that they have complied with their duty under Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

The trustees' report gives a description of the activities undertaken during the period to further its charitable purposes, and the trustees are satisfied that such activities provide public benefit.

Redthread's approach to fundraising

At Redthread we greatly value the support we receive from individuals, organisations, companies and funders, and we take none of this for granted. Redthread is registered with the Fundraising Regulator and abides by the Code of Fundraising Practice. We uphold the four values of the Code of Fundraising Practice; our fundraising is legal, open, honest and respectful.

We will never:

- Sell supporters' data to another organisation
- Share personal information supporters with another organisation without the data subject's specific and explicit consent
- Share or sell any personal details to another organisation for their own purposes

We will always:

- Keep supporters' personal information safe and secure
- Listen to our supporters and ensure we communicate with them in the way that they wish
- Treat our supporters and stakeholders fairly, reasonably and with transparency
- Be accountable to our supporters, stakeholders and service-users

Redthread's fundraising is undertaken in-house by a team of fundraising professionals; we do not use third parties to fundraise on our behalf.

Our income comes from a wide variety of sources; however, our typical activities include:

- Requesting money from grant-making trusts or organisations
- Applying for government funding
- Asking for voluntary donations at events, including through bucket collections
- Forming partnerships with community groups, companies and other organisations who choose to support our work in a variety of ways
- Offering opportunities for individual supporters to take part in challenge events or other fundraising events on our behalf
- Advertising the impact of our work on social media, in mainstream print and broadcast media, on our website and through other appropriate channels
- Communicating with our supporters and individuals who have asked to be kept informed about our work
- Approaching individuals who may be interested in our work through professional organisations such as business networks, universities, hospitals, churches, clubs and community groups.

We do not:

- Conduct regular gift, face-to-face fundraising on the street (but we may hold bucket collections and awareness raising events in public places, or at events where we have been invited to do so)
- Canvass door-to-door
- Send out direct marketing mail to people unknown to us
- Contact former service-users or their families regarding fundraising activity, unless they have specifically asked to be contacted.

We have never received any complaints about our fundraising activities and we constantly monitor internally our fundraising processes and activities to ensure they are reasonable.

In particular, we closely monitor the impact that any of our activities could have on vulnerable people. Our Youth Ambassadors (former service-users who have joined a youth participation scheme) are sometimes asked if they would like to be involved in fundraising activity. When this occurs, or when former service-users who are not involved in the Youth Ambassadors scheme choose to support our work or fundraise on our behalf, we work closely with our programme management team to safeguard those former service-users.

Risk management

The trustees have reviewed the organisation's exposure to major risks and have updated the Risk Register accordingly. The Register assesses all risks according to impact and likelihood, as well as recording all steps taken and systems put in place to mitigate them. The risks are categorised under the following headings: governance, financial, external, and operational, and the register is reviewed at each trustees' meeting. The trustees have identified the high-level risks as follows:

Risk	Impact	Mitigating strategy
Ongoing impact of Covid-19 or similar global pandemic on fundraising efforts and on our ability to maintain high quality interventions with vulnerable young people	Financial: reduction in income due to key and potential funders revising their priorities in the light of emerging economic and societal impact of the Covid-19 pandemic Operational: limitations placed on our ability to deliver the face to face relational youth work models such as our work in hospitals	• Maintain good communications with existing funders to maximise their continued support • Review and learn from our experience of successfully pivoting all of our programmes to remote working during the 2020 pandemic to ensure we can smoothly make a similar transition in the event of future recurrence of outbreaks of Covid or other viruses • Keep up to date with governmental initiatives (e.g. furlough, small business grants etc) designed to support businesses through the crisis and with the current public health advice • Ensure staff team are consulted and involved in decision making relating to any changes in working practices arising from the onset of the crisis • Utilise our wider networks, including clinical colleagues in hospitals and in Public Health England to ensure our response coincides with sector wide approaches
A reduction in income or failure to achieve budgeted income levels means that the charity has insufficient margins to cover its operating costs and fails to deliver value for money	Redthread will be less financially stable, have fewer resources to spend on the services we provide and have a reduced ability to deliver our strategic objectives.	• Ensure focus on securing new sources of income and seek to diversify our funding streams • Maintain a tight budget setting process which seeks to make efficiency savings and control costs while maintaining operational effectiveness • Maintain and grow reserves to a level that permits expenditure to be reduced in a managed fashion, should the need arise • Maintain good relationships and clear reporting with current funders • Make sufficient investment in fundraising resources to achieve income targets

Policies and procedures not followed, with particular note for safeguarding, data protection and health and safety	This has the potential to have serious implications for the young people we work with and also our staff team. If a young person we have worked with or a member of our team comes to harm this is also likely to lead to reputational damage, negative press reports and loss of funder/public support.	• Rigorous induction, training and performance monitoring for all staff. • Staff sign each policy to say they have read and understood it. • Importance of policies and procedures discussed regularly and routinely in supervision sessions, team meetings and away days, and in Board meetings. • Staff have easy access to policies and procedures. • Board places emphasis on importance of policies and procedures. Disciplinary sanctions in place emphasising importance of policies and procedures.
Damage to reputation, e.g. serious safeguarding incident, financial mismanagement, negative press reports	Reduced ability to raise and maintain income and to attract funders to support our projects	• Evidence the impact of our work through high-quality, external evaluations • Maintain good reputation and track record through high impact work and strong partnerships, transparency and openness • Maintain good relationships with and clear reporting processes with current funders
Breach of data protection principles	Reduction in ability of clients and/or supporters to place their trust in our youthwork/fundraising teams; reputational damage and loss of funder and public support; risk of fine from Information Commissioners' Office	• GDPR working group meets on a quarterly basis to review any incidents, new projects and changes in processes to ensure compliance • Robust data protection policies and processes • Rigorous induction, training and performance for all staff • Disciplinary sanctions in place emphasising the importance of data protection • All staff complete Information Governance training and assessment within 3 months of joining, and repeat on an annual basis • Registration with the Office of the Fundraising Regulator • Data protection issues discussed at every line management supervision session

Financial Review

Another year of growth saw our turnover grow by a further £1.2m (57% year on year. (2019-20: £3.39m, compared to £2.19m in 2018-19)

Nearly half of this growth was due to an impressive threefold increase in the amount of unrestricted funding brought in by our hardworking fundraising team (£770k compared with £227k in 2018-19). In addition our project funding saw an increase of £666k, and while a few smaller projects came to end during the year, 2019-20 also saw the introduction of the Social Switch project to our portfolio (related income £181k) alongside strong growth in the resources available to our YVIP teams in London (income up by 24% to £905k; 2018-19 £754k) and in the Midlands (up by 56% to £716k; 2018-19: £458,490). In London it's worth mentioning that this figure includes the initial payment (£112k) for mobilising our new YVIP services in 3 local London A&E departments following our successful bid to MOPAC for this work.

Chart 1 below, shows the breakdown between the various sources of income. In line with our continued efforts to diversify our income, the total proportion of income represented by our institutional funders has decrease by 7% this year to 43%, compared with 50% last year. Unrestricted income from charitable trusts and foundations has increased from 7% last year to a hearty 20% this year, while restricted funding from those bodies has increased to £1.15m in 2019-20 (compared to £838k last year) but has reduced as a proportion of the total.

Total expenditure during the year came to £2.735m. As usual, a detailed breakdown of expenditure by project is provided in the explanatory notes accompanying the financial statements, and Chart 2 below shows that YVIP continues to be our largest programme, representing approximately 58% (£1.6m) of our total expenditure (a similar percentage to last year when the total was £1.25m). Well Centre expenditure decreased slightly as a proportion of our total outgoings – 7% (£196k) compared with 10% (£201k) in 2018-19.

Support costs this year represent 14% of our annual expenditure compared to 17% last year, while, as mentioned previously, our fundraising costs increased to £211k, compared to £107k in 2018-19, in line with our stated intention to invest in the fundraising team in order to improve the longer term sustainability of the organisation through diversification of our income streams. This investment has certainly paid dividends this year. This still only represents 8% of our total expenditure, compared with 5% last year.

Finally, we have introduced two new central operational posts this year, with a national remit – our Practice Development Lead, and our VAWG Lead. This is line with our intention to ensure that all of our front line staff are given specialised support and training to enable them to provide the best possible support to the vulnerable young people we work with, and to ensure a level of consistency in terms of the knowledge and confidence of all our practitioners across the full range of our programmes. These roles will be joined by the new post of Head of YVIP in the new financial year, alongside other key roles, including an enhanced training function, to support the growth in our hospital based teams, and to enable us to plan for further growth as we develop our new 3 year strategy.

At the end of the year, we were able to add a further £329,031 to our reserves, making the total in our unrestricted funds £651,516 as at 31 March 2020. After discounting the value of funds tied up in fixed assets, this gives an actual free reserves figure of £647,717 which represents 95% of our target for 3 months expenditure, which is closer to where we need to be during these uncertain times. In addition to our free reserves, we have also been able to bring forward a further £372,382 in restricted reserves, which gave us a useful

starting point for the new financial year as we move into the slightly uncharted territory caused by the Covid-19 pandemic.

In terms of the likely impact of the pandemic on our future finances, at present it remains unclear as to exactly what those might be. On the one hand, we are in a fortunate position in comparison with many other charities who rely much more heavily on those types of income that have been most adversely effected by the on-going lockdown that has been in place (for example challenge events, community giving, and trading income such as charity shops). Clearly our ability to grow those funding streams will be somewhat hampered by the state of the country's finances going forward and we are also anticipating a significant shift in funders priorities as the longer-term economic effects of the crisis play out. Nevertheless, we remain optimistic that our investment in a strong fundraising team means that we are in the best possible place to take on these fresh challenges – we know our team has the ability to take a creative and agile approach to making the necessary adjustments. These qualities have also been evident in our frontline teams who have been able to continue to deliver the majority of our frontline services despite the restrictions placed on them by having to go into lockdown for nearly half of this year. Remote working has been a useful, if testing experience for all of our teams, and we look forward to reflecting on the learning we can take from the unprecedented situation we found ourselves in at the end of the year we are currently reporting on.

Chart 1: Income by type

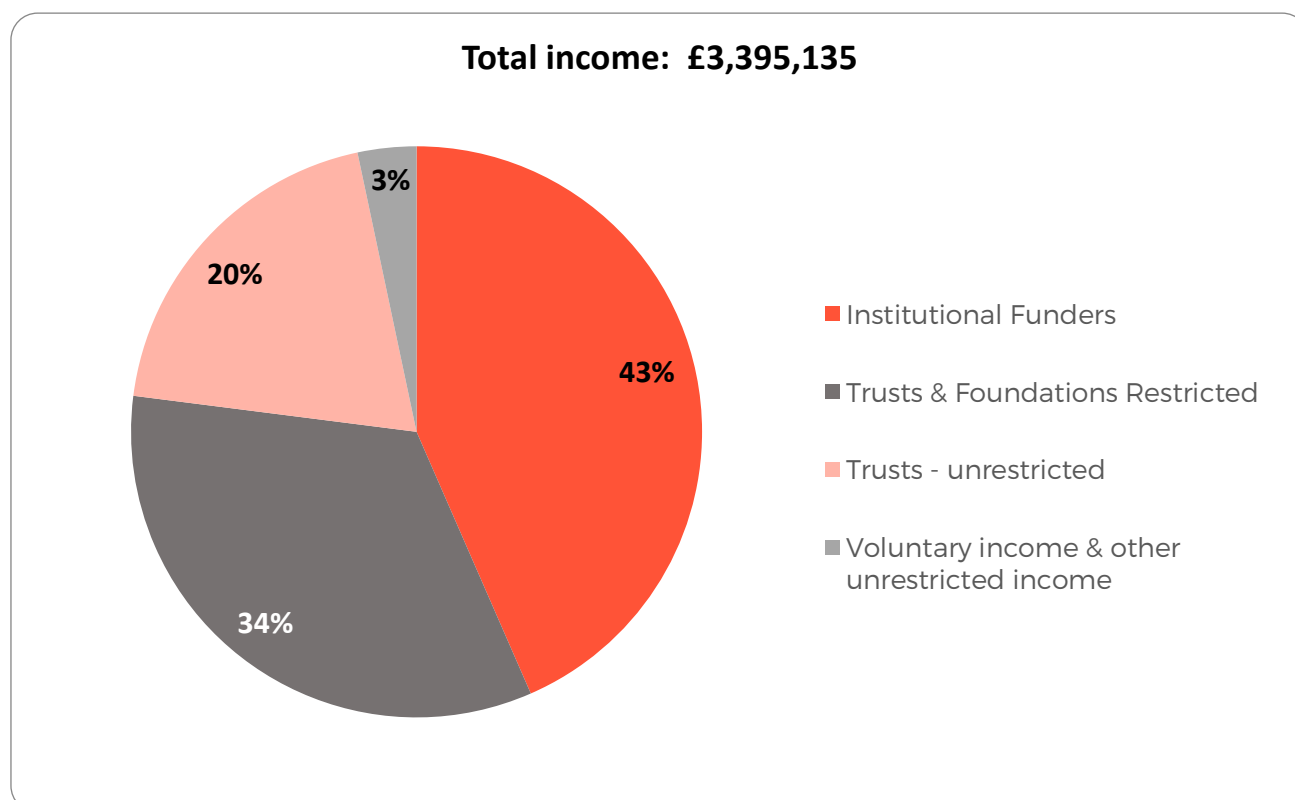
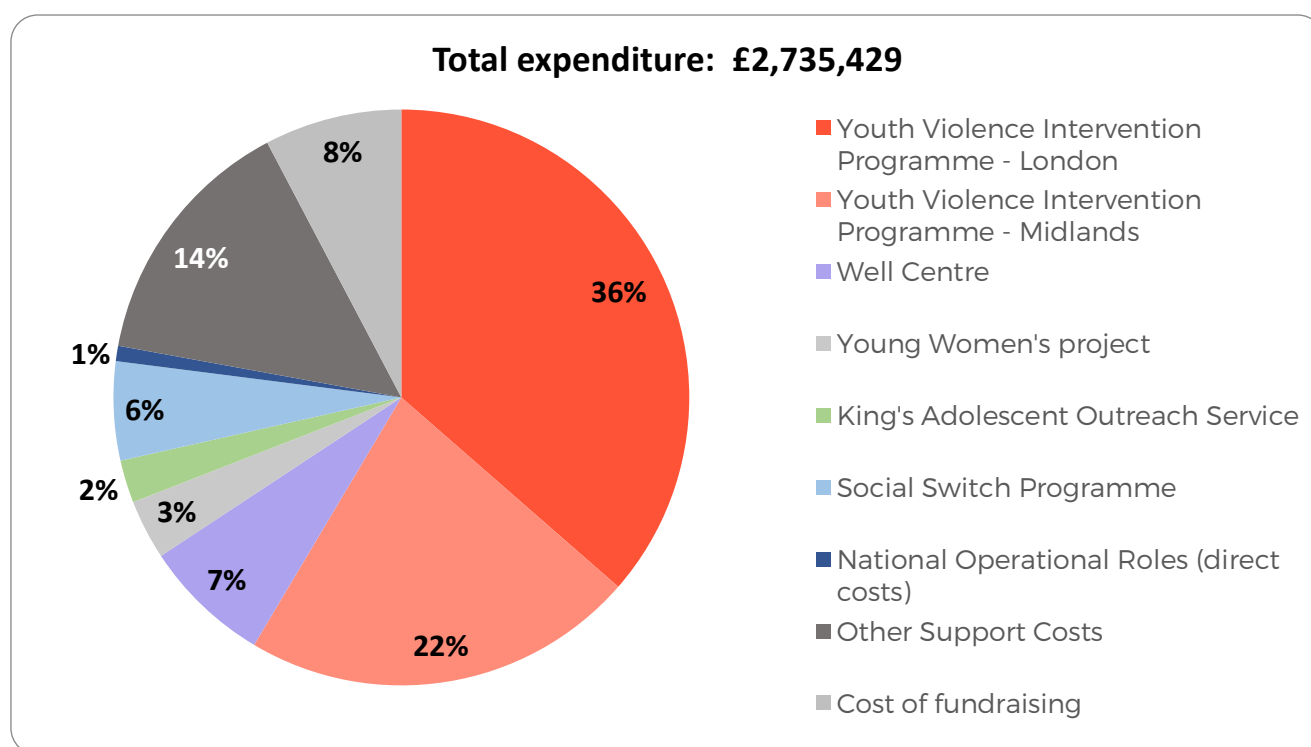


Chart 2: Expenditure by project



A note on Covid-19

The current worldwide effects of the spread of COVID-19 have been wide-ranging globally with long term damage likely to both the economy of the UK and most countries across the globe.

Redthread is better placed than many charities in respect of the direct and immediate effect that the pandemic is likely to have on our income generation in the short to medium term. This is because, historically, we have not relied on those income streams that have been most adversely effected by the pandemic – things like challenge events and direct fundraising asks to individuals and companies have always made a relatively small (though undeniably important) contribution to our overall income, and we have never ventured into the field of trading or charity shops.

Our existing funders have been incredibly supportive, and, at the time of writing, there have been no withdrawals or reduction in the levels of funding previously confirmed by any of our funders, in fact a number of them have made ex gratia payments to support us during a time of uncertainty. In addition, the

So, although we don't anticipate any immediate detrimental effect on our income, the crisis will have an effect on our future fundraising strategy, (as explained in more detail in the third of our aims and objectives above) and plans for diversifying our income streams will need to be tailored to a new fundraising landscape which, at this point in time, is still full of uncertainties. Whilst we anticipate that our approaches will have to adapt to this new reality, we have a very talented and creative fundraising team in place whom we know will rise to the challenge.

In terms of cash flow, our 2019-20 results, which saw us add a significant amount to our unrestricted reserves, meant that we were in a good position to withstand any delays in

receiving funds, and certainly our cash position, both now and for the next twelve months remains healthy as a result.

In terms of expenditure, the first five months will obviously see a reduction in expenses such as travel, subsistence, stakeholder engagement, training, and other costs associated with being out and about in hospitals and in the community, however we managed to avoid furloughing the majority of our staff, apart from the team in one of our Birmingham hospitals which transitioned to being a COVID-only facility during the initial period of the pandemic. We did delay some recruitment plans, so again this will result in some savings against our anticipated salary costs for the year.

In the meantime our strategic review, currently in progress, will address the impact of Covid-19 on all of our growth plans, ensure we have a robust risk management process in place for any surges in the virus over the coming months and years, and will steer us as we move forward. Our current risk register is being updated to include the likely ongoing impact of the pandemic and how we intend to mitigate these impacts.

In terms of our direct services, our operational teams worked incredibly hard to rapidly pivot all of our frontline work into new remote and virtual ways of working. This clearly has had an effect on the kind of work we have been doing with young people and will undoubtedly reduce the total numbers of our beneficiaries in the first five months of the new financial year. However, the economic, social and psychological effects on the cohort of young people we work with is likely to be significant and long-lasting, and we are prepared for a surge in demand for our work across all of our locations. Our strategic plans are likely to include the development of new services to meet the changing needs of young people moving forward, particularly in terms of the effect of the pandemic on mental health. During the period of lockdown, as well as maintaining existing services and relationships, we were also in the process of mobilising new YVIP services in 3 more local hospitals in London – Croydon, Lewisham and Woolwich – our programme management team were able to convert our core training and induction programme into a virtual learning environment and we are now in the process of finally returning to all of our hospital sites, thanks to the willingness of the staff team, our funders and our clinical colleagues in all of our hospitals for assisting us in this process.

For our staff team, some of whom have joined us during lockdown, and so have had to get to know us as an organisation without yet having been able to meet and get to know colleagues face to face, this has clearly been a time of uncertainty and anxiety, both at work and in their personal lives. As an employer we will strive to support our staff members as they transition back into the office or hospital environment, and we anticipate this being a 'mixed economy' of more flexible working practices based on each individuals personal circumstances and risk factors for at least the rest of the 2020-21 financial year, and probably beyond.

Statement of trustees' responsibilities

The trustees (who are also directors of Redthread Youth Limited for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are also responsible for ensuring that adequate accounting records are kept that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

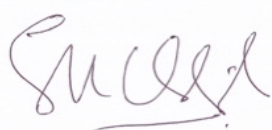
They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- So far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of 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 jurisdiction



Simon Charlick
Chair of Trustees

25 November 2020

Independent auditor's report to the members of Redthread Youth Limited

Opinion

We have audited the financial statements of Redthread Youth Ltd (the charitable company) for the year ended 31 March 2019 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of its income and expenditure for the year then ended;
- Have been properly prepared in accordance with the United Kingdom Generally Accepted Accounting Practice; and
- Have been properly prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require to report to you were:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of financial statements

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

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

Use of our report

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



Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

15 December 2020

Financial statements

REDTHREAD YOUTH LIMITED
TRADING AS "REDTHREAD"
(a company limited by guarantee)

Statement of financial activities

For the year ended 31 March 2020

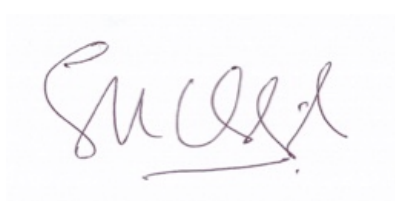
	Notes	Unrestricted funds £	Restricted funds £	31-Mar-20 Total £	31-Mar-19 Total £
Income					
Donations	2	770,240	357,541	1,127,781	567,642
Charitable Activities	3	-	2,262,772	2,262,772	1,596,848
Other	4	4,582	-	4,582	22,313
Total income		774,822	2,620,313	3,395,135	2,186,803
Resources expended					
Charitable activities	5	169,637	2,354,802	2,524,439	1,998,232
Raising funds	6	113,516	97,474	210,990	106,623
Total resources expended		283,153	2,452,276	2,735,429	2,104,855
Net incoming/ (outgoing) resources for the period		491,671	168,037	659,707	81,948
Transfers between funds		(162,640)	162,640	-	-
Net movement in funds	7	329,031	330,676	659,707	81,948
Total funds brought forward		322,485	41,705	364,190	282,242
Total funds carried forward:		651,516	372,381	1,023,897	364,190

REDTHREAD YOUTH LIMITED
TRADING AS "REDTHREAD"
(a company limited by guarantee)

Balance sheet
as at 31 March 2020

		31 March 2020		31 March 2019	
		£	£	£	£
	Notes				
Fixed assets					
Tangible assets	8		3,799		3,025
Current assets					
Debtors	9	842,686		375,880	
Cash at bank and in hand	10	508,259		287,975	
		<u>1,350,945</u>		<u>663,855</u>	
Liabilities					
Creditors: amounts falling due within one year	11	<u>(330,847)</u>		<u>(302,690)</u>	
Net current assets/(liabilities)			<u>1,020,098</u>		<u>361,165</u>
Total assets less current liabilities			<u>1,023,897</u>		<u>364,190</u>
Total net assets			<u>1,023,897</u>		<u>364,190</u>
Funds					
Unrestricted funds	12a	651,516		322,485	
Restricted income funds	12b	372,381		41,705	
Total funds			<u>1,023,897</u>		<u>364,190</u>

The financial statements were approved by the board on 25th November 2020 and signed on its behalf by



Simon Charlick
Chair of Trustees

REDTHREAD YOUTH LIMITED
TRADING AS "REDTHREAD"
(a company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2020

	Notes	2020	2019
		£	£
Cash flows from operating activities			
Cash generated from operations	A	223,528	(204,245)
Cash flows from investing activities			
Purchase of new ICT equipment	(3,436)	-	
Interest received	192	167	
		<u>(3,244)</u>	<u>167</u>
Net increase/(decrease) in cash and cash equivalents		<u>220,284</u>	<u>(204,078)</u>
Cash and cash equivalents at beginning of year		<u>287,975</u>	<u>492,053</u>
Cash and cash equivalents at end of year	B	<u>508,259</u>	<u>287,975</u>

A. Reconciliation of net movement in funds to net cash provided by operating activities

	2020	2019
	£	£
Net movement in funds		
(as per the statement of financial activities)	659,708	81,948
Adjustments for:		
Depreciation charge	2,662	3,442
Interest receivable	(192)	(167)
(Increase) / decrease in debtors	(466,806)	(220,818)
Increase/ (decrease) in creditors	28,156	(68,650)
Net cash provided by operating activities	<u>223,528</u>	<u>(204,245)</u>

	2020	2019
	£	£
B. Analysis of cash and cash equivalents		
Cash at bank and in hand	<u>508,259</u>	<u>287,975</u>

1. Accounting policies

The principal accounting policies are summarised below.

The accounting policies have been applied consistently throughout the year and the preceding period.

1.1 Basis of accounting

The financial statements are prepared under the historical cost convention and in accordance with the charities SORP as specified in '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 2015) and the Companies Act 2006.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements are presented in sterling and are rounded to the nearest pound.

1.2 Critical accounting estimates and areas of judgement

Preparation of the accounts requires the trustees and management to make significant judgements and estimates. The items in the accounts where these judgements and estimates have been made include:

- determining the amount of grant income to defer to future periods

In addition to the above, the full impact following the recent emergence of the global coronavirus pandemic continues to be unknown. It is therefore not currently possible to evaluate all the potential implications for the charity's activities, beneficiaries, funders, suppliers and the wider economy. Estimates used in the accounts are therefore subject to an increased degree of uncertainty and volatility.

1.3 Going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect of a period of one year from the date of approval of the financial statements.

As part of this process the trustees have considered the likely impact of the Covid-19 pandemic on the charity's financial position, and, in particular on the ability of the organisation to fundraise for future periods. Whilst there are likely to be a number of far-reaching consequences for the charitable sector and the UK economy as a whole, and this will undoubtedly influence our future plans, Redthread is well-placed to deal with these challenges in the medium to longer term.

The trustees have come to the conclusion that there are no material uncertainties related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. The trustees are of the opinion that the charitable company will have sufficient resources to meet its liabilities as they fall due.

1.4 Income recognition

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included.

Grant income that has been received to fund work to be undertaken by the charity over a specified time period is recognised in the statement of financial activities as the programme is delivered. For accounting purposes, the extent of completion of a project is equated to the proportion of expenditure incurred. Any amounts received for activities not yet delivered are treated as deferred income. Where no time period is defined, restricted funds are accounted for as income when they are receivable.

1.5 Expenditure and the basis of apportioning costs

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be recovered, as the charity is not registered for VAT and is reported as part of the expenditure to which it relates.

Charitable expenditure comprised those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

In respect of apportioning overheads and other central costs to projects, Redthread operates a full cost recovery model wherever possible. This means that each project is required to make a contribution towards those central costs in order to ensure that the charitable company's infrastructure is maintained at an appropriate level to ensure the sustainability of each project. The contributions applied to each project are calculated using a range of methods:

- for the majority of projects, a contribution is applied that equates to 15% of the total remuneration of the staff team working on that project to cover management and administration costs, and a further 5-10% to cover overheads. The precise percentage applied may vary from project to project, following initial budget negotiations with specific project funders.
- In addition, some project funding includes a fixed contribution to management and/or overhead costs as a specific part of the budget, especially where there is significant input from the members of the central team, or where members of the project team are based at head office. The amount is normally agreed as a fixed sum per quarter/annum.
- Finally, in developing new projects, some members of the Senior Management Team may be directly involved in the planning, mobilisation and on-going management of the project, and, in these cases, an estimation of the amount of time spent on the project is made, and charges according to our full cost recovery model are applied.

The costs of fundraising comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes and includes the entire

cost of employing the Head of Fundraising and all other members of the fundraising team.

Governance costs are the costs associated with the governance of the charitable company and its assets, and the costs associated with any strategic, as opposed to the day to day management of the charity's activities. These are allocated to charitable activities.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the residual value of each asset over its expected useful life, as follows: -

- Computers and other ICT equipment – 33.3% per annum; Motor bike – 20% per annum
- Depreciation is applied to any asset costing more than £1000.

1.7 Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

1.8 Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of the acquisition.

1.9 Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charitable company anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

1.10 Pension costs

The pension charge represents payments made to the automatic enrolment workplace pension scheme provided by The People's Pension and is charged to the Statement of Financial Activities in the period to which it relates.

1.11 Unrestricted funds

The unrestricted funds comprise those monies which are freely available for application towards meeting the charitable objectives of the charitable company at the discretion of the trustees.

1.12 Restricted funds

The restricted funds are monies received that are subject to funder-imposed conditions and/or their use is restricted to a specified purpose.

2. Income for core costs

	31-Mar-20			31-Mar-19		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Home Office	-	225,243	225,243	-	221,967	221,967
Trusts and Foundations:	672,243	132,298	804,541	46,550	118,148	264,698
Supporters and Donations	97,997	-	97,977	80,977	-	80,977
	770,240	357,541	1,127,781	227,527	340,115	567,642

3. Income from charitable activities

	31-Mar-20			31-Mar-19		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Youth Violence Intervention Programme - London MTCs	-	549,993	549,993	-	546,959	546,959
YVIP - IDVA Programme	-	15,000	15,000	-	15,000	15,000
Youth Violence Intervention Programme - Midlands	-	715,653	715,653	-	458,490	458,490
Youth Violence Intervention Programme - London A&Es	-	340,058	340,058	-	172,285	172,285
King's Evaluation Project (Guys & St Thomas' Charity)	-	60,000	60,000	-	20,000	20,000
The Well Centre Streatham	-	201,629	201,629	-	88,824	188,824
The Well Centre - Outreach and Transition projects	-	-	-	-	17,025	17,025
King's College Hospital - Mental Health Project	-	-	-	-	21,698	21,698
Comic Relief - Young Women's Project	-	91,678	91,678	-	117,738	117,738
King's Adolescent Outreach Service	-	65,574	65,574	-	38,829	38,829
Social Switch project	-	181,389	181,389	-	-	-
Direct Programme Support	-	41,797	41,797	-	-	-
	-	2,262,772	2,262,772	-	1,596,848	1,596,848

**Sources of restricted grants are analysed in note 13*

4. Other income

	31-Mar-20			31-Mar-19		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Bank interest	192	-	192	167	-	167
Other income	4,390	-	4,390	22,146	-	22,146
	4,582	-	4,582	22,313	-	22,313

5. Costs of charitable activities - by project

	31-Mar-20			31-Mar-19		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Youth Violence Intervention Programme - London MTCs	-	712,633	712,633	-	599,726	599,726
YVIP - IDVA Programme	-	15,000	15,000	-	15,000	15,000
Youth Violence Intervention Programme - Midlands	-	605,138	605,138	-	472,952	472,952
Youth Violence Intervention Programme - London A&Es	-	208,600	208,600	-	145,742	145,742
King's Evaluation Project (Guys & St Thomas' Charity)	-	60,000	60,000	-	20,000	20,000
The Well Centre Streatham	-	196,494	196,494	-	183,824	183,824
The Well Centre - Outreach and Transition projects	-	-	-	-	17,025	17,025
Bedfordshire Project	-	-	-	-	5,080	5,080
King's College Hospital - Mental Health Project	-	-	-	-	21,698	21,698
Comic Relief - Young Women's Project	-	91,678	91,678	-	117,738	117,738
King's Adolescent Outreach Service	-	65,573	65,573	-	38,829	38,829
Social Switch Project	-	151,632	151,632	-	-	-
Programme support	-	23,487	23,487	-	-	-
Support costs	169,637	224,568	394,205	108,081	252,537	360,618
	169,637	2,354,802	2,524,439	108,081	1,890,150	1,998,232

6. Cost of fundraising

	31-Mar-20			31-Mar-19		
	Unrestricted	Restricted*	Total	Unrestricted	Restricted*	Total
	£	£	£	£	£	£
Staffing (salaries, NI, pension)	89,789	90,038	179,827	11,297	87,578	98,875
Other costs	23,727	7,436	31,163	7,748	-	7,748
	113,516	97,474	210,990	19,045	87,578	106,623

7. Net movement in funds

This is stated after charging:

Staff costs (*see note 16*)

Operating leases

Depreciation

Auditor's remuneration:

- statutory audit services

- other services

31-Mar-20**£**

1,877,237

68,614

2,662

6,480

3,210

31-Mar-19**£**

1,573,980

65,739

3,442

6,590

1,980

8. Tangible fixed assets

	ICT	Vehicles	Total
Cost	£	£	£
At 1 April 2019	11,315	8,975	20,290
Additions	3,436		3,436
At 31 March 2020	14,751	8,975	23,726
Depreciation			
At 1 April 2019	9,188	8,077	17,265
Charge for the year	1,764	898	2,662
At 31 March 2019	10,952	8,975	19,927
Net book value			
At 31 March 2020	3,799	-	3,799
At 31 March 2019	2,127	898	3,025

9. Debtors

	31-Mar-20	31-Mar-19
	£	£
Accounts receivable	457,057	214,956
Prepayments	18,414	25,352
Accrued income	336,434	126,351
Other debtors	18,631	9,221
	842,686	375,880

10. Cash & cash equivalents

	31-Mar-20	31-Mar-19
	£	£
Current Accounts	52,484	50,031
Interest-bearing account	449,968	233,386
Petty cash floats	4,563	2,479
Pleo Account (pre-paid expense cards)	1,245	2,079
	508,259	287,975

11. Creditors

	31-Mar-20	31-Mar-19
	£	£
Accounts payable	118,818	47,097
Accruals	9,900	28,581
Deferred income	202,129	227,012
	330,847	302,690

	31-Mar-20	31-Mar-19
Movement on deferred income:		
	£	£
Deferred income at 1 April	227,012	287,482
Amounts deferred during the year	187,555	212,635
Amounts released to income during the year	(212,438)	(273,105)
Deferred income at 31 March	<u>202,129</u>	<u>227,012</u>

12. Reconciliation of funds	01-Apr-19	Incoming funds	Outgoing resources	Fund transfers	31-Mar-20
	£	£	£	£	£
a. Unrestricted funds	322,486	774,823	(283,153)	(162,640)	651,515
	01-Apr-19	Incoming funds	Outgoing resources	Fund transfers	31-Mar-20
	£	£	£	£	£
b. Restricted funds					
Support costs (includes cost of fundraising)	-	357,542	(322,042)	-	35,500
Programme Support	-	41,797	(23,486)	-	18,311
YVIP London MTCs	-	624,993	(787,633)	162,640	-
YVIP London A&Es	36,705	340,058	(208,600)	-	168,163
YVIP Midlands	-	715,653	(605,138)	-	110,514
The Well Centre	5,000	201,629	(196,494)	-	10,135
KAOS	-	65,574	(65,573)	-	1
I Define Me – Young Women's Project	-	91,678	(91,678)	-	-
Social Switch Project	-	181,389	(151,632)	-	29,757
	41,704	2,620,313	(2,452,276)	162,640	372,381

Unrestricted funds are used to carry out any of the charity's objectives, while restricted funds are tied to funding specific objectives or projects

13. Sources of Restricted Funds

	31 Mar 20	31 Mar 19
	£	£
Central costs		
Westminster Foundation	42,298	33,106
Paul Hamlyn Foundation	30,000	50,000
The Home Office	225,243	221,967
The Health Foundation	35,000	10,042
Sam And Bella Sebba Charitable Trust	25,000	25,000
Direct Programme Support Costs		
Mayor's Office for Policing and Crime (Violence Reduction Unit)	16,797	-
Stone Family Foundation	25,000	-
Youth Violence Intervention Programme		
London:		
Mayor's Office for Policing and Crime	265,000	290,000
Mayor's Office for Policing and Crime (Violence Reduction Unit)	77,010	-
Mayor's Office for Policing and Crime (A&E Contract)	112,426	-
The Home Office	63,063	56,435
Imperial College Healthcare Charity	-	74,347
King's College Hospital	15,770	15,770
The Progress Foundation	20,000	20,000
The Cotton Trust	-	1,000
The Haberdashers' Company	-	2,000
Mercer's Company	25,000	25,000
Community donations	315	125
John Coates Charitable Trust	5,000	-
Charles Hayward Foundation	-	20,000
Lloyds Bank Foundation	25,000	25,000
Alchemy Foundation	500	-
Austin Hope Pilkington Trust	5,000	-
John Lyons' Charity	49,634	46,717
D C R Allen Charitable Trust	10,000	-
Worshipful Company of Weavers	60,000	10,000
Worshipful Company of Secretaries and Administrators	-	2,000
Sir Walter St John's Educational Charity	-	10,000
Battersea Power Station Foundation	-	5,000
The Leatherseller's Company	15,000	15,000
LB Hackney: Hackney Voluntary and Community Sector Grant	30,000	30,000
LB Hackney: Healthier City and Hackney Fund	-	60,000
Co-operative Community Fund	-	5,850
The Rayne Foundation	20,000	10,000
Private Family Trust	10,000	10,000
UCLH Charity	33,333	-
London Boroughs of Camden & Islington	63,000	-
Guys' & St Thomas' Charity (King's YVIP Evaluation project)	60,000	20,000
MIDLANDS:		
The Health Foundation	213,097	207,702
The Home Office	120,639	114,647
Nottinghamshire Office of the Police & Crime Commissioner	35,000	38,522

Nottinghamshire Violence Reduction Unit	40,654	-
West Midlands Violence Prevention Alliance	84,388	62,160
West Midlands Police & Crime Commissioner	42,194	-
Violence Reduction Unit, Leicester, Leicestershire & Rutland	6,300	-
Dulverton Trust	35,000	-
Thomas Farr Charitable Trust	3,000	-
Community donations	2,317	-
NHS Birmingham & Solihull CCG	36,991	-
Barrow Cadbury Trust	30,666	25,617
29th May 1961 Charitable Trust	5,000	-
Edward Cadbury Charitable Trust	5,000	-
The Norton Foundation	5,000	-
Grantham York Trust	5,000	-
Roger & Douglas Turner Charitable Trust	3,000	-
Michael Marsh Charitable Trust	3,000	-
Percy Lea Charitable Trust	1,000	-
University Hospitals Birmingham Charity	38,407	9,842
The Well Centre		
Herne Hill Group Practice/ NHS Lambeth CCG	135,050	142,465
GLA Young Londoners' Fund	50,141	4,819
Children-in-Need (Counselling)	16,438	36,540
Portrack Charitable Trust	-	5,000
King's College Hospital Charity (Liver Transition Project)	-	17,025
King's Adolescent Outreach Service		
CYPHS	7,043	38,829
King's College Hospital	58,531	-
Mental Health Project		
NHS Southwark CCG/SLAM CAMHS	-	21,698
Young Women's Project		
Comic Relief	91,678	117,738
Social Switch Project		
Google.org/ Catch 22	181,389	-
	2,620,314	1,936,963

14. Analysis of net assets by fund

Fund balances represented by: -	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Tangible fixed assets	3,799	-	3,799
Current assets	776,403	574,511	1,350,914
Creditors: amounts falling due within one year	(128,686)	(202,129)	(330,815)
	651,516	372,382	1,023,898

15. Operating lease commitments

As at the balance sheet date the charity had the following commitments under operating leases in relation to buildings which expire: -

	31-Mar-20	31-Mar-19
	£	£
Within one year:	91,486	60,194
Between one and five years	68,614	25,950

16. Employees

	31-Mar-20	31-Mar-19
	£	£
Wages and salaries	1,664,041	1,402,673
Social Security Costs	162,566	136,740
Workplace pension	50,630	34,567
	1,887,237	1,573,980

	31-Mar-20	31-Mar-19
Youth work, management and support services	61	50

One employee received emoluments between £70,000 and £80,000 (2019: none).

No employee received emoluments between £60,000 and £70,000 (2019: one).

17. Senior Management Team

The Senior Management Team consisted of the Chief Executive, the Chief Operating Officer, the Director of Programmes, the Business Development Manager, the Head of Fundraising and the Head of Finance. The Business Development Manager went on maternity leave in February 2019, returning in July 2020, after a short period of furlough.

The total cost of employing the Senior Management Team in 2019-20 was £318,230 (2018-19: £326,074).

No trustee expenses have been incurred or paid during the year.

18. Taxation

The charity's activities fall within the exemptions afforded by the provisions of the income and Corporation Taxes Act 1988. Accordingly, there is no taxation charge in these accounts.

19. Related party transactions

There were no related party transactions.

20. Company limited by guarantee

Redthread Youth Limited is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amount as may be required not exceeding £10 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member

Thank you to all our supporters:

29th May 1961 Charitable Trust
Alan Morton
Alchemy Foundation
Anonymous trust
Anonymous family trust
Austin Hope Pilkington Trust
Barrow Cadbury Trust
Birmingham & Solihull Clinical
Commissioning Group
Brown Dog Fund
CA Redfern Charitable Foundation
Catch 22 Community Point Fund
Chesterhill Charitable Trust
Children in Need
CHYPHS
City & Hackney Urgent Healthcare
Comic Relief
Cushman & Wakefield
D C R Allen Charitable Trust
Dulverton Trust
Dulwich Hamlet FC
Edward Cadbury Charitable Trust
Esmée Fairbairn Foundation
French Huguenot Charitable Trust
Garfield Weston Foundation
Golden Bottle Trust
Google.org
Grantham York Trust
Guy's & St Thomas' Charity
Lambeth Clinical Commissioning
Group
Herne Hill Group Practice
Home Office
Hoveringham Women's Institute
Imperial College London Doctor's
Mess
Jacobs Charitable Trust
John Armitage Charitable Trust
John Coates Charitable Trust
John Lyon's Charity
Kent Youth League
King's College Hospital
Office of the Police & Crime
Commissioner for
Leicestershire

Lloyds Bank Foundation
London Borough of Camden
London Borough of Islington
LoveBrum
Mayor's Young Londoners Fund
Mercer's Company
Michael Marsh Charitable Trust
MOPAC Violence Reduction Unit
Nottinghamshire Office of the Police
& Crime Commissioner
Nottingham OPCC (Home Office Early
Intervention Youth Fund)
Nottingham Street Food Club
Open Creates
Paul Hamlyn Foundation
Percy Lea Charitable Trust
Pickwell Foundation
Porticus UK
Portrack Charitable Trust
Progress Foundation
Roger & Douglas Turner Charitable
Trust
Sam & Bella Sebba Charitable Trust
St Peter's Church, Eaton Square
Stone Family Foundation
Swire Charitable Trust
The Health Foundation
Leathersellers' Company Charitable
Trust
The Mayor's Office for Policing and
Crime (MOPAC)
The Norton Foundation
The Rayne Foundation
Thirty Percy Foundation
Thomas Farr Charitable Trust
University College London Hospital
Charity
University Hospitals Birmingham
Charity
West Midlands Police and Crime
Commissioner
West Midlands Violence Prevention
Alliance
Westminster Foundation
Whoosh Cycling Group
Worshipful Company of Weavers

And all the individuals and organisations who make regular and occasional donations in support of our work, or who take part in and organise fundraising challenges and activities.