

# 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.

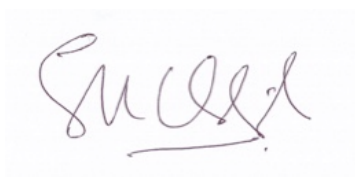
Whilst this has been a challenging period for all of us, we have learnt a lot about our resilience as an organisation, and about how we make the necessary adjustments at very short notice to enable us to pull together and work effectively during a crisis. Our funders have been incredibly supportive during 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.

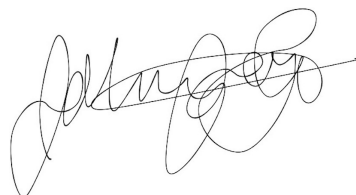
We would like to take this opportunity to say thank you to two of our trustees who have stood down this year – Louisa Mann and Cheryl Plumridge – your wisdom and insights during your time on the board have been invaluable.

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

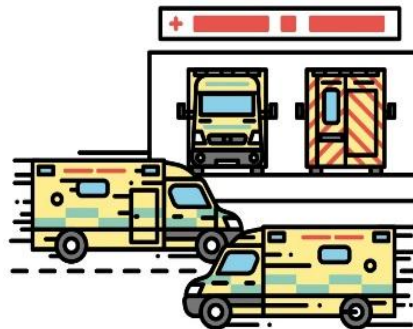
While we have made significant achievements over the past year, we received fewer referrals overall. There are a number of reasons for this slight reduction. While we opened a new service at UCLH at the beginning of 2020, this was still establishing itself in 2019/20 and consequently did not contribute 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.

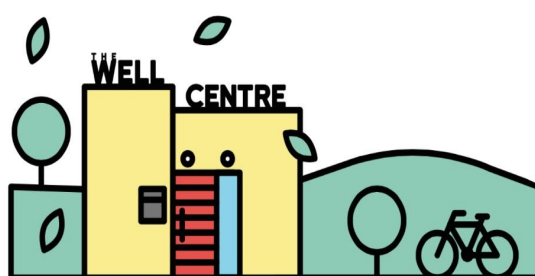
This last year brought operational challenges, notably staffing and space, along with more strategic ones around funding and the eligibility restrictions this dictated. These challenges prompted reflection on the next stage of development for Redthread's youth work services, and on our responsibility 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, LoveBrom 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:

<b>Risk</b>	<b>Impact</b>	<b>Mitigating strategy</b>
<b>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</b>	<p>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</p> <p>Operational: limitations placed on our ability to deliver the face to face relational youth work models such as our work in hospitals</p>	<ul style="list-style-type: none"> <li>• Maintain good communications with existing funders to maximise their continued support</li> <li>• 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</li> <li>• 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</li> <li>• Ensure staff team are consulted and involved in decision making relating to any changes in working practices arising from the onset of the crisis</li> <li>• Utilise our wider networks, including clinical colleagues in hospitals and in Public Health England to ensure our response coincides with sector wide approaches</li> </ul>
<b>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</b>	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.	<ul style="list-style-type: none"> <li>• Ensure focus on securing new sources of income and seek to diversify our funding streams</li> <li>• Maintain a tight budget setting process which seeks to make efficiency savings and control costs while maintaining operational effectiveness</li> <li>• Maintain and grow reserves to a level that permits expenditure to be reduced in a managed fashion, should the need arise</li> <li>• Maintain good relationships and clear reporting with current funders</li> <li>• Make sufficient investment in fundraising resources to achieve income targets</li> </ul>

<p><b>Policies and procedures not followed, with particular note for safeguarding, data protection and health and safety</b></p>	<p>This has the potential to have serious implications for the young people we work with and also our staff team.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Rigorous induction, training and performance monitoring for all staff.</li> <li>• Staff sign each policy to say they have read and understood it.</li> <li>• Importance of policies and procedures discussed regularly and routinely in supervision sessions, team meetings and away days, and in Board meetings.</li> <li>• Staff have easy access to policies and procedures.</li> <li>• Board places emphasis on importance of policies and procedures. Disciplinary sanctions in place emphasising importance of policies and procedures.</li> </ul>
<p><b>Damage to reputation, e.g. serious safeguarding incident, financial mismanagement, negative press reports</b></p>	<p>Reduced ability to raise and maintain income and to attract funders to support our projects</p>	<ul style="list-style-type: none"> <li>• Evidence the impact of our work through high-quality, external evaluations</li> <li>• Maintain good reputation and track record through high impact work and strong partnerships, transparency and openness</li> <li>• Maintain good relationships with and clear reporting processes with current funders</li> </ul>
<p><b>Breach of data protection principles</b></p>	<p>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</p>	<ul style="list-style-type: none"> <li>• GDPR working group meets on a quarterly basis to review any incidents, new projects and changes in processes to ensure compliance</li> <li>• Robust data protection policies and processes</li> <li>• Rigorous induction, training and performance for all staff</li> <li>• Disciplinary sanctions in place emphasising the importance of data protection</li> <li>• All staff complete Information Governance training and assessment within 3 months of joining, and repeat on an annual basis</li> <li>• Registration with the Office of the Fundraising Regulator</li> <li>• Data protection issues discussed at every line management supervision session</li> </ul>



## 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.

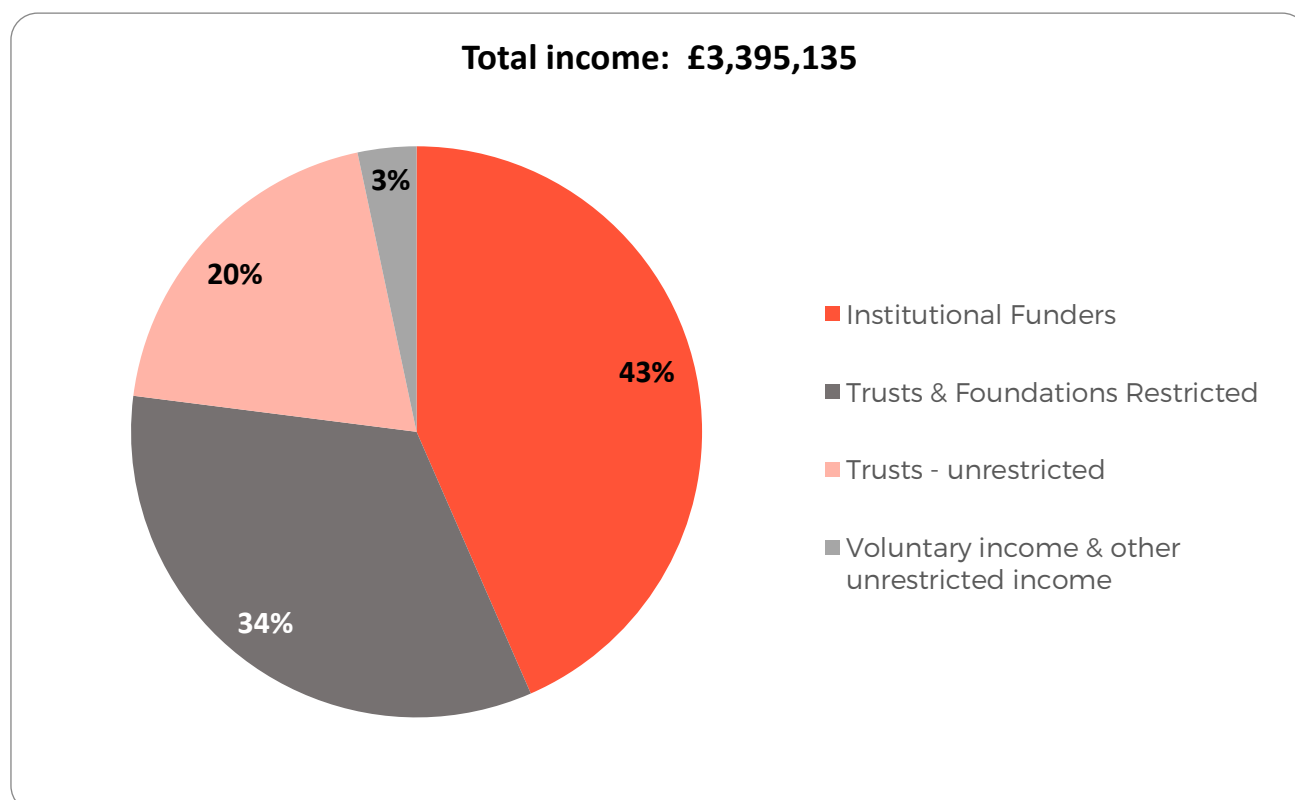
Finally, we have introduced two new central operational posts this year, with a national remit – our Practice Development Lead, and our VAWG Lead. This is line with our intention to ensure that all of our front line staff are given specialised support and training to enable them to provide the best possible 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

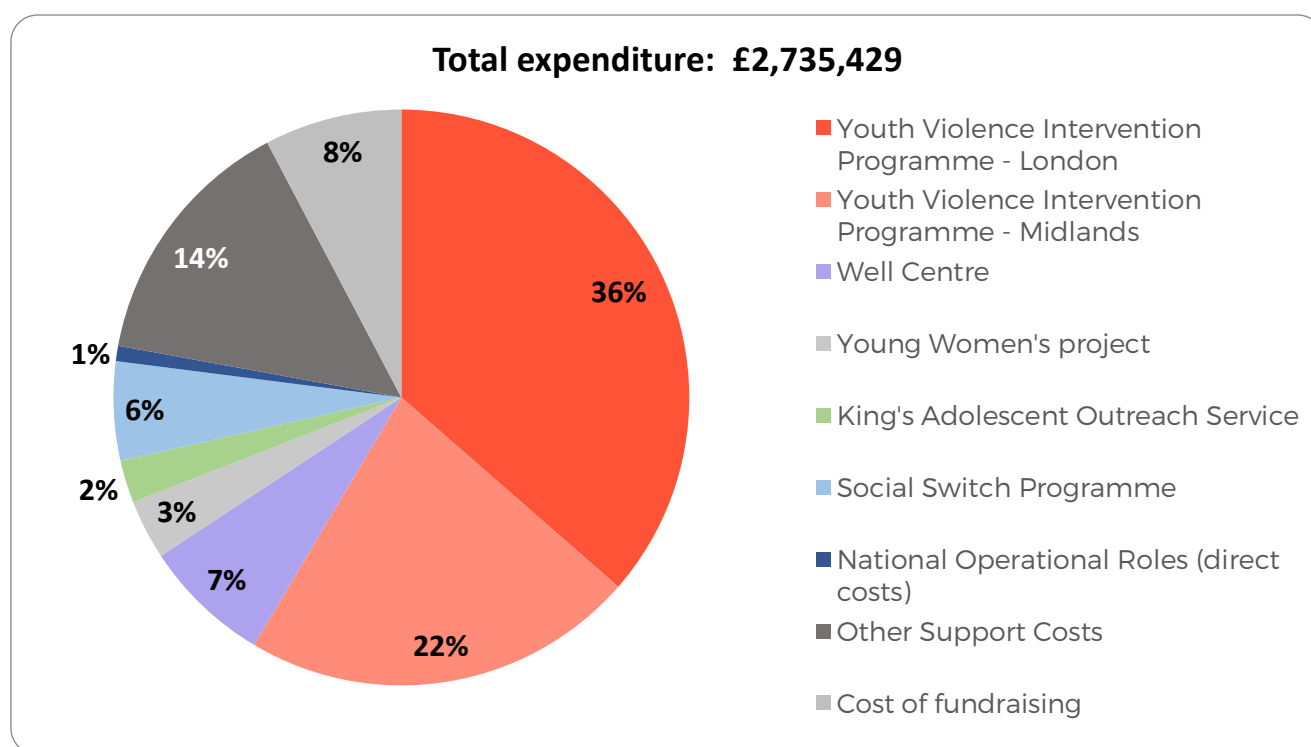
starting point for the new financial year as we move into the slightly uncharted territory caused by the Covid-19 pandemic.

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.

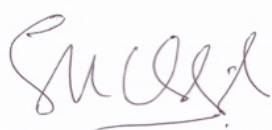
They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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](http://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

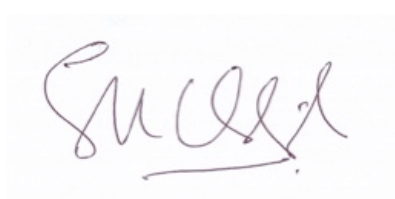
	Notes	Unrestricted funds £	Restricted funds £	31-Mar-20 Total £	31-Mar-19 Total £
<b>Income</b>					
Donations	2	770,240	357,541	1,127,781	567,642
Charitable Activities	3	-	2,262,772	2,262,772	1,596,848
Other	4	4,582	-	4,582	22,313
<b>Total income</b>		<b>774,822</b>	<b>2,620,313</b>	<b>3,395,135</b>	<b>2,186,803</b>
<b>Resources expended</b>					
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
<b>Total resources expended</b>		<b>283,153</b>	<b>2,452,276</b>	<b>2,735,429</b>	<b>2,104,855</b>
<b>Net incoming/ (outgoing) resources for the period</b>		<b>491,671</b>	<b>168,037</b>	<b>659,707</b>	<b>81,948</b>
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
<b>Total funds carried forward:</b>		<b>651,516</b>	<b>372,381</b>	<b>1,023,897</b>	<b>364,190</b>

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

**Balance sheet**  
**as at 31 March 2020**

		<b>31 March 2020</b>		<b>31 March 2019</b>	
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	<b>Notes</b>				
<b>Fixed assets</b>					
Tangible assets	8		3,799		3,025
<b>Current assets</b>					
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>	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	11	<u>(330,847)</u>		<u>(302,690)</u>	
<b>Net current assets/(liabilities)</b>			<u>1,020,098</u>		<u>361,165</u>
<b>Total assets less current liabilities</b>			<u>1,023,897</u>		<u>364,190</u>
<b>Total net assets</b>			<u>1,023,897</u>		<u>364,190</u>
<b>Funds</b>					
Unrestricted funds	12a	651,516		322,485	
Restricted income funds	12b	372,381		41,705	
<b>Total funds</b>			<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
		£	£
<b>Cash flows from operating activities</b>			
Cash generated from operations	A	223,528	(204,245)
<b>Cash flows from investing activities</b>			
Purchase of new ICT equipment	(3,436)	-	
Interest received	192	167	
		<u>(3,244)</u>	<u>167</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<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
	£	£
<b>Net movement in funds</b>		
<b>(as per the statement of financial activities)</b>	659,708	81,948
<b>Adjustments for:</b>		
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)
<b>Net cash provided by operating activities</b>	<u>223,528</u>	<u>(204,245)</u>

	2020	2019
	£	£
<b>B. Analysis of cash and cash equivalents</b>		
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
	<b>770,240</b>	<b>357,541</b>	<b>1,127,781</b>	<b>227,527</b>	<b>340,115</b>	<b>567,642</b>

**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	-	-	-
	<b>-</b>	<b>2,262,772</b>	<b>2,262,772</b>	<b>-</b>	<b>1,596,848</b>	<b>1,596,848</b>

*\*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
	<b>4,582</b>	<b>-</b>	<b>4,582</b>	<b>22,313</b>	<b>-</b>	<b>22,313</b>

**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
	<b>169,637</b>	<b>2,354,802</b>	<b>2,524,439</b>	<b>108,081</b>	<b>1,890,150</b>	<b>1,998,232</b>



**6. Cost of fundraising**

	<b>31-Mar-20</b>			<b>31-Mar-19</b>		
	<b>Unrestricted</b>	<b>Restricted*</b>	<b>Total</b>	<b>Unrestricted</b>	<b>Restricted*</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
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
	<b>113,516</b>	<b>97,474</b>	<b>210,990</b>	<b>19,045</b>	<b>87,578</b>	<b>106,623</b>

**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 £
<b>Cost</b>			
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
<b>Depreciation</b>			
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
<b>Net book value</b>			
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
	<b>842,686</b>	<b>375,880</b>

**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
	<b>508,259</b>	<b>287,975</b>

**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
	<b>330,847</b>	<b>302,690</b>

	31-Mar-20	31-Mar-19
<b>Movement on deferred income:</b>		
	£	£
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>

<b>12. Reconciliation of funds</b>	01-Apr-19	Incoming funds	Outgoing resources	Fund transfers	31-Mar-20
	£	£	£	£	£
<b>a. Unrestricted funds</b>	322,486	774,823	(283,153)	(162,640)	651,515
<b>b. Restricted funds</b>	£	£	£	£	£
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
	<u>41,704</u>	<u>2,620,313</u>	<u>(2,452,276)</u>	<u>162,640</u>	<u>372,381</u>

*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
	£	£
<b>Central costs</b>		
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
<b>Direct Programme Support Costs</b>		
Mayor's Office for Policing and Crime (Violence Reduction Unit)	16,797	-
Stone Family Foundation	25,000	-
<b>Youth Violence Intervention Programme</b>		
<b>London:</b>		
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
<b>MIDLANDS:</b>		
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
<b>The Well Centre</b>		
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
<b>King's Adolescent Outreach Service</b>		
CYPHS	7,043	38,829
King's College Hospital	58,531	-
<b>Mental Health Project</b>		
NHS Southwark CCG/SLAM CAMHS	-	21,698
<b>Young Women's Project</b>		
Comic Relief	91,678	117,738
<b>Social Switch Project</b>		
Google.org/ Catch 22	181,389	-
	<b>2,620,314</b>	<b>1,936,963</b>

#### 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)
	<b>651,516</b>	<b>372,382</b>	<b>1,023,898</b>

**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
	<b>1,887,237</b>	<b>1,573,980</b>

	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.