

THE AVENUES YOUTH PROJECT

England & Wales · Charity number 1090210

Details

Status	Registered
Legal form	Charitable company
Company number	04045031
Registered	2002-01-23
Register	View on the Charity Commission register

Contact

Address	New Avenues Youth Project 3-7 Third Avenue London W10 4RS
Phone	020 8969 9552
Email	info@avenues.org.uk
Website	www.avenues.org.uk

Activities

Objects: THE OBJECTS OF THE COMPANY ARE FOR THE BENEFIT OF THE INHABITANTS OF THE LONDON BOROUGH OF WESTMINSTER AND SURROUNDING AREAS ("THE AREA OF BENEFIT") PARTICULARLY BUT NOT EXCLUSIVELY FOR THE BENEFIT OF SUCH INHABITANTS WHO ARE YOUNG PEOPLE: (A) TO PROVIDE FACILITIES FOR RECREATION AND OTHER LEISURE TIME OCCUPATIONS FOR THE INHABITANTS OF THE AREA OF BENEFIT IN THE INTERESTS OF SOCIAL WELFARE AND WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE. (B) TO ADVANCE THE EDUCATION OF THOSE LIVING IN THE AREA OF BENEFIT.(C) TO PROVIDE THE RELIEF OF NEED, HARDSHIP OR DISTRESS OF THOSE LIVING IN THE AREA OF BENEFIT.

Activities: The Avenues Youth Project provides out of school hours activities for children and young people aged 11 -25.We provide a range of informal educational opportunities including music, arts, crafts, dance, drama, discussion, radio etc. designed to improve the emotional, social and educational welfare of the young people who attend the project.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Arts/culture/heritage/science, Amateur Sport, Economic/community Development/employment
- **Who:** Children/young People

Geography

- **Area of benefit:** LONDON BOROUGH OF WESTMINSTER AND SURROUNDING AREAS
- City Of Westminster

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,188,680	£1,246,684	£2,581,563	16
2024-03-31	£1,557,599	£1,107,252	£2,639,567	16
2023-03-31	£1,153,691	£1,025,170	£2,189,220	15
2022-03-31	£796,127	£824,726	£2,060,699	9
2021-03-31	£850,136	£617,237	£2,089,298	9

Trustees

Name	Role	Appointed
Jennifer Ray Marshall	Chair	2014-05-12
Alexander Kubeyinje		2026-03-16
Cllr Eartha Sweetie Pond		2016-07-05
Elad Brindt Shavit		2025-02-05
GEOFFREY WHITE		2016-07-05
Julia Court		2016-06-07
Keir Tutt		2025-06-01
Louisa Joy Gregory		2021-02-10
Shivani Dodhia		2026-03-08

Accounts

THE AVENUES
YOUTH PROJECT

REPORT AND FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
31 MARCH 2025**



The Avenues Youth Project
Charity Number: 1090210
Company Number: 04045031

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Company Information

PATRONS

Susan Aglionby OBE, Founder
Dame Karen Buck, DBE
Gill Fitzhugh, MBE

DIRECTORS

Jennifer Marshall (Chair)
Keir Tutt
Elad Brindt Shavit: *Appointed 05 February 2025*
Louisa Gregory
Geoffrey White
Cllr Eartha Pond
Julia Court
Chris Murray: *Resigned 06 August 2025*
Tony Bonnar: *Resigned 08 September 2025*
Virginia Ashton: *Resigned 12 November 2024*
Graeme Russell: *Resigned 04 March 2025*

CHIEF EXECUTIVE

Simon Stanley

COMPANY SECRETARY

Geoffrey White

CHARITY OFFICES

3-7 Third Avenue,
London W10 4RS

COMPANY NUMBER

04045031

CHARITY NUMBER

1090210

AUDITORS

Azets Audit Services
Regis House, 45 King William Street
London EC4R

BANKERS

Royal Bank of Scotland
2 Elgin Avenue
Harrow Road
London W3 3QR

Report of the Board of Directors

The members of the Board of Directors present their report with the financial statements for the financial year ended 31 March 2025. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the provision of section 1A 'Small Entities' of Financial Reporting Standard 102.

Objectives and Aims

The charity's objects are to:

- provide facilities for recreation and other leisure time occupations for the inhabitants (in particular young people) of the City of Westminster and surrounding areas, in the interests of social welfare and with the object of improving their conditions of life;
- advance the education of such inhabitants;
- provide the relief of need, hardship or distress of those living in the area of benefit.

We review our aims, objectives, and activities each year. This review looks at what we achieved and the outcomes of our work in the 12 months to 31 March 2025. It also helps us ensure our aim, objectives and activities remain focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the members of the Board of Directors (being our charity's trustees) consider how planned activities will contribute to the aims and objectives they have set.

Our Vision

We believe that every child and young person should have the opportunity to realise their potential, whatever their life circumstances.

Our Mission

Our mission is to deliver high quality recreation activities and skills training to young people in west London, to help them fulfil their potential and boost their long-term outcomes.

Our Values

1. **Safe and compassionate** - taking our role as trusted adults seriously to provide a kind, respectful and supportive approach to others.
2. **Positive and joyful** - inspiring everyone to be themselves, get creative, discover new interests and forge strong friendships.
3. **Empowering** - creating opportunities and empowering young people to fulfil their potential.
4. **Trustworthy** – delivering high standards of conduct and reliability and keeping our promises.
5. **Committed to community** - striving to understand and represent the needs of local young people and to improve their outcomes.



Safeguarding

The charity puts children and young people's best interests at the heart of all that we do, so our commitment to keeping our service users safe is paramount. The Avenues acknowledges its duty to act appropriately to any allegations, reports, or suspicions of abuse in a professional and speedy manner.

Our Safeguarding and Child Protection Policy is reviewed and updated annually to make sure The Avenues promotes best practice and works in a way that prevents harm of any sort, including bullying, abuse, and coercion, and

that staff, volunteers and partners recognize when this may be happening and what to do about it.

All staff, unsupervised volunteers and youth work contractors are required to obtain an enhanced DBS certificate and attend an induction which includes Equality, Diversity and Inclusion training as well as Safeguarding and Child Protection training. This training must be completed before coming into contact with the young people who use our service.

Repeat DBS checks are obtained for all staff, qualifying volunteers and members of the Board of Directors every three years. Refresher Safeguarding and Child Protection training is provided to both staff and members of the Board of Directors including the designated Safeguarding Lead at least every two years.

Report from the Chair

Jennie Marshall

The 2024/25 financial year was a year of success and joy, but also one of sadness for The Avenues, as this and the report below record. It was also a year of transition, as we prepared to say goodbye to our Chief Executive, Paddy Barnes. Originally taking up the role for a one-year term, Paddy generously extended his leadership to three years. His work was central to ensuring we have been able to remain at the heart of our community, offering a safe, caring, youth-led space for young people, and we offer him sincere thanks and our very best wishes for his year of travel.

We are delighted we were able to secure Simon Stanley as our new Chief Executive from June. With deep local knowledge and a broad range of experience, we are confident he is well placed to lead The Avenues into its next chapter, ensuring we remain that special place where young people choose to come.

It was a proud moment to receive the London Youth Quality Gold Mark once again - now renewed for a further three years - as it recognises our team's hard work and ongoing commitment to the highest standards. It reflects the excellence in the impact of our services, how we evaluate and improve them,

our transparency with donors and the community, and the way we celebrate and elevate youth voice. It is especially rewarding to see our commitment to placing young people at the centre of all we do formally recognised.

For the first time, The Avenues opened during the Christmas holidays. We ran a three-day programme for Seniors (ages 11–18), including a day of organised trips and two days of varied in-club activities, with a nutritious hot meal made available each day. As always, these were fun days providing valuable experiences free of charge and open to all. It is clear there is a need for this programme, and we are looking forward to opening again this coming Christmas.

The 'alumni party' in August 2024, celebrating 45 years of The Avenues, as well as the British Empire Medal awarded to much-loved former leader, Carol Bent, was a joyful end of summer event for former members and staff.



But alongside the highs, we also experienced profound sorrow. The tragic and random fatal shooting of a former Avenues member and youth worker, a lifelong friend and neighbour to many of our staff, sent shockwaves through our community. In response, the North Paddington Serious Violence Task Force was formed, bringing together local individuals, agencies, police borough commanders and gangs' unit, and organisations like The Avenues, to develop meaningful strategies to

combat youth violence across borough lines. The mayor of London, Sadiq Khan, also visited us to launch a new funding initiative through his Violence Reduction Unit for summer holiday sporting activities. A new government report on serious youth violence emphasised that true change comes when education, statutory, and voluntary sectors work together, so we sincerely hope that this new partnership will have lasting impact.

Thus, we have had times to celebrate and times to come together in sadness to try to create change for a more positive future. We are so fortunate to have a dedicated team of staff who have managed this and whose hard work and commitment bring all our programmes to life. A huge thank you to them all, as well as to our directors, who give so generously of their time and expertise, and to the many individuals, trusts, foundations, and Westminster City Council, without whose generous support and funding none of what we do would be possible.



Jennie Marshall

Chief Executive's Welcome

Simon Stanley

The financial year 2024/25 was another eventful period for The Avenues. The spectre of youth violence continues to hang over the area, making the efforts to provide a safe space for our young people increasingly important. At the same time, the cost of living placed ever more pressure upon the community in which we operate and the challenges being faced by young people continued to place a great deal of pressure on organisations across the board.

Since its inception in 1979, The Avenues has been at the heart of this community. This financial year we felt that, building on the

activities of the last few years, we wanted to embrace the community even more, in a bid to address some of the issues being faced and seek to reduce youth violence. So, in many ways, 2024/25 became our year about the community.

We started with the recruitment of a Community and Engagement Manager who was tasked with a number of responsibilities intended to promote and enhance our interactions with the community. This role is fundamental to raising the awareness of local people of the services that we offer at The Avenues, at schools and other youth organisations to promote the benefits for young people of attending our centre regularly. We also connect with many other organisations to bring in wider knowledge, and design programmes expected to develop and grow young people in the future. Although perhaps the most important part of the role is Youth Voice, the opportunity for young people to be part of social and political discussions, supporting their right to be heard. Collaborating with local community partners, we hope to develop mechanisms for young people to raise their concerns, hopes and desires.

Our community focus continued with active involvement in local area initiatives. In particular, The Avenues has been a key contributor to the North Paddington Serious Youth Violence Taskforce, a multi agency initiative collaborating with local organisations, police, and schools to address root causes of youth violence. Following the tragic deaths of two young people in the local area, including a former member of The Avenues, we launched a coordinated support programme including trauma-informed counselling, safe transport options, and a re-evaluation of our own activities to ensure young people's safety.

More cheerfully, events throughout the 2024/25 financial year have continued to provide opportunities for us to bring the community together and we ran a number of different activities and initiatives: These included:

- **45Fest Alumni Celebration:** A highlight of the 2024 summer, The Avenues' 45th anniversary brought together past and present members, staff, and supporters for a multigenerational celebration across our building, Droop Street, and Queen's Park Primary School playground. The event featured speeches and performances by young people, and a photography booth, run by youth workers, captured portraits for a heritage mural. A podcasting element captured oral histories;
- **Christmas at Avenues:** In partnership with Open Age, we hosted Christmas celebrations for over 100 local residents at risk of isolation, continuing our tradition of inclusion and warmth during the holiday; and
- **Heritage Mural:** Following 45Fest, artist Chris Tipping led the development of a stunning indoor mural, composed of hundreds of community photographs recording the many people who have contributed to, and benefited from, all that The Avenues offers, in the upstairs dance studio. A dedicated launch event welcomed local people and received overwhelmingly positive feedback.



Maintaining this focus, over the 2024/25 financial year, we were able to deliver a vibrant, high-impact programme offering over 200 sessions per quarter and engaging over 1,100 individual young people. With a strong focus on inclusion, empowerment, creativity, and community wellbeing, the year saw significant growth and innovation across our core sessions and specialist programmes. Balancing open access sessions and targeted programmes, we have been able to increase the number of young people we have engaged with again this year.

We are committed to the highest quality of youth work and are particularly proud that the year culminated with once again our being awarded the London Youth Gold Award for outstanding provision of youth services. This is the badge of excellence for our sector, a quality assurance programme co-delivered with UK Youth and recognised by City and Guilds, local authorities and funders.

However, none of this would be possible without the support of all of our funders, who collectively provided income exceeding £1.1 million. Whether it is larger organisations who support us with grants or the smaller contributions like running the London Marathon for us, we are truly indebted to the people that help us.

This support allows us to continue to build a fantastic team of people, whose dedication and support in helping young people, both within The Avenues and in the wider community, cannot be beaten. I would like to round off this report by expressing my profound thanks and gratitude to all of the team that make this possible.

A handwritten signature in black ink, reading "Simon Stanley". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Simon Stanley
Chief Executive

Activities & Programme Achievements

Our reach in numbers

Over the 2024/25 financial year we worked with 1,155 children and young people



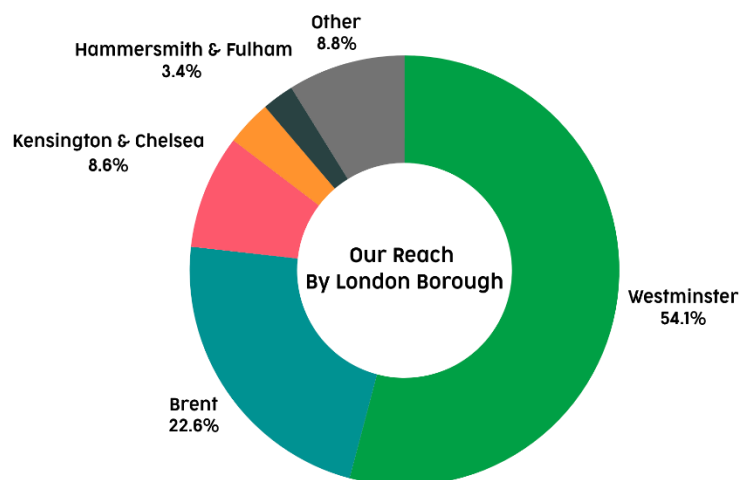
12% special
educational needs
or disability



64% eligible for Free
School Meals



94% from the global
majority



**PROGRAMME OF ACTIVITIES AT THE AVENUES YOUTH PROJECT
APRIL 2024 - MARCH 2025**

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Zone Clubs* 15:30 - 18:00	Zone Clubs* 15:30 - 18:00	Zone Clubs* 15:30 - 18:00	Aves After-School* 15:30 - 18:00	Aves After-School* 15:30 - 18:00	Beginners Judo 12:00 - 13:00
Aves After-School* 15:30 - 18:00	Aves After-School* 15:30 - 18:00	Aves After-School* 15:30 - 18:00	MicDrop 18:30 - 21:30	Friday Seniors 19:00 - 21:30	Intermediate Judo 13:00 - 14:00
Mentoring* 18:30 - 20:00	Girls Hub* 18:30 - 20:30	Homework Club* 16:00 - 18:00			Sporty Saturdays 13:30 - 16:00
		Youthwork Level 1 Qualification 17:30 - 20:30			Fit Fusion 17:30 - 20:30
		Kickstart Careers 18:30 - 21:00			
		Releaseament 18:30 - 21:30			
		Film Project 18:30 - 21:30			

* = TERM TIME ONLY SESSION

Holiday Programmes

10am - 4pm, Monday - Friday during Easter holidays, May Half Term, Summer holidays, October Half Term, Christmas Holidays and February Half Term.

1,155
children and
young people

18,853
session
attendances

883
sessions run

2,198
hours of
sessions

After School Provision

We continued to run our term time after-school programme, with food served at all sessions. **Zone Clubs** ran three days a week with after-school activities including arts & crafts, kickboxing, cooking, basketball and radio, for children aged 8-11 years. **Aves After School** ran five days a week for young people aged 11-16 years. Activities included cooking, sports, arts & crafts, time in our music and radio studios, and our Pizza Social Enterprise 'A Slice of Aves', where a group of young people have been learning pizza-making and business skills. On Tuesdays, we continued to run our **Homework Club** for children aged 11-16 years. We are very aware that external academic support such as tutoring is costly and often prohibitive for families in our community. Our

Homework Club is staffed by qualified teachers and Youth Workers. As 20% of those attending Homework Club this year had a disability such as cognitive delays, autism and ADHD, and other young people experienced learning difficulties such as dyslexia, we developed and provided specialised materials to ensure these students were able to access the curriculum effectively. In addition to learning support, we have actively engaged with our students' families when needed and assisted several families in advocating for better in-school support for their children. Many families lack the confidence or knowledge of the education system to do this and appreciate the help of our staff to navigate the system.

Girls Only Sessions

We continued to meet the need for space that is just for girls with our Tuesday evening **Girls Hub** sessions for girls aged 11-18 years. Girls Hub is a space where girls can socialise, eat, chat and have fun. We also provided a minibus service to take girls safely home after each session. The highlight was the Girls' Hub Sleepover at The Avenues in November 2024. The girls designed the evening which included sharing food, wearing matching PJs, karaoke and games. The sleepover ended with everyone having breakfast together before heading home. All the girls had a great time, including two girls for whom it was their first time sleeping away from home.



As part of our Sporty Saturday offering we also ran weekly **Girls Football** sessions facilitated by our FIFA-qualified coach, and during all of our holidays our daily, girls-only **Girls World** sessions were always popular, with the girls doing crafts, cooking, trips and having fun together without boys!

Seniors

We continued to run two sessions each week exclusively for our Seniors (those aged 13 to 18 years). **Friday Seniors** is our weekly Friday evening session which comprises a mix of activities including music production, videography, cooking, podcasting, sports, roller-skating and time to relax. Sessions end with a healthy hot meal. During the 2024/25 financial year, attendance increased significantly from an average of 25 young people per session in 2023/24 to 37 young people in 2024/25. The increase can be

attributed to the efforts our Youth Workers made to develop sessions that directly responded to our young people's needs.

"I've been able to feel welcome in an area with new people and make new friends and even feel comfortable to speak to workers to help overcome problems or strong feelings. Everyone within Avenues is so nice and have made me feel safe and want to come back every time. I have now started my [Youth Work] level one course that I'm enjoying, and it would not of happened without the motivation and kindness of all the workers setting a good example. Friday Seniors gives me a reason to leave my house and have fun with my friends and provides a safe way to get home which makes me feel safe and comfortable. It has changed me as a person."

Friday Seniors participant – 2025

Fit Fusion takes place every Saturday night with a range of activities on offer including fitness, tasty food, games and workshops. Active games and challenges such as murder mystery and hide and seek flag tag have been particularly popular this year, alongside sports such as basketball and dodgeball. We were also able to hold workshops in partnership with MIND on topics chosen by young people including anxiety, peer groups and bullying.

Music at The Avenues

Music plays a big part at The Avenues and this financial year we were excited to develop our partnership with Sony Music Publishing. Besides funding, this included opportunities for our young people to engage with Sony Music Group staff to seek their advice.

As an introduction to music making, we delivered approximately 300 hours of music writing and recording opportunities during the school holidays and Friday Seniors.

Our **holiday programmes** were often the first time our young people came into our studios and our sessions focused on introducing studio equipment, understanding different genres of music, and building confidence in singing songs to which they knew the lyrics.

During **Friday Seniors**, operating a booking system to manage demand, our young people worked individually or in groups. Most of the young people came along on Fridays with ready-written lyrics and our Youth Worker then helped them to structure the lyrics and support them with their confidence while recording.

Those that progress through our music feeder projects are then offered the chance to participate in **Mic Drop**, where they learn the tools to develop their musical talents. This last financial year, eight young people completed Mic Drop. Highlights were the visits to Church Studios and Sony Music Group's London Headquarters. At Church Studios the young people were able to record tracks in their state-of-the-art studios. At Sony, publishing staff hosted our young people for an amazing day where they toured the building, worked with Sony's publishing engineers and created music. It was a fantastic insight into the world of music for our young people. The 2024/25 Mic Drop Cohort culminated with our young people performing live at our 2025 Fundraiser at The Paradise Pub and Restaurant and during the Final Showcase at The Institute of Contemporary Music Performance (ICMP) London.



Releasement is our advanced music-creation programme that works with Mic Drop graduates and other exceptionally talented local music creators. This gives them a

platform to record original music, create an artist identity and release music onto streaming platforms. During the 2024/25 financial year, we worked one-to-one in our studio with 15 young artists aged between 18 and 21, helping them to develop based on their individual needs. The young people have had access to producers and videographers who have given them guidance, feedback and opportunities to create videos alongside information and support from industry professionals. Several of our cohort were able to release music videos on the Bars Upon Bars Freestyle platform.

Music Pathway at The Avenues

Music Feeder Projects

We offer open access music delivery during the school holidays and every Friday night to help us identify those with the talent and passion to take their music further within The Avenues on Mic Drop and Releasement.

01

Mic Drop

Running over 6 months Mic Drop is for young people aged 16-18 and gives them the tools to develop their musical talents, and provides them with an introduction to the workings of the music industry.

02

Releasement

Running over 6-12 months Releasement is for young people aged 16-21: taking the most talented Mic Drop graduates and supporting them to build artist identities and release original music onto streaming platforms.

03

Employability

Over the 2024/25 financial year we ran a wide range of skills-based courses. These included our 39-week **Youth Work Level 1 Course** which once again was a great success. As with previous cohorts we reached out to neighbouring youth clubs and allocated four spaces to North Paddington Youth Club to enable their members to benefit as well. Of the 10 young people who started our 2024/25 course, eight successfully completed it and were awarded their SEG Level 1 Certificate in Exploring Youth Work Youth Work. All four of the young people from Avenues who completed the course were offered 12-month contracts with us as Support Workers, as have two of the young people from North Paddington Youth Club, and are all doing a great job.

Kickstart Careers are our entry level 6–12-week careers courses which in the last year

have included cooking, videography, hairdressing and barbering, and various beauty skills including Lash, Lift and Tint, and Acrylic Nails.

"Taking part in the Kickstart Kitchen course was an awesome experience! Before, I only knew how to make simple stuff like toast, but now I can cook real meals. I learned how to chop, sauté, and bake, and the best part was trying out recipes from different countries. My favourite was making homemade sushi and Italian pasta from scratch. The instructors were super nice and made everything easy to understand. Now, I feel confident in the kitchen, and I can't wait to keep cooking for my family and friends!"

Kickstart 2024 Participant

Case study: Youth Work Level One Course

AA has been a member of The Avenues for the past 3 years and has attended a range of sessions. In early 2024, AA was facing problems with friendship groups outside of school, and at school she was struggling to engage and was placed in a temporary education facility. AA's mum was desperate for AA to do something positive and when she found out about our Youth Work Level 1 course she wanted AA to be involved. Following our interview process we were able to offer AA a place in our 24/25 cohort of learners.

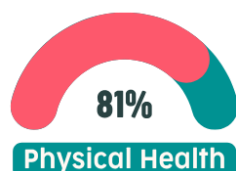
Initially, AA was extremely quiet and withdrawn; she wouldn't make eye contact when speaking to staff or peers. Other members in the group were also very quiet, so we started doing more group work in our lessons to encourage discussion and connections, and within a few weeks we saw AA becoming more confident; she spoke out more and her cheeky character started to show.

During the course, staff at The Avenues saw AA's confidence change significantly to the point where she now jokes with our staff in the corridors, openly comes and asks questions, and shows an interest in how the club is run. AA was committed to her studies and particularly excelled in the work experience element of the course. She arrived early to work, wearing her uniform and demonstrating a great attitude to learning. As a result, when AA successfully graduated with her SEC Awards Level 1 Certificate in Exploring Youth Work we were delighted to offer her a 12-month role as a Support Worker at The Avenues.

AA's mother explained how the course has positively impacted AA's life; telling us that AA's *"confidence has gone from 0-150 and she has become so confident in everything she does"*. There have also been impressive changes in her school life. Her mum shared that AA has a much more positive attitude to school now. During the last year her school grades have *"drastically improved"* to the extent that AA asked to be moved into higher academic sets. Her school said no and gave AA an action plan to meet before they would consider making the change. AA exceeded the plan and has now moved up sets in almost all of her subjects. Her mum told us it is no longer a headache to get AA to complete homework as she is much more independent and approaches school far more positively.

Sporty Saturdays

We continued to run **Sporty Saturdays** every Saturday afternoon year-round and it remains one of our busiest sessions. Activities included Beginner and Intermediate Judo sessions (delivered in partnership with Moberly Stars Judo Club), football, girls-only football and multisports, which in the last year has included basketball, roller-skating, dodgeball, badminton and circuits. We also ran chess sessions which have helped young people develop problem-solving and concentration skills and have been a great way to promote fair play in sport for those that don't want to engage in a physical activity every session. In addition, we run cooking classes where young people learn how to make healthy meals.



81% of our young people report that coming to Sporty Saturdays helps their physical health



85% of our young people report that coming to Sporty Saturdays helps them feel happier and better in themselves

The highlight of our holiday programmes are always the trips, with young people having the opportunity to try a range of new activities and experiences. This year popular trips included to Thorpe Park, iFly (where young people tried indoor sky diving), indoor skiing, Ninja Warrior, Woburn Safari Park, Gootopia and immersive gaming experiences such as The Cube. We also trialled a loyalty card app for our older members, with young people getting a virtual 'stamp' for term time attendance and spaces on our main summer trip to Thorpe Park being awarded to those with the most 'stamps'. This was a great success with session attendances during the summer term significantly increasing.



School Holidays

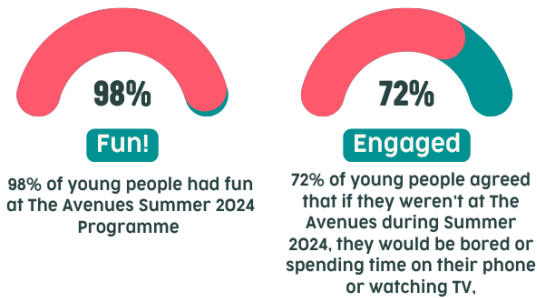
The **school holidays** continue to be the busiest time of year at The Avenues. During the 2024/25 financial year we were open every weekday from 10am to 4pm during 11 weeks of the school holidays including, for the first time, opening for three days over the Christmas holidays. Every day young people were able to choose from a range of activities including arts & crafts, cooking, games, multi-sports, football and time in our music studio and podcasting room. We also held daily girls- and boys-only sessions.



In addition to our day trips, we sent two groups of young people on residential. One group went to Sayers Croft Outdoor Learning centre in Surrey and the other to the Hambleden Valley with The Turville School Trust. Residential like these are often the first experience our young people have of being away from the city and spending time surrounded by nature. The impact of this change in environment is immediate and powerful, with children able to run, explore, and play in ways that they cannot at home.

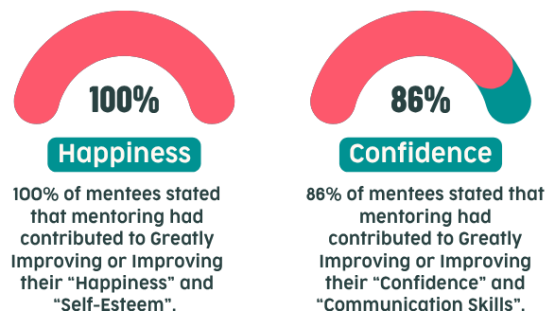
Another highlight this year was our partnership with drinks company Duppy Share on a British Bake-off competition during our Summer 2024 programme. Each week participants learnt a new theme, related to cake baking, presentation, design and marketing. After they sourced recipes, we provided the ingredients and space to bake. Duppy Share staff judged the competition and provided a

£100 voucher for the winning team. We noticed this activity really helped boost the confidence of some of our shy members.



Mentoring

Informal mentoring is a key element of all our youth programmes, with our dedicated and qualified Youth Workers acting as role models and providing support and advice to our young people as and when they need it. Our **Mentoring Programme**, however, enables us to work intensively on a one-to-one basis with young people who need additional support or guidance to help them address issues including low self-esteem, low ambition, and poor lifestyle choices. Over 12 weeks, our qualified mentors work with their mentee to present alternative perspectives, provide consistent support and an empathic understanding of their lived experience. Over the 2024/25 financial year we ran three mentoring cohorts, supporting a total of 25 young people. Based on results across the three cohorts, our mentoring programme made a consistently positive impact on young people, particularly in the areas of happiness and self-esteem.



Special Projects

Thanks to generous funding we were also able to run several short-term projects during the 2024/25 financial year. Our **Queen's Park Film Project** enabled us to revisit an original

concept by the videographer David Blandy, who created a film at The Avenues in 2003 looking at culture, language and slang in Queens Park. This time we were able to run a series of sessions for young people, supporting them to create their own film exploring the same topic. The highlight was screening the film in February during one of our Friday Seniors sessions where the new film was shown alongside the original 2003 film. David Blandy returned for the screening which was also attended by family and friends of those involved in the film production.

Our 2024 **Wellbeing Champions programme** saw two cohorts of young people aged 15-18 complete a six-week training programme which equipped them to provide peer-to-peer wellbeing support. These Wellbeing Champions are now active around the club, providing support as needed to their peers.



Food

Food remains at the heart of our programmes, and we continued to provide food at all of our open access sessions, ensuring no young person went hungry while they were with us. We also continued to partner with The Felix Project and City Harvest to distribute food boxes to the most vulnerable members in our community.



Operational Achievements

Over the 2024/25 financial year the following operational developments took place:

- the existing Operations Manager left the organisation and, in October 2024, was replaced by an existing employee who stepped up into the new role;
- in January 2025, new air conditioning units were placed in rooms which did not have them before (the kitchen, arts and crafts room and both class rooms);
- at around the same time, we also had new flooring installed in classrooms and new carpet and wall designs in the Studio, hallway and podcast room;



- in February 2025, some of the common parts were redecorated and decals of The Avenues values added to the walls;
- the heritage mural, described above, was installed in the dance studio and unveiled in March 2025; and
- the installation of new air flow units is still in progress but solar panels are up and running.

Fundraising Review

As we have no endowment fund, The Avenues raises income from external sources to cover running costs and deliver our wide range of services. Our income strategy focuses on maintaining a diverse and sustainable funding

base, reducing reliance on any single funder. During the 2024/25 financial year, this approach continued to be effective, with a combination of 47 grant funders and donations, and self-sustainability income through regular rental income. This enabled us to meet our budgeted programme and operational costs.

Our small fundraising team comprises a part-time Fundraising Manager and a part-time Impact and Evaluation Manager, both supported by the Chief Executive. In addition, we are fortunate to have committed community supporters who assist with events and help connect us to potential donors and partners.

During the 2024/25 financial year, the majority of non-capital income came from a number of generous trusts and foundations. Key funders included the National Lottery, Henry Smith Foundation, Westminster Foundation, City Bridge Foundation and The Hadley Trust, to name just a few of our highly valued supporters. We were also pleased to participate in The Childhood Trust's Champion's For Children Big Give campaign for the first time. This successful online match funding campaign raised an amazing £40,000 towards our activities.

Westminster City Council remained our largest funder over the last 12 months, with grants for both core costs and projects; accounting for over £250,000 of our total income in 2024/25.

We were delighted to start a new relationship with Sony Music Group which is supporting our music programmes both financially and with opportunities for our young people to learn from Sony Music Group professionals.

Our fundraising efforts were supplemented by rental income, regular donations, and community fundraising initiatives by local businesses all contributing to our unrestricted funding. This included income from our annual community party which was once again held at The Paradise pub in Kensal Green. Huge thanks as ever to Nick Pring at Urban Pubs & Bars for once again letting us use his amazing venue and for donating a share of the bar takings.

Financial Review

Income

At £1,184,480 (2024: £1,181,477) operational income (excluding capital grants), was very close to that received last year and, at 97%, was broadly in line with target income for the year.

This enabled us to continue our varied and extensive programme of activities for young people as described above. A capital grant of £4,200 from The Percy Bilton Charity also allowed us to install the basketball hoops recommended by the London Basketball Association.

Over 80% of income continues to come from grants and donations, and we are indebted to the many trusts and foundations who support us, as well as Westminster City Council in its many different guises. With 2024/25 being the 'fallow year' for our flagship auction dinner, income from direct fundraising reduced, but we are looking to increase other self-sustaining sources of income in the future. Meanwhile, sterling work has been undertaken by our company secretary to ensure that we have taken advantage of the interest rates on offer for fixed deposits, while still limiting our exposure.

Expenditure

Overall expenditure increased by 13% to £1,246,684 (2024: £1,107,252).

Although management and administration costs were impacted by the decision to hire an experienced HR manager in October, and to raise the contracted hours of the Financial Controller, the majority of the increase in spend related to direct charitable expenditure.

Within this category, the charity's main cost will always be its dedicated team of staff and youth workers, and a pay increase recognising inflationary pressures and the continued commitment to paying the London Living Wage inevitably added to staff costs, some of which are covered by restricted grants.

An increase of 34% in the amount spent on other aspects of youth work is indicative of a

focus on delivery. This will have been felt directly by our service users – in the opportunities they have been offered, the materials purchased for their benefit and the food that has been provided for them as they enjoy the activities on offer.

Fundraising costs were significantly reduced this financial year without any auction dinner costs.

Of note within Office and Other Costs:

- expenditure on utilities remained significant but static: the full impact of all our energy-saving improvements have yet to be felt;
- increased maintenance and repair bills were needed to keep our facilities (including the lift and security doors) fully and safely functioning at all times;
- staff welfare spend included clinical supervision for our senior youth work team supporting them in the more challenging aspects of their work; and
- increased promotional activities and material to entice new members and build awareness of our offering.

Net Result

The income and expenditure outlined above resulted in a deficit of £58,004 in 2024/25 compared to a surplus of £450,347 in 2023/24. The latter reflected the significant capital grant from Westminster City Council which helped modernise and secure our building. It increased the Restricted Fixed Asset Fund immediately but will only impact the statement of financial activity and reduce the Fund gradually over the term of the lease through the depreciation charge. Excluding this charge in 2024/25, there was a surplus of £20,048.

The full deficit is reflected in a £17,094 reduction in the Restricted Fixed Asset Fund (with the depreciation charge outweighing the purchase of new assets) and a reduction of £48,100 in the Designated Funds held in readiness for such purchases. The Restricted Youth Work Activity Funds also reduced by £52,819 with fewer balances on individual projects needing to be carried forward. On the other hand the general reserves increased by

£60,009, keeping them in line with our Reserves Policy.

Reserves Policy Statement

The Avenues Reserves Policy is to maintain a target reserve of unrestricted funds (general reserves and designated funds) equal to six months of budgeted operating costs, with the actual reserves of unrestricted funds being not less than three months of budgeted operating costs.

The principal purpose of The Avenues Reserves Policy is to mitigate the following risks:

The base case risk is that The Avenues will not have sufficient funds to enable our normal operating activities to be provided on a continuous basis due to temporary shortfalls in typical income streams or other events which trigger an unexpected funding demand: the reserves should at no time be in a sum lower than that needed to enable The Avenues to continue normal operating activities on an uninterrupted basis despite the occurrence of the relevant temporary contingency.

The fundamental case risk is that The Avenues will suffer a material and most likely permanent drop in revenue which, if not addressed, would most likely lead to a permanent cessation of activities: ideally the reserves should at no time be in a sum lower than that needed to fund any restructuring of the business or any other significant change in circumstances, such as moving premises, which The Avenues' Board of Directors believes could enable the activities and support to continue being provided to the beneficiaries.

Following guidance by the Charity Commission, the charity has adopted a low-risk investment strategy, placing the majority of reserves in deposit and treasury accounts which have Financial Services Compensation Scheme protection, whilst holding sufficient funds in instant access accounts to meet short-term needs. We carefully spread deposits to mature at regular intervals in case we need emergency

access to the funds. The interest earned helps counter inflationary pressures on wages and other costs without us having to turn to funders to meet these increased costs.

Monitoring and Reviewing Reserves Policy

The actual operating costs of The Avenues are closely monitored by the Board of Directors and the Finance Committee of The Avenues. Together with details of the cash balances, deferred income, and restricted and unrestricted reserves, these are the subject of monthly 'financial dashboards' presented to the Finance Committee and quarterly reports submitted to the Board of Directors. At each of its quarterly meetings, the Board of Directors considers whether, in the light of events which have occurred or are expected to occur, any change or changes should be made to the expected amounts of the targeted and minimum unallocated reserves.

Reserves as at 31 March 2025

The Restricted Fixed Asset Fund of £1,909,865 now includes all tangible fixed assets.

While Westminster Council owns the freehold to the land, The Avenues leases the property and pays the council a peppercorn rent in recognition of The Avenues' agreement to providing services and support to young people and the local community. The nature of the lease, which has 76 years remaining, is that The Avenues is wholly responsible for the repair, maintenance and improvement of the property. The Board of Directors therefore considers it prudent to hold a Designated Fund of £148,500 to cover repairs and building works required to maintain and further improve the charity's youth centre and major asset. A schedule of proposed works, alongside the inevitable repairs, supports this balance.

The Restricted Youth Work Activity Fund balance of £53,307 represents project income recognised in the period but not yet spent and so carried forward to be spent on the intended project in the following year.

At £469,891, the remaining Unrestricted reserves cover 4.5 months of 2025-26 budgeted expenditure. When combined with designated funds this rises to 6 months - in line with our stated policy.

Structure, Governance and Management

Constitution

The charity is a company limited by guarantee constituted pursuant to, and governed by, a Memorandum and Articles of Association dated 1 November 2001.

Members' Liability

The charity has no share capital. Rather, its members have 'guaranteed', i.e., agreed that in the event of winding-up of the charity they will each contribute £1 towards funding any shortfall in the assets of the charity as compared with its liabilities. The members have no right, in the event of a winding-up of the charity, to receive any distribution of any surplus of the value of the charity's assets over its liabilities; pursuant to the Memorandum and Articles of Association any such surplus is required to be given to another charity having similar objects to those of the charity.

The Board of Directors

The business of the charity is managed by its non-executive Directors, of whom there are currently seven, including Jennie Marshall, the Chair. The Directors, who are also only members of the charity, constitute the trustees of the charity.

New Directors, with relevant skills, experience, knowledge and qualifications are recruited from time to time. Any person appointed as a Director by the existing Directors holds office until the next Annual General Meeting of the members at which time they become eligible for re-election.

At each AGM one-third of the then existing Directors are required to retire but are eligible for re-election.

The Directors meet a minimum of four times a year and normally hold an annual 'Away Day' for in-depth review of particular subjects relevant to the charity.

There are three committees of the Directors: Personnel, Finance and Buildings, and each of these committees meet on an ad-hoc basis, co-opting qualified volunteers where appropriate. A Black Heritage Action forum brings a number of the Directors and staff together to agree and oversee best practice on equality, diversity and cultural competence.

No Director is remunerated by the charity for any of their time spent in connection with the affairs of the charity.

Chief Executive

The Directors have delegated day-to-day management of the charity to the Chief Executive. The Chief Executive attends all meetings of the Directors and is an ex-officio member of each of the Directors' committees. The performance of the Chief Executive is the subject of annual reviews carried out by the Chair.



Signed on behalf of the Directors

Jennie Marshall - Chair, 11th November 2025

Report of the Auditors

Opinion

We have audited the financial statements of The Avenues Youth Project (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 Board of Director's report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Board of Director's report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Board of Director's 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the members of the Board of Directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in

preparing the Board of Directors' report and from the requirement to prepare a strategic report.

Responsibilities of the Directors

As explained more fully in the statement of the Board of Directors' responsibilities, the Directors, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board of Directors 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 Board of Directors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors 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 the financial statements

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/auditorsresponsibilities>

This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control

environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in

the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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 auditors' 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.

Azets Audit Services

John Howard (Senior Statutory Auditor)

For and on behalf of Azets Audit Services,
Statutory Audit, Chartered Accountants
2nd Floor, Regis House
45 King William Street
London EC4R 9AN

27 November 2025

Statement of Financial Activities

Income and expenditure for year ended 31 March 2025

	Note	Unrestricted funds £	Restricted Youth Work Activity Funds £	Restricted Fixed Asset Fund £	Total 2025 £	Total 2024 £
Incoming Resources						
Grants and donations	2	299,400	695,917	4,200	999,517	1,373,769
Other Fundraising		43,972	-	-	43,972	81,139
Investment income		29,552	-	-	29,552	16,625
Rental income		97,088	-	-	97,088	85,376
Other income		18,551	-	-	18,551	690
Total incoming resources		488,563	695,917	4,200	1,188,680	1,557,599
Resources Expended						
<i>Cost of generating funds:</i>						
Fundraising expenses		8,793	-	-	8,793	21,686
<i>Charitable expenditure:</i>						
Direct charitable expenditure	3	341,417	662,151	-	1,003,568	884,174
Management and administration	4	59,040	93,032	82,251	234,323	201,392
Total resources expended		409,250	755,183	82,251	1,246,684	1,107,252
Net surplus for the year		79,313	(59,266)	(78,051)	(58,004)	450,347
Fund balances brought forward		606,482	106,126	1,926,959	2,639,567	2,189,220
Transfer between funds		(67,404)	6,447	60,957	-	-
Fund balances carried forward		618,391	53,307	1,909,865	2,581,563	2,639,567

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

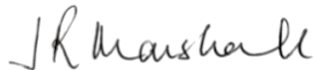
Balance Sheet

As at 31 March 2025

	Note	Total 2025 £	Total 2024 £
Fixed Assets			
Tangible assets	7	1,909,865	1,926,959
Investments -	8	-	87,991
Deposits falling due after one year			
Current Assets			
Cash at bank & in hand		286,724	422,952
Debtors	9	40,056	53,030
Investments -	8	671,442	492,229
Deposits falling due in under one year			
		<u>998,222</u>	<u>968,211</u>
Creditors			
Amounts falling due within one year	10	(326,524)	(343,594)
Net Assets			
		<u>2,581,563</u>	<u>2,639,567</u>
Funds			
General reserves	11	469,891	409,882
Designated funds	11	148,500	196,600
Restricted Youth Work Activity Funds	11	53,307	106,126
Restricted Fixed Asset Fund	11	1,909,865	1,926,959
		<u>2,581,563</u>	<u>2,639,567</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Directors on 11 November 2025 and were signed on its behalf by:



J. Marshall (Chair)



Geoffrey White (Company Secretary)

The Avenues Youth Project
Charity Number 1090210
Company Number 04045031

Statement of Cashflow

Reconciliation of net cash (used in) Operating Activities

	2025	2024
	£	£
Net income/(loss) for the reporting period	(58,004)	450,347
Adjustments for:		
Bank interest	(29,552)	(16,625)
Depreciation	82,251	76,065
(Increase)/ decrease in debtors	12,974	(18,134)
Increase/ (decrease) in creditors	(17,070)	20,807
	<u>(9,401)</u>	<u>512,460</u>
Net cash used in operating activities	(9,401)	512,460
Cash flows from investing activities		
Deposit interest	24,249	11,974
Fixed assets purchases	(65,157)	(399,551)
Investment in fixed deposits	<u>(91,222)</u>	<u>(580,220)</u>
Cash flows from financing activities		
Bank interest received	<u>5,303</u>	<u>4,651</u>
Net (decrease)/increase in cash and cash equivalents	(136,228)	(450,686)
Cash and cash equivalents at beginning of year	422,952	873,638
Cash and cash equivalents at end of year	286,724	422,952

Notes to the Financial Statements

Note 1. Accounting Policies

1.1 Basis of preparation

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006; and the requirements of the Statement of Recognised Practice, Accounting and Reporting by Charities (effective 1 January 2015).

The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain assets and the recognition of certain financial assets and liabilities at fair value.

The financial statements are presented in sterling (£) which is also the functional currency for the charity.

1.2 Going concern

After reviewing the charity's cashflow projections and taking into account the economic conditions (given inflation levels), the members of the Board of Directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

1.3 Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable.

The following judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and physical condition of the assets. See note 7 for the carrying amount of the land and buildings, plant and equipment and motor vehicles, and note 1.10 for the useful economic lives for each class of assets.

There are no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

1.4 Legal status

The charity is a private limited company by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

1.5 Public benefit

The charitable company meets the definition of a public benefit entity under FRS 102

1.6 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the members of the Board of Directors.

Designated funds are unrestricted funds of the charity which the Board of Directors has decided, at its discretion, to set aside to use for a specific purpose. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

The Restricted Fixed Asset Fund represents historic grants received to fund expenditure on leasehold property and other fixed assets; this expenditure has been capitalised and will be written off as set out in Note 1.10 below. The Restricted Asset Fund exactly represents the Net Book Value of all Fixed Assets and will be released annually to match the Depreciation Charge for each future year.

1.7 Income recognition

Incoming resources are included in full in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, when the amount can be measured reliably and when it is probable that the income will be received. For the charity this comprises:

- Income from donations, grants and other fundraising as well as gifts
- Income from trading earned from events, rent and other activities which is received in exchange for supplying goods and services in order to raise these funds
- Investment interest earned through bank deposits.

Grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised over a period not exceeding 18 months from the time there is unconditional entitlement to the grant.

1.8 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified by category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds include those costs incurred in attracting voluntary income.
- Expenditure on charitable activities includes those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

1.9 Allocation of support and governance costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative costs. They are incurred directly in support of expenditure on the objects of the charity. At present these costs are not allocated across the charitable activities.

1.10 Fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended. Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

- Leasehold property – straight line over 50 years (although the lease, renewed in 2002, is for 99 years, the useful life of the building in its current form is deemed to be 50 years and the property and improvements are being depreciated over that period.)
- Furniture and equipment – 20% straight line (with full year in year of purchase)
- Motor vehicles – 20% straight line

1.11 Investments – Deposits

The charity's cash balances all relate to Working Capital but full advantage is taken of short-term deposit interest where our cash flow indicates this is possible e.g. where grants have been received for a future period or where funds have been designated for future cyclical or extraordinary costs associated with the building we occupy. The amounts and maturity dates are approved in advance by the Finance Committee, ensuring that exposure is limited and maturity dates are spread in accordance with cashflow requirements.

Deposits are recognised at the value of the amount deposited and classified according to maturity. Amounts maturing over one year are shown as fixed assets and amounts maturing under one year are shown as current assets.

1.12 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid. Accrued income is measured at the amount due to be received.

1.13 Cash and cash equivalents

Cash at bank and cash in hand includes cash and deposits with a maturity date of three months or less from the date of opening.

1.14 Creditors

Creditors are recognised when there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Other creditors and accruals are recognised at their settlement amount due.

1.15 Financial instruments

The charity only has assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.16 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.17 Value added tax

Value added tax is not recoverable by the charitable company and as such is included in the relevant costs in the Statement of Financial Activities.

Note 2. Grants and Donations

	Unrestricted funds	Restricted Youth Work Activity Funds	Restricted Fixed Asset Fund	Total 2025	Total 2024
	£	£	£	£	£
Bernard Sunley Foundation	-	-	-	-	25,000
CHK Foundation	-	-	-	-	31,250
City Bridge Foundation	-	41,667	-	41,667	30,000
City of Westminster Charitable Trust	-	12,245	-	12,245	15,745
Dan Silverton Parker	10,000	-	-	10,000	-
Drapers Charitable Fund	-	-	-	-	3,750
Edward Harvist Trust	-	1,125	-	1,125	1,875
Esmée Fairbairn Foundation	-	15,000	-	15,000	7,500
Everyone Active	-	8,016	-	8,016	7,020
For Foundation	-	-	-	-	10,000
French American Charitable Trust	-	-	-	-	8,000
Garfield Weston Foundation	30,000	-	-	30,000	17,500
Global Media	-	-	-	-	16,500
Greater London Authority	-	-	-	-	6,899
Henry Smith Foundation	53,750	-	-	53,750	48,750
HS2 Community Fund	-	22,500	-	22,500	25,000
Hyde Park Place Estate Charity	6,000	-	-	6,000	6,000
Jack Petchey Foundation	-	2,700	-	2,700	2,700
Joan Ainslie Charitable Trust	10,000	-	-	10,000	10,000
John Lyon's Charity	-	55,000	-	55,000	65,667
Kusuma Trust UK	-	-	-	-	10,417
London Youth	-	2,800	-	2,800	6,480
Luckies of London	-	-	-	-	9,321
Mayor's Fund for London (Kitchen Social)	-	13,911	-	13,911	10,051
Mayor's Office for Policing and Crime	-	36,267	-	36,267	-
Navarac Ltd	-	-	-	-	3,138
Octavia Foundation	-	-	-	-	6,000
Paddington Charities	5,000	-	-	5,000	7,500
Peoples Postcode Lottery	-	-	-	-	25,000
Pineapple Youth Trust	18,333	-	-	18,333	22,500
Queen's Park Community Council	-	-	-	-	3,333
Sony Music Group	-	22,518	-	22,518	-
Sovereign Network Group	-	7,621	-	7,621	1,524
Sport England	-	3,475	-	3,475	8,614
St James' Place Charitable Trust	-	-	-	-	5,000
Strand Parishes Trust	5,000	-	-	5,000	10,000
The Angus Lawson Memorial Trust	-	-	-	-	7,063
The Childhood Trust	-	7,500	-	7,500	-

	Unrestricted funds	Restricted Youth Work Activity Funds	Restricted Fixed Asset Fund	Total 2025	Total 2024
	£	£	£	£	£
The Church Studios	-	5,000		5,000	-
The Hadley Trust	30,000	13,000	-	43,000	12,000
The Hobson Charity	-	-	-	-	5,000
The Joe Strummer Foundation	-	-	-	-	9,000
The National Lottery Community Fund	-	104,821	-	104,821	110,906
The Percy Bilton Charity	-	-	4,200	4,200	-
The Sheldon Trust	-	10,000	-	10,000	8,333
The Swire Charitable Trust	3,333	-	-	3,333	6,667
The Tom ap Rhys Pryce Memorial Trust	-	10,000	-	10,000	5,000
The Young Westminster Foundation	-	8,867	-	8,867	19,470
Two Magpies Fund	-	20,000	-	20,000	13,750
Universal Music Recordings	-	5,000	-	5,000	10,000
Westminster Almshouses Foundation	-	8,333	-	8,333	1,667
Westminster Amalgamated	-	-	-	-	8,000
Westminster City Council	78,333	146,123	-	224,456	482,373
Westminster City Council (HAF)	-	26,550	-	26,550	33,108
Westminster Foundation	-	55,119	-	55,119	52,878
Wyseliot Rose Charitable Trust	5,500	-	-	5,500	5,500
Other grants	-	11,527	-	11,527	13,323
Other donations	44,151	19,232	-	63,383	101,697
	299,400	695,917	4,200	999,517	1,373,769

Note 3. Direct Charitable Expenditure

	Unrestricted funds £	Restricted Youth Work Activity Funds £	Total 2025 £	Total 2024 £
Salaries and staff costs				
Salaries, NI and pensions	180,953	385,655	566,608	544,969
Training and supervision	3,294	-	3,294	2,229
Staff recruitment costs	17,468	-	17,468	2,506
	201,715	385,655	587,370	549,704
Youth work activities	-	261,076	261,076	195,318
Office and other costs				
Insurance	9,002	-	9,002	10,548
Light and heat and water rates	17,189	9,420	26,609	27,773
Telephone and internet	3,387	-	3,387	2,767
Repairs and renewals	11,003	3,000	14,003	7,506
Maintenance and cleaning	66,142	-	66,142	57,927
Printing, postage and stationery	2,896	-	2,896	1,230
Subscriptions	3,341	-	3,341	3,177
Website	-	-	-	-
Sundry expenses	142	-	142	180
Computer support and consumables	8,557	-	8,557	7,207
Consultancy	1,083	-	1,083	11,540
Subsistence	10,049	-	10,049	4,197
Motor vehicle costs	2,079	-	2,079	2,078
Bad debt	463	-	463	-
Marketing and PR	4,369	3,000	7,369	3,022
	139,702	15,420	155,122	139,152
	341,417	662,151	1,003,568	884,174

Note 4. Management and Administration Expenditure

	Unrestricted funds £	Restricted Youth Work Activity Funds £	Restricted Fixed Asset Fund £	Total 2025 £	Total 2024 £
Salary Costs					
Salary	41,476	93,032	-	134,508	102,883
Other Costs					
Depreciation	-	-	82,251	82,251	76,065
Bank charges and interest	1,716	-	-	1,716	1,088
Audit fee	9,507	-	-	9,507	17,428
Legal and professional fees	6,341	-	-	6,341	3,928
	59,040	93,032	82,251	234,323	201,392

Note 5. Operating Surplus/ (Deficit)

Operating deficit is shown after charging:

	Total 2025	Total 2024
	£	£
Depreciation on tangible fixed assets	82,251	76,065
Auditors' remuneration (fees including VAT):		
- for audit	11,400	9,600
- for other services	(1,893)	7,828

Note 6. Staff Costs

	Total 2025	Total 2024
	£	£
Wages and salaries	648,457	595,012
Social security costs	35,726	38,925
Staff pension	16,933	13,915
Other staff costs	-	-
	<u>701,116</u>	<u>647,852</u>

As a charity, no trustee received any remuneration during the year in their capacity as a trustee. None of the trustees have reclaimed travelling and other expenses.

The average weekly number of full time equivalent staff employed by the charity during the year was as follows:

	Total 2025	Total 2024
Administrative work	3	3
Direct charitable work	13	13
	<u>16</u>	<u>16</u>

The number of employees whose annual remuneration was £60,000 or more were:

	Total 2025	Total 2024
£60,000 - £69,999	-	-
£70,000 - £79,999	1	1

The key management of the charity comprises the Chief Executive. The total employee benefits of the key management personnel for the year were £74,380 (2024: £71,933).

Note 7. Fixed Assets

	Leasehold property £	Furniture and Equipment £	Motor Vehicles £	Total £
COST				
As at 31 March 2024	2,711,501	194,323	22,420	2,928,244
Additions	41,315	23,842	-	65,157
Disposals	-	-	-	-
As at 31 March 2025	2,752,816	218,165	22,420	2,993,401
DEPRECIATION				
As at 31 March 2024	805,647	183,307	12,331	1,001,285
Charge for the year	68,926	8,841	4,484	82,251
As at 31 March 2025	874,573	192,148	16,815	1,083,536
NET BOOK VALUES				
As at 31 March 2025	1,878,243	26,017	5,605	1,909,865
As at 31 March 2024	1,905,854	11,016	10,089	1,926,959

Note 8. Investments

UK cash deposits

	31-Mar-24 £	Disposal/ Transfer £	Additions £	31-Mar-25 £
Maturity date of over 1 year				
Cambridge & Counties Bank	87,991	(87,991)	-	-
Maturity date of less than 1 year				
Cambridge & Counties Bank	-	87,991	-	87,991
Royal Bank of Scotland	303,449	(303,449)	-	-
Allica Bank	85,000	(85,000)	90,000	90,000
Clydesdale Bank	103,780	(85,000)	4,671	23,451
Redwood Bank	-	-	85,000	85,000
Close Brothers Saving	-	-	215,000	215,000
Hampshire Trust Bank	-	-	85,000	85,000
United Trust Bank	-	-	85,000	85,000
	492,229	(385,458)	564,671	671,442

Note 9. Debtors

	Total 2025	Total 2024
Trade debtors	29,709	42,285
Prepayments	4,222	9,065
Accrued income	6,125	1,680
	40,056	53,030

Note 10. Creditors

	Total 2025	Total 2024
Trade creditors	5,960	12,507
SS & other taxes	9,168	10,732
Accruals	24,289	17,113
Deferred Income	276,035	295,812
Other creditors	11,072	7,430
	326,524	343,594

Note 11. Funds

Current year fund note:

	Opening Balance £	Incoming Resources £	Resources Expended £	Transfers £	Closing Balance £
Unrestricted Funds					
General reserves	409,882	488,563	(409,250)	(19,304)	469,891
Designated Funds	196,600	-	-	(48,100)	148,500
	606,482	488,563	(409,250)	(67,404)	618,391
Restricted Youth Work Activity Funds	106,126	695,917	(755,183)	6,447	53,307
Restricted Fixed Asset Fund	1,926,959	4,200	(82,251)	60,957	1,909,865
Total Funds	2,639,567	1,188,680	(1,246,684)	-	2,581,563

Prior year comparative fund note:

	Opening Balance £	Incoming Resources £	Resources Expended £	Transfers £	Closing Balance £
Unrestricted Funds					
General reserves	290,831	644,304	(501,312)	(23,941)	409,882
Designated Funds	200,000	-	-	(3,400)	196,600
	490,831	644,304	(501,312)	(27,341)	606,482
Restricted Youth Work Activity Funds	94,916	537,173	(529,875)	3,912	106,126
Restricted Fixed Asset Fund	1,603,473	376,122	(76,065)	23,429	1,926,959
Total Funds	2,189,220	1,557,599	(1,107,252)	-	2,639,567

Designated Funds

This represents the amount that the trustees felt it prudent to ring fence for building maintenance and improvements in the coming year.

Restricted Funds

Youth Work Activity Project Funds: This amount represents restricted project income remaining as at the year end - to be spent in 2025/6.

Fixed Assets Fund: This amount represents the value of fixed assets shown in note 7.

Note 12. Analysis of Net Assets between Funds

	Unrestricted funds	Restricted Youth Work Activity Funds	Restricted Fixed Asset Fund	Total
	£	£	£	£
Fixed Assets	-	-	1,909,865	1,909,865
Current assets	944,915	53,307	-	998,222
Current liabilities	(326,524)	-	-	(326,524)
	618,391	53,307	1,909,865	2,581,563

Note 13. Related Party Transactions

There were no related party transactions in either the current or the prior year.

Note 14. Ultimate Controlling Party

The charitable company is considered to have no ultimate controlling party.

Note 15. Subsequent Events

There have been no subsequent events.

THE AVENUES YOUTH PROJECT

3-7 Third Avenue, London, W10 4RS

Tel: 020 8969 9552

info@avenues.org.uk

www.avenues.org.uk



avesyouth



avesyouth



avesyouth



Accounts

REPORT AND FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
31 MARCH 2024**



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Company information

PATRONS

Susan Aglionby OBE, Founder
Dame Karen Buck DBE
Gill Fitzhugh MBE

EXECUTIVE COMMITTEE

Jennifer Marshall (Chair)
Corrina Ralph – resigned 29 February 2024
Tony Bonnar – appointed 03 April 2024
Virginia Ashton
Julia Court
Cllr Eartha Pond
Geoffrey White
Graeme Miller Russell
Keir Tutt
Cristina Fedi – resigned 29 September 2023
Louisa Gregory
Chris Murray

CHIEF EXECUTIVE

Paddy Barnes

COMPANY SECRETARY

Geoffrey White

CHARITY OFFICES

3-7 Third Avenue,
London W10 4RS

COMPANY NUMBER

04045031

CHARITY NUMBER

1090210

AUDITORS

Azets Holdings Limited
Regis House, 45 King William Street,
London EC4R

BANKERS

Royal Bank of Scotland
175-177 Kensington High Street,
London W8 6SH

Report of the Executive Committee

The members of the Executive Committee present their report with the financial statements for the financial year ended 31 March 2024. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the provision of section 1A 'Small Entities' of Financial Reporting Standard 102.

Objectives and Aims

The charity's objects are to:

- provide facilities for recreation and other leisure time occupations for the inhabitants (in particular young people) of the London Borough of Westminster and surrounding areas, in the interests of social welfare and with the object of improving their conditions of life;
- advance the education of such inhabitants; and
- provide the relief of need, hardship or distress of those living in the area of benefit.

We review our aims, objectives, and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months.

It also helps us ensure our aim, objectives and activities remain focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the members of the Executive Committee (being our charity's trustees) consider how planned activities will contribute to the aims and objectives they have set.

Our Vision

We believe that every child and young person should have the opportunity to realise their potential, whatever their life circumstances.

Our Mission

Our mission is to deliver high quality recreation activities and skills training to young people in West London, to help them fulfil their potential and boost their long-term outcomes.

Our Values

1. **Safe and compassionate** - taking our role as trusted adults seriously to provide a kind, respectful and supportive approach to others.
2. **Positive and joyful** - inspiring everyone to be themselves, get creative, discover new interests and forge strong friendships.
3. **Empowering** - creating opportunities and empowering young people to fulfil their potential.
4. **Trustworthy** – delivering high standards of conduct and reliability and keeping our promises.
5. **Committed to community** - striving to understand and represent the needs of local young people and to improve their outcomes.

Safeguarding

The charity puts children and young people's best interests at the heart of all that we do, so our commitment to keeping our service users safe is paramount. The Avenues acknowledges its duty to act appropriately to any allegations, reports, or suspicions of abuse in a professional and speedy manner.

Our Safeguarding and Child Protection Policy is reviewed and updated annually to make sure The Avenues promotes best practice and works in a way that prevents harm of any sort, including bullying, abuse, and coercion, and that staff, volunteers and partners recognize when this may be happening and what to do about it.

All staff, unsupervised volunteers and youth work contractors are required to obtain an enhanced DBS certificate and attend an induction which includes Equality, Diversity and Inclusion training as well as Safeguarding and Child Protection training. This training must be completed before coming into contact with the young people who use our service.

A repeat DBS check is obtained for all staff, qualifying volunteers and members of the Executive Committee every three years. Refresher Safeguarding and Child Protection training is provided to both Staff and members of the Executive Committee including the designated Safeguarding Lead at least every two years.

Report from the Chair

Jennie Marshall

This year it is a privilege to start my report by highlighting the achievements of Carol Bent, who joined The Avenues as a youth worker in 1979, and for nearly 40 years led The Avenues, acting as an inspirational leader, motivator and father-figure for generations of local young people. He is justifiably known as “Legend” and it is not too much to say that he established the underlying values and foundations on which Avenues continues to grow. In the King’s 2023 Birthday Honours, Carol was deservedly awarded the British Empire Medal for services to young people in the City of Westminster. We were all so pleased and proud, and immensely grateful to Carol for his enduring legacy. Although he has stepped back from his workload he remains involved and has taken on the task of helping to plan our Heritage Project, reaching out to previous Avenues members to hear their stories, explore where they started and where they have ended up. We hope this will be an exciting project giving our current members a chance to explore the history of the club and, by extension, their community and its heritage, providing them with inspiration for their own futures. We look forward to celebrating this with them later this year.

Following a year of rapid rise in attendances by young people in 2022-23, this last financial year reflected the charity’s strategy of consolidation. Nevertheless, we saw a further annual rise in our membership and we are enormously grateful to all our generous supporters and funders who made it possible to provide for this increase. We do not seek growth for the sake of it - the goal is to meet demand for our services, as far as funding can support. Improving the quality of our work, is however, a perennial target.

Upskilling our youth workers is key to improving quality, and we encourage all our staff to keep learning and progressing. It was rewarding that another 10 of our young people completed their Level 1 youth work qualification while studying for their GCE’s and A levels. This year we extended that initiative by providing training for Level 2 and 3 qualifications and we are proud that four of our youth workers have successfully passed their Level 3 qualifications, with yet more taking up the training. Behind the scenes we are also working to improve the quality of the entire organisation, and we have recruited some excellent additions in roles such as finance, fundraising and impact evaluation, as well as organising further

updating of our building, which our Chief Executive describes in more detail in his report.

This is important because the Young Westminster Youth Foundation research, to which we contributed, and on which their Needs Analysis report 2023 is based, clearly showed that youth workers and youth organisations provide vital safety and support for young people in Westminster.

Knife crime in London increased by a worrying 18.6% in the year to August 2023 and knife crime remains a prevalent concern for young people in North Westminster; many feel unsafe in the area they live in. Carrying weapons was described by young people as necessary for their protection rather than to do harm, suggesting this practice has become increasingly normalised. They feel that the police are unable to offer enough support or protection and that youth clubs are regarded unequivocally as the most important source of support for young people after their family and friends.

One parent said:

“Avenues for the children is home from home. I say that they are my son’s second family. The staff, the encouragement, the mentors, the group work. Young males growing up in the urban community can see there’s more to life than the environment we’re living in. They can see there’s opportunities and it makes their minds more focused, you live what you learn. When you go through the doors at Avenues it’s a safe haven - for us it has been a life saver.”

We are fortunate to have such a loyal, dedicated and professional staff, led so effectively by Chief Executive Paddy Barnes and Programme Director Carol Archibald, who work tirelessly to provide this support and security. A huge thank you to them and to our Executive Committee members, who willingly give their time and expertise when needed, to try to make sure that all who become members of The Avenues receive the best possible experience.

Finally, I am delighted to share the news that London Youth have awarded The Avenues their Gold Quality Mark, the sector’s badge of excellence, for a further three years. Our team has once again demonstrated its commitment to continuous improvement and rigorous standards across a broad range of criteria and I congratulate everyone involved.

Jennie Marshall

Activities & Achievements

Chief Executive - Paddy Barnes

Established in 1979, The Avenues is a best-in-class youth centre that continues to go from strength to strength. We provide free-to-access youth work 6 days a week, for 47-48 weeks a year, through a variety of recreational and educational activities that aim to build self-confidence, restore self-esteem and bring happiness and hope to the lives of our young members.

At the time of writing, it is a few weeks since the fatal shooting of a 15 year old child in a park, 150 metres from The Avenues Youth Project. Our charity's founding purpose was not to deal with the impact of serious youth violence, but that has certainly become an important role we play in the lives of the 1000+ young people who come through our doors each year.

Youth workers are in a sense a frontline defence against violence and anti-social behaviour, providing personal support within the young person's community. Solving the problem of youth violence is multi-faceted but the answer is as much in providing safe spaces and positive role models as it is about removing weapons. A London School of Economics report (2024) shows a clear link between a 10% rise in the cost of living and increases in violence, robberies, shoplifting and burglary over the past year. It is clear that too much inequality and not enough opportunity produces criminality.

In an area like ours, which suffers more than its fair share of economic and social disadvantage, we work hard to provide as many opportunities as possible that engage and inspire our young people to fulfil their potential. The high quality service we provide may seem costly, but not funding youth clubs like ours is a quantifiably false economy. We are encouraged by an increasing recognition – across the political spectrum - of the role that youth clubs can play in reducing youth violence and anti-social behaviours.

When young people have nothing to do and nobody to support them the collateral damage can be dire; impacting on their physical health, mental health, education outcomes, employment prospects and involvement in the criminal justice system, and a vicious circle is set in motion. Instead, we model positive behaviours and provide clear pathways that help our members avoid the multiple temptations that are offered to young people at risk.

It is thanks to our wonderful array of funders that we are able to offer so many opportunities to young people. For the second year running, our income and expenditure exceeded £1million, a milestone reached through the successful implementation of our sustainable income plan, the main objective of which is to establish multiple sources of income, and continually develop them, so that we are not overly dependent on any single funder.

We are indebted to our long list of supporters once again, too many to thank individually here, but all listed in this financial report. However, particular credit must go to Westminster City Council, who, having cut funding to youth services down to zero by 2017, have been steadily reversing that trend, and have recognised the importance of our work with a range of project, capital and environmental grants

90% of our young people came from the 40% most deprived areas in UK

during this financial year. This support has afforded us several significant improvements to our building, which was showing its age in many places, and provided us with solar panels and other carbon-reducing measures that have helped reduce our energy bills and improve our long-term sustainability.

Alongside the multiple recreational and sporting projects we provide, we continue to introduce our teenage members to skills and employment pathways, with another 10 young people concluding our accredited, in-house Level 1 youth work training programme. Within our projects, the voices and opinions of young people sit centre stage, with our new podcast channel on

1,152 unique children and young people attended The Avenues over the year.

671 young people on free school meals.

Spotify a platform to share this content publicly.

I would like to praise our exceptionally skilled and caring team of staff, both those delivering frontline youth work and those working behind the scenes to run our operation so smoothly. Our trustees also deserve huge credit for tirelessly providing their expertise, wisdom and support to me and my team.

Our beneficiaries

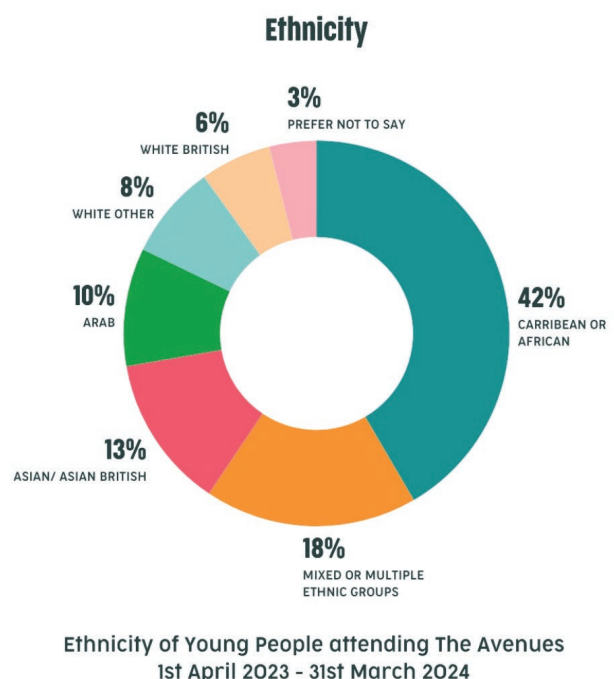
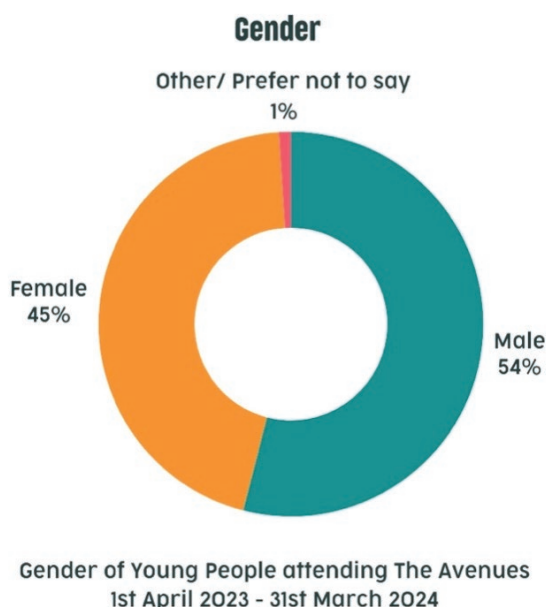
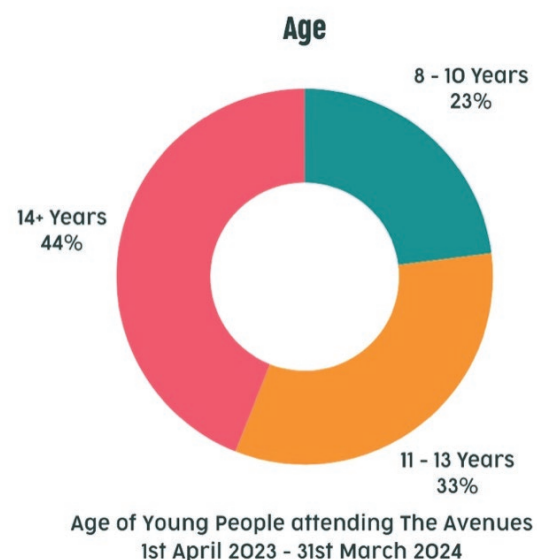
The Avenues Youth Project serves children and young people aged 8-18 in West London, centred around Queen's Park Ward in North Westminster, one of the 10% most deprived wards in the UK, where one in five residents live in overcrowded housing (seven times the national average).

Growing up in our area is not easy, and as you get older it becomes fraught with dangers. The Mozart Estate has a long history of violence with those from neighbouring postcodes, making it a genuine risk for young people to even travel outside their patch. Yet, aside from The Avenues there are scant recreational opportunities for children and young people in the vicinity, especially for those on low incomes, where many parents work multiple jobs to make ends meet, but are faced with ever-increasing rents, food costs and energy bills. This is why we provide all our services free of charge to our members, why we provide a nutritious meal in almost every session, and why we run a minibus service in the evenings to return young people home safely.

In the 12 months to 31 March 2024 we have delivered over 4,200 hours of youth work for our membership of 1,152 children and young people, a 17% increase on last year, which itself was a 58% increase on the 2021-22 year.

83% of our members are people of the Global Majority, and many of them face multiple disadvantages stemming from poverty and lack of opportunity.

Despite all the challenges they face, once our members walk through our doors, they feel safe, connected and respected. Our team of youth workers led by Programme Director, Carol Archibald, helps build their self-esteem and resilience to help resist the malign influences and temptations that cross their paths, and show them positive pathways.



Theory of Change

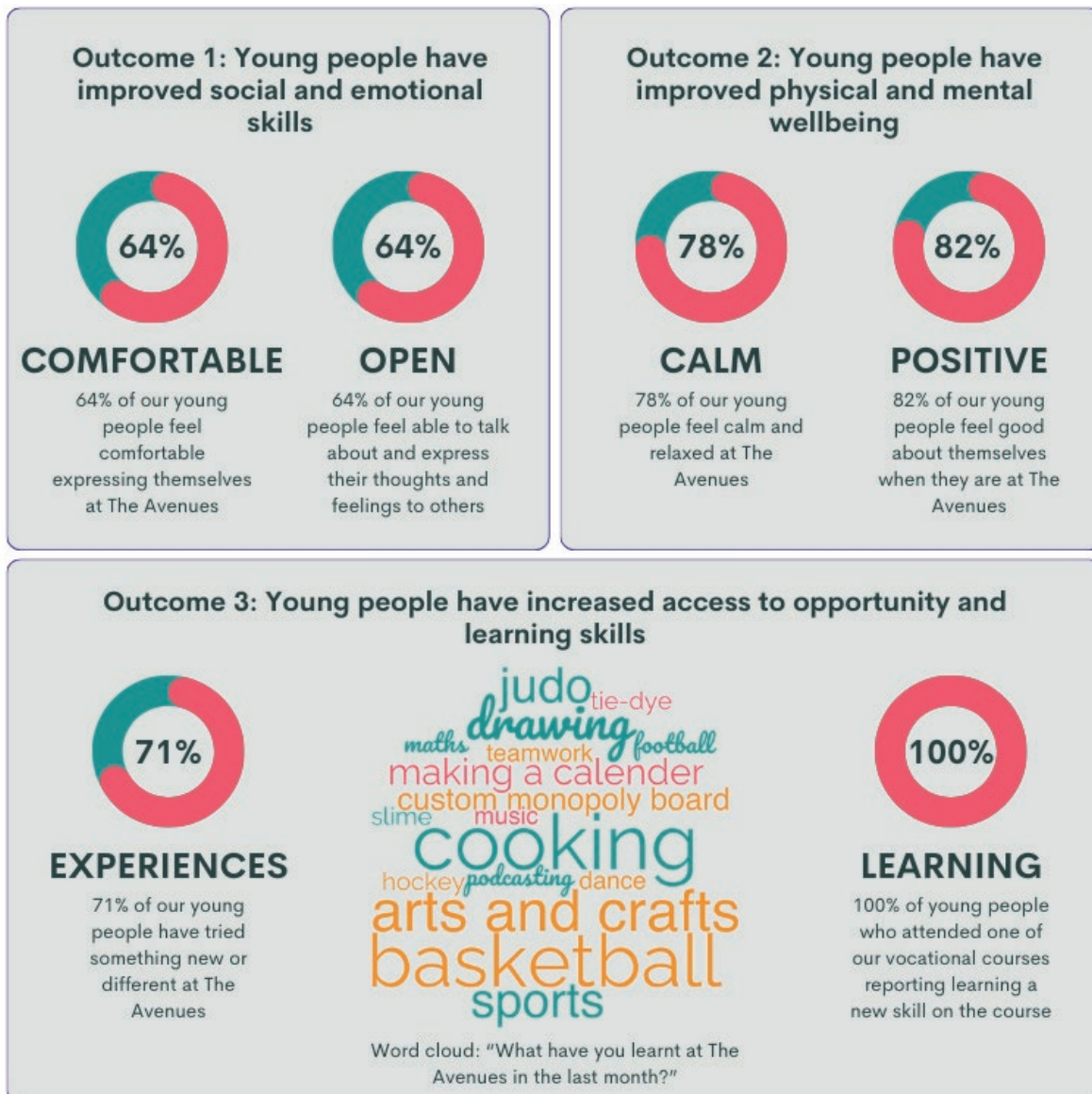
Our organisational theory of change sets desired outcomes for young people in each project in the context of their environment and wider society.

Our Impact and Evaluation Manager helps the youth work team gather data, then analyses the findings and reports back to funders and other stakeholders.

These are our six organisational outcomes, against which we will measure the impact of all our projects:

- 1: Young people have improved social and emotional skills.**
- 2: Young people have improved physical and mental wellbeing**
- 3: Young people have increased access to opportunity and learning skills.**
- 4: Young people understand & develop positive relationships with others.**
- 5: Young people are better equipped and confident to make positive lifestyle choices.**
- 6: Young people feel safe and respected.**

We collect data to measure progress towards our Theory of Change through a variety of methods, measuring progress at set points throughout the year whilst being conscious not to ask too much of the young people who engage with our service. During the last 12 months, these are just a few of our findings:



Outcome 4: Young people understand and develop positive relationships with others



SUPPORTED

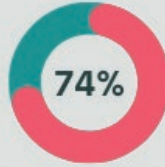
77% of our young people know there's someone at The Avenues they can turn to if they're struggling



FRIENDSHIPS

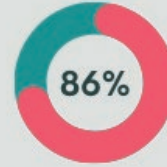
85% of our young people feel they can make good decisions about friendships

Outcome 5: Young people are better equipped and confident to make positive lifestyle choices



ASSERTIVE

74% of our young people feel able to challenge things that may be bad for them



HEALTHY

86% of our young people have a good understanding of what they need to do to stay healthy



Outcome 6: Young people feel safe and respected



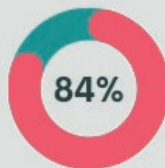
SAFE

94% of our young people feel safe at The Avenues



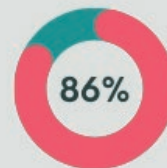
RESPECTED

84% of our young people feel respected at The Avenues



TRUSTED

84% of our young people feel they can trust the staff at The Avenues



HEARD

86% of our young people feel listened to by The Avenues youth workers

"I come to The Avenues because it's very very very fun!"

"The Avenues is really good to me. My friends here are important, if they weren't here, I would have no one to play with and that would make me feel isolated."

A selection of programme highlights and achievements

Focus on Learning Zone

The aim of our weekly homework club, Learning Zone, is to enhance the literacy and numeracy skills of the individuals who attend. We specifically target those transitioning from primary to secondary school as well as students with special educational needs and disabilities (SEND). Our theme for this year revolved around assessments, ensuring that all learners attending Learning Zone were adequately prepared to undertake upcoming exams in their various schools. Private tutoring and external academic support can be prohibitively costly, so our high-level academic support is free-to-access.

402 young people attended one of our after-school programmes ("The Zone" and "The Secondary Zone").

Megan (not her real name), a young learner with substantial learning needs who initially displayed reluctance towards attending the Homework Club, not wanting to spend her free time completing additional schoolwork. However, through consistent encouragement and tailored assistance, Megan since chose to attend every week and has demonstrated commendable progress with her learning.

As demonstrated by Megan's positive experience, an individualised approach for some learners can be essential for them to thrive. This often isn't possible in busy school environments, but we are able to offer this unique environment for learners to go at their own pace and feel supported by our teachers and youth workers throughout. Moving forward, we plan to further expand our efforts in working with SEND students.

We believe we have successfully equipped all our learners with the necessary tools and knowledge required to excel in their upcoming examinations, projects, or assignments in school. This was evidenced by the 95% of year 6 students that we worked with achieving a 100+ pass grade in 2023.

One notable success during this year was our increased engagement with SEND students. following a conscious effort to provide additional resources and support to aid these students. A prime example of this is



Focus on mental health champions programme

This new programme seeks to equip young people aged 11-16 with the knowledge, skills and confidence to assist their peers with mental health challenges. Mental health training is delivered over six weeks, to cohorts of eight young people, covering areas including mental health awareness, self-care and coping mechanisms, active listening, stigma and discrimination reduction and skills for helping others. Participants gain the tools they need to become effective mental health champions within The Avenues and wider community through interactive workshops, group discussions, practical activities and real-world application.

To deliver the training, our experienced youth worker team is supported by mental health facilitators from Mind and Westminster's Integrated Gangs Unit.

For the participants, this has become an empowering and important addition to our programme. For those needing support, it provides a first step prior to more formal support.

414 young people attended our weekend sports activities (Sporty Saturdays and Saturday Seniors).

"I genuinely feel like I can talk and be heard. I was going through stuff, and they really did help with it. If I ever did need anything I can just go to them. They are genuinely there for you, the staff and the children. I love the connection there, it's like a second home."

Focus on Mic Drop and Releasement

The Mic Drop programme is aimed at local young people aged 13-18 with a talent and passion for music, who need guidance, knowledge, experience and confidence to pursue a potential career in the music industry. Mic Drop is led by trained youth workers who are also experienced music industry professionals. It provides a fantastic grounding in all aspects of music creation and production, including lyric writing, composition, arrangement and sound engineering.

Lasting for six months, with two intakes of up to 12 young people each year, the sixth cohort completed in February 2024. The course also includes introductions that highlight how the music scene works, with live event management, promotion and career pathway insights. Participants learn to write and record original music, and then perform to a live audience. Typically, the music produced is UK Rap and Hip Hop, although genres are not prescribed and we have also had electro, pop, R&B Afrobeat compositions come out of Mic Drop. The course includes “out of your comfort zone” challenges, TikTok challenges, and a number of masterclasses delivered with our partners at The Institute of Contemporary Music (ICMP).

42 young people participated in one of our music industry training programmes (“Mic-Drop” and “Releasement”).

‘Releasement’ is our advanced music creation project that takes graduates of our Mic Drop programme, and other exceptionally talented local music creators, giving them the platform to record original music, create an artist identity and release music onto streaming platforms, reaching a wider audience. It is designed to put down a marker in our creative corner of West

London, shining a light on The Avenues as the place for talented young musicians to develop their craft and be supported to achieve outstanding musical outputs – not just for us and them to enjoy, but to make significant progress in developing potential careers. 16 young people completed Releasement in this, its inaugural, year.

Both projects include visits to the state-of-the-art Church Studios in N8, whose owner and legendary music producer, Paul Epworth continues to support our music projects. On their visit to Church Studios, our young people are given the opportunity to record in a truly inspirational studio with a world class team of engineers, which invariably is one of the highlights of the programme. It plants the seeds of hope that one day they will return to Church Studios to record in their own professional capacity.



Weekly programme

	Ages 8-11	Ages 11-13	Ages 13-18
Monday	The Zone	Secondary Zone	
Tuesday	The Zone	Secondary Zone Homework Club	Girls Hub
Wednesday	The Zone	Secondary Zone	Level 1 Youth work training Kickstart Careers Releasement
Thursday	The Zone	Secondary Zone	Mic Drop Mentoring
Friday	The Zone	Secondary Zone	Friday Seniors
Saturday	Sporty Saturdays / Judo		Fit Fusion
Monday-Friday	Holiday programmes, during February, May and October half-terms, Easter and Summer. For all ages.		

School holidays continue to be our most popular time - our doors are open every weekday from 10am to 4pm for ten weeks.

Over Easter, we were able to send 10 young people on a residential trip to Wales in collaboration with our partner youth hubs, St Andrew's Club and Feathers Association. Our minibus was busy throughout the fortnight, with a total of four day trips each week, two each for our Seniors and Juniors trips. This allowed 51 young people to experience something outside of their usual routine over Easter.

In May 2023 half-term we welcomed over 100 children and young people each day and trialled some new physical and creative activities. Partnering with Our Parks, we hosted a number of skateboarding workshops, and our partners Rising Phoenix delivered kick-boxing sessions, both of which were particularly popular amongst our Seniors cohort.

Music has always been at the heart of The Avenues, and utilising the skills of a new youth worker we were able to offer daily piano and guitar lessons to our young people to complement our digital music sessions. Also during May half-term, we held a number of 'Start your Script' workshops, encouraging young people to think about creative writing, developing plots and characters. This project was enhanced by a trip to Other Palace Theatre and Victoria Palace Theatre to see backstage at Hamilton Musical.

Having converted a petrol engine go-kart into a fully functioning electric kart during several Saturday Seniors sessions, our young team of budding engineers headed to a Surrey racetrack during May half-term to compete in their self-built machine. Racing against schools and other youth organisations, this was a brilliant opportunity for our young people to see a project through until the end, and see their hard work pay off in a fun and exhilarating way.

Summer 2023 was our busiest and most popular programme to date, with 399 unique young people attending over 5-weeks, a 31% increase on last year's record attendance. We were supported once again by the government's HAF scheme which covers some of the food and activity costs for children on free school meals.

- We welcomed several informal guest chefs each week to come to teach our young people how to cook (and try) something completely new, from pakoras to sushi rolls.
- Our offer of physical activities and sporting activities included football, dance, MMA, multi-sports and cricket in partnership with Lords Cricket Ground.
- Our music studios were ever popular, with some young people getting the chance to work in a small group to develop their song writing skills, and others producing podcasts on subjects of their choice. These are excellent youth work tools to give young people a medium to express their feelings.

What most young people want is to escape their immediate area and experience new things, and this summer we were able to take them to The Floating Classroom, Woburn Safari Park, Snow Camp, Lee Valley White Water Centre, Flip Out and on more local trips to parks and the cinema.

Even more excitingly, our longest ever juniors residential took place in August. Twelve juniors (age 9-12) stayed at Turville School in Oxfordshire for six nights, fully funded by Turville Trust. For the second summer, members of the Trust generously opened up their homes, grounds, swimming pools and facilities to our children. Activities included horse-riding, arts and crafts, nature trails and outdoor cooking and eating, and lifelong memories were created.

57 young people engaged in one of our employability programmes.

12 young people completed 39-weeks of training to earn their Level 1 qualification in Youth Work.

"The Avenues is really good for my mental health because it's a safe space and everyone is really nice here so I just don't have to worry."

3 youth workers achieved their Level 2 qualification in Youth Work and a further four reached Level 3.

Twelve of our seniors (age 13-16) went to London Youth's residential facility in West Sussex, Hindleap Warren. Challenges included breaking away from the comfort zone of familiar surroundings and venturing into woods, overcoming innate fears of heights (obstacle courses), where encouragement and cooperation were needed to succeed.

On every day of the holidays we provide a healthy, free food offer, with young people having access to a 'help yourself' breakfast bar with fruit, cereal and toast, and a balanced hot lunch that changes every day. We believe

567 individual participants across 10 weeks of holiday programmes.

this is an integral part of our holiday provision especially with the financial pressures our members families are experiencing in the current economic climate. Throughout the holidays we continue our provision of food donations to the community thanks to our partnerships with Felix Project and City Harvest.

Focus on Girls Hub

Our Tuesday evening girls-only group (for ages 11-18) has extended into our holiday programmes with a 'Girlz World' room of female only activities and discussion every day. In the weekly sessions, creation of programme content has been partially delegated to our Level 1 support workers, to help develop their leadership skills.

Highlights included;

- The girls organising a fundraising campaign with Total Media for Breast Awareness Week
- Support and Advice on Sexual Health (SASH) workshop, providing non-judgemental support and guidance to the teenage girls on healthy relationships, safety, health and wellbeing in a safe space.
- Young researchers Project: A group of four of our senior girls aged 16-18 were commissioned by the Greater London Authority to research the views of young people on accessing youth services, barriers to girls attending youth services, and the specific needs and type of activities young females want. Using a mix of methodologies including surveys, focus groups and interviews, the girls spoke to young people, youth workers and professionals working with young women, from across West London.

17,427 meals were served across term time and holiday periods.

480 food parcels were handed to families in our community.



The girls' report revealed some interesting findings and made recommendations that The Avenues has since put in place. The four researchers attended a peer research conference at City Hall in June 2023, presented their findings to a large audience and answered questions from stakeholders present.

All four of the girls have gone on to become apprentice youth workers at The Avenues and one has already progressed to Level 2 qualified youth worker. We are immensely proud of the girls and anticipate bright futures for them all.

"You can make new friends here, there are ups and downs but at the end of the day I really feel respected here. I've been coming here for a long time and everyone here is there for each other. Nothing bad happens here."

CASE STUDY 1

Will* is a member of The Avenues and attends our after-school club “The Zone” on a regular basis. He has struggled with a tumultuous relationship with his twin brother; their personality clashes exacerbated by confined living conditions in their family home, where they share a bedroom and have very limited space. This lack of personal space often fueled tension and led to frequent conflicts that continued into The Avenues. Will often felt isolated, and his emotional well-being and sense of belonging at The Zone was negatively affected.

However, a change occurred where Will and his twin brother underwent a remarkable transformation in their relationship. They moved away from constant disagreements and animosity to more loving and nurturing behaviours towards each other. Small acts of kindness, such as sharing a basketball or their meals, and engaging in joint activities, have become a regular part of their interaction, and their relationship has evolved into one of camaraderie and mutual support.

The key factor behind this transformation has been the guidance and support of one of The Avenues

youth workers, who has provided a safe and supportive environment for Will to address his feelings and conflicts constructively. This support has not only improved Will’s self-esteem but has also fostered a deeper understanding and appreciation for his twin brother’s struggles and experiences. With help from a youth worker Will is now able to directly address issues with his brother, and both twins have learned to empathise more and work together to resolve conflicts in a more constructive manner.

Will’s journey from a strained relationship with his twin brother to one characterised by understanding, cooperation, and affection illustrates the transformative power of open communication and youth worker intervention. This case study demonstrates that even in challenging family dynamics, positive change is attainable with the right support, and Will’s story serves as an inspiring example of personal growth and improved relationships within The Zone community at The Avenues.

*name has been changed



CASE STUDY 2

Rosie*, a 10-year-old with ADHD, is relatively new to The Avenues. When she first joined she showed interest in our music lessons, which are a fantastic opportunity for young people to develop skills and practice creativity, and also provide our Youth Workers with an excellent chance to really get to know a young person and build a relationship with them.

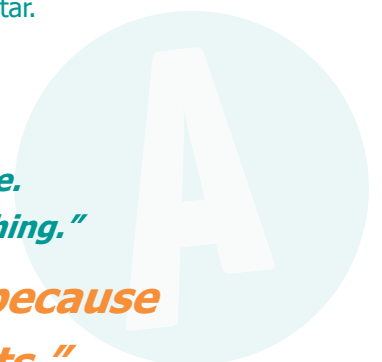
When Rosie first started piano lessons at The Avenues she was very eager to learn, but often arrived at sessions disoriented lacking concentration, struggling to settle down and focus, and acting disrespectfully to others. However, her enthusiasm for music was evident and over five weeks she made significant progress, successfully learning to play several pieces with her right hand and understanding a range of musical terms. In addition, her behaviour changed noticeably, with increased respect for others and improved concentration as she took time to process the music and perfect her playing.

Rosie is eager to continue developing her piano skills and is interested in learning guitar. The Avenues will continue to support her musical journey and personal growth.

*name has been changed

"I come to The Avenues because I want to have fun and socialise. If I didn't come here, I would be at home, bored, just doing nothing."

"The Avenues is important to my community because they keep you safe and keep you off the streets."



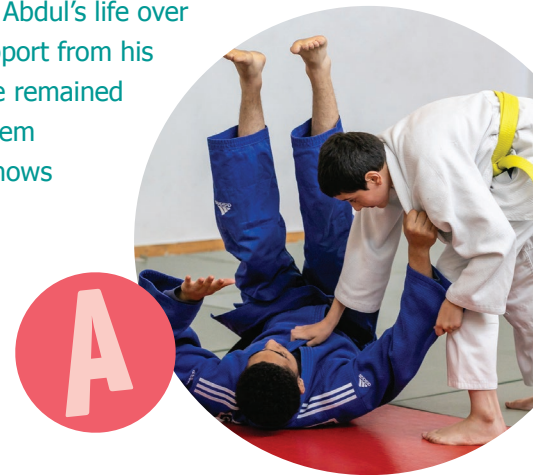
CASE STUDY 3

Abdul* is 11 and recently moved to Queen's Park with his mum. Abdul struggled with shyness and a stammer, leading to teasing at school and low self-esteem. His mum enrolled him in The Avenues judo sessions to help him build confidence, learn self-defence, and make new friends. Initially, Abdul found it hard to start conversations and express himself, which affected his learning and social interactions.

However, during the judo sessions Abdul was supported by a coach and youth worker who fostered a supportive and inclusive environment. They focus on teamwork, discipline, and respect, which helped Abdul feel safe and valued. The judo sessions had a transformative impact on Abdul's life over just 3 months, with his confidence and resilience improving. With ongoing support from his mum and the youth workers, Abdul's motivation and engagement in judo have remained strong. Abdul's mum has also noticed significant improvements in his self-esteem and overall happiness. Abdul's shyness and stammer have lessened, and he shows promising progress in interacting with others.

Abdul's continued development in judo, supported by his mum and the youth workers, holds promise for his future!

*name has been changed



CASE STUDY 4

Ella* is 12 years old and attends The Avenues during holidays as her parents' work long hours.

She is welcoming, polite, and loves cooking. When she first joined, Ella was enthusiastic but lacked kitchen skills and safety knowledge, having never had the chance to learn at home.

Since 2021 The Avenues has taught Ella the basics of cooking, kitchen safety, and hygiene. Although she initially needed much reassurance, Ella has since made remarkable progress and now navigates the kitchen with ease, independently cooks complex recipes, and actively helps her peers. Her culinary interest has also engaged her family, as she often takes her cooking home.

Ella has been informed about our Kick Start employability programme, which focuses on culinary skills and potential career paths. Her growth and enthusiasm in cooking are a joy to witness, and The Avenues looks forward to her continued development.

*name has been changed



"I feel respected here because I'm never pressured to do anything, I can just be myself. All the workers and people here are really nice and I just feel welcome here."

Operational achievements

In 2023 The Avenues became an accredited Living Wage Foundation employer, demonstrating our commitment as a responsible employer at every level. We had already been paying 95% of our employees above the London Living Wage (£11.95 an hour in 2023-24), and this was extended to all remaining staff. We also awarded an across the board pay increase of 5% at the start of the financial year to help with the cost of living crisis.

We have established a progressive pay structure for all youth workers in the organisation, incentivising individuals to actively work towards professional youth work qualifications, which, over the coming years will increase our capacity to deliver high-quality and effective youth work.

We are proud of our inclusivity. Out of our 48 full-time and part-time staff, 28 (58%) are women and 41 (85%) are of Black, Asian or Mixed heritage, which in percentage terms reflects the diverse composition of our membership.

Following the launch of a significant new grant programme in North Paddington by Westminster City Council, a total of £376,122 was raised for capital improvements to our building. These included:

- New glass internal lobby, with high security fixings, bullet-proof glass, external steel 'safe room' door and inner interlock door. Fully flexible settings allow varied opening options according to perceived risk; from airlock lobby (evening use) to both doors automatically opening (daytime community use).
- Upgraded WCs, with modern, durable fittings and water-saving sensor taps, including a new, accessible and gender-neutral toilet.
- New storage spaces throughout the building, including a rooftop extension, to improve usable space and reduce clutter.
- Integrated seating in music studios to meet demand for participant numbers and provide additional storage.
- Revamped dance studio/sports hall, improving the facilities and safety of our multi-purpose activity space.

- Reconfigured and refurbished office, to provide an up-to-date working environment and extra desk space for our expanded staff team.

Fundraising review

The charity has no endowment fund, so each year it must raise funds from external sources to meet running costs and to provide its wide range of services.

Our income strategy is to maintain our diverse income base, to reduce reliance on individual funders, and once again this has been successfully delivered with a combination of 51 grant funders, three fundraising events, a wide range of donations and regular rental income meeting our budgeted programme and running costs. We employ one part-time Fundraising Manager and one part-time Impact and Evaluation Manager. These roles are supported by me as Chief Executive, and we enrol supporters from the wider community to help with events and introductions to potential donors and partners.

This year 70% of our (non-capital) income came from trusts and foundations, and given the cyclical and competitive nature of grant funding we were delighted to start relationships with City Bridge Trust, Hadley Trust, Sheldon Trust and Tom's Trust, whilst we strengthened existing relationships with The National Lottery, Two Magpies and Garfield Weston to name but a few of our hugely appreciated supporters.

Westminster City Council was our largest funder over the 12 months, with grants for core costs, projects and a significant one-off capital grant (detailed above) to renovate our building, the local authority accounted for 31% of total income.

Our annual community party was held at The Paradise pub in Kensal Green in November, where six of our young artists performed to a packed audience, a line-up of DJs had the venue rocking and guests enjoyed Caribbean street food prepared by our community partners, Harrow Road Soup Kitchen. Huge thanks for the generosity of Nick Pring at Urban Pubs & Bars once again for venue use and for donating a share of the bar takings.

In March 2024 we staged our now bi-annual

fundraising dinner-auction in our building with 100 guests enthusiastically bidding at a live auction led by a senior member of Bonham's London team. Lots were donated by a variety of local supporters including our generous friends at Live Nation. The evening's highlight was a captivating and moving speech from one of our young youth workers, Jevonte, who shared the story of his experience growing up locally and how much The Avenues had positively impacted his life.

Financial Review

Operational income increased by 4% to £1,181,477 (2023 £1,136,536), broadly in line with target income for the year. Largely unexpected, but very welcome capital grants of £376,122 afforded some significant enhancements to our premises that are described above and highlighted in Note 7.

Overall expenditure increased 8% to £1,107,252 (2023 £1,025,170). The majority of this increase related to direct charitable expenditure - restricted programme funds accounted for 52% of this total (2023: 60%). The charity's main cost is its dedicated team of staff and youth workers and the decision to subscribe to the London Living Wage, along with the statutory obligation to award holiday pay to zero hours contract workers and a pay increase that recognised inflationary pressures, added to staff costs. Utility costs also played their part as predicted.

A surplus of £450,347 is a consequence of the capital improvements income, where the costs will only gradually be reflected on the face of the statement of financial activities through annual depreciation. However the full effect is shown in the movement on the Restricted Fixed Asset reserve in Note 7.

Excluding the capital income, the reserves showed a surplus of £150,290, the majority unrestricted, some of which will be added our reserves to keep them in line with our Reserves Policy.

Reserves Policy Statement

The Avenues Reserves Policy is to maintain a target reserve of unrestricted funds (general reserves and designated funds) equal to six months of budgeted operating costs, with the actual reserves of unrestricted funds being not less than three months of budgeted operating costs.

The principal purpose of The Avenues Reserve Policy is to mitigate the following risks:

The base case risk is that the Avenues will not have sufficient funds to enable our normal operating activities to be provided on a continuous basis due to temporary shortfalls in typical income streams or other events which trigger an unexpected funding demand: the reserves should at no time be in a sum lower than that needed to enable The Avenues to continue normal operating activities on an uninterrupted basis despite the occurrence of the relevant temporary contingency.

The fundamental case risk is that The Avenues will suffer a material and most likely permanent drop in revenue which, if not addressed, would most likely lead to a permanent cessation of activities: ideally the reserves should at no time be in a sum lower than that needed to fund any restructuring of the business or any other significant change in circumstances, such as moving premises, which the Avenues Executive Committee believes could enable the activities and support to continue being provided to the beneficiaries.

Following guidance by the Charity Commission, the charity has adopted a low-risk investment strategy, placing the majority of reserves in deposit and treasury accounts which have FSCS protection, whilst holding sufficient funds in instant access accounts to meet short-term needs. We carefully spread deposits to mature at regular intervals in case we need emergency access to the funds. The interest earned helps counter inflationary pressures on wages and other costs without us having to turn to funders to meet these increased costs.

Monitoring and Reviewing Reserves Policy

The actual operating costs of The Avenues are closely monitored by the Executive Committee and the Finance Sub-Committee of The Avenues. Together with details of the cash balances, deferred income, and restricted and unrestricted reserves, these are the subject of monthly 'financial dashboards' presented to the Finance Sub-Committee and quarterly reports submitted to the Executive Committee. At each of its quarterly meetings the Executive Committee considers whether, in the light of events which have occurred or are expected to occur, any change or changes should be made to the expected amounts of the targeted and minimum unallocated reserves.

Reserves as at 31 March 2024

The Restricted Fixed Asset Fund of £1,926,959 now includes all tangible fixed assets.

While Westminster Council owns the freehold to the land, The Avenues leases the property and pays the council a peppercorn rent in recognition of The Avenues' agreement for providing services and support to young people and the local community. The nature of the lease, which has 78 years remaining, is that The Avenues is wholly responsible for the repair, maintenance and improvement of the property. The Executive Committee therefore considers it prudent to hold a Designated Reserve of £196,600 to cover repairs and building works required to maintain and further improve the charity's youth centre and major asset. A schedule of proposed works, alongside the inevitable repairs, supports this balance.

The Restricted Youth Work Activity Fund balance of £106,126 represents project income recognised in the period but not yet spent and so carried forward to be spent on the intended project in the following year.

At £409,882 the remaining Unrestricted reserves cover four months of 2024-25 budgeted expenditure. When combined with designated funds this rises to six months - in line with our stated policy.

Structure, Governance and Management

Constitution

The charity is a company limited by guarantee constituted pursuant to, and governed by, a Memorandum and Articles of Association dated 1 November 2001.

Members' Liability

The charity has no share capital. Rather, its members have 'guaranteed', i.e., agreed that in the event of winding-up of the charity they will each contribute £1 towards funding any shortfall in the assets of the charity as compared with its liabilities. The members have no right, in the event of a winding-up of the charity, to receive any distribution of any surplus of the value of the charity's assets over its liabilities; pursuant to the Memorandum and Articles of Association any such surplus is required to be given to another charity having similar objects to those of the charity.

Executive Committee

The business of the charity is managed by its Executive Committee which currently comprises a Chair and nine other volunteers. All members of the Executive Committee, who are also the directors and the only members of the charity, constitute the trustees of the charity.

New members are recruited to the Executive Committee from time to time with relevant skills, experience, knowledge and qualifications. Any person appointed by the Executive Committee holds office until the next Annual General Meeting of the members at which time they become eligible for re-election.

At each AGM one-third of the existing members of the Executive Committee are required to retire but then become eligible for re-election.

The Executive Committee meets a minimum of four times a year and normally holds an annual 'Away Day' for in-depth review of particular subjects relevant to the charity.

There are three sub-committees of the Executive Committee: Personnel, Finance and Buildings, and each such sub-committee meets on an ad-hoc basis, co-opting qualified volunteers where appropriate. A Black Heritage Action forum brings members of the Executive Committee and staff together to agree and oversee best practice on equality, diversity and cultural competence.

No member of the Executive Committee is remunerated by the charity for any of their time spent in connection with the affairs of the charity.

Chief Executive

The Executive Committee has delegated day-to-day management of the charity to the Chief Executive. The Chief Executive attends all meetings of the Executive Committee and is an ex-officio member of each of the Executive Committee's sub-committees. The performance of the Chief Executive is the subject of annual reviews carried out by the chair of the Executive Committee.



Signed on behalf of the Executive Committee:
Jennie Marshall – Chair, 12 November 2024.

Report of the Auditors

Opinion

We have audited the financial statements of The Avenues Youth Project (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The members of the Executive Committee are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 Executive Committee's report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Executive Committee's report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Executive Committee's 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the members of the Executive Committee were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Executive Committee report and from the requirement to prepare a strategic report.

Responsibilities of members of the Executive Committee

As explained more fully in the statement of Executive Committee's responsibilities, the members of the

Executive Committee, who are also the directors of the charitable company for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the members of the Executive Committee 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 members of the Executive Committee 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 members of the Executive Committee 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 the financial statements

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/auditorsresponsibilities>.

This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and

appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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 auditors' 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.



John Howard (Senior Statutory Auditor)

For and on behalf of Azets Audit Services,
Statutory Audit, Chartered Accountants
2nd Floor, Regis House
45 King William Street
London EC4R 9AN

13th November 2024

Statement of financial activities

Income and expenditure for year ended 31 March 2024

		Unrestricted funds £	Restricted Youth Work Activity Funds £	Restricted Fixed Asset Fund £	Total 2024 £	Total 2023 £
Incoming Resources						
Grants and donations	2	460,474	537,173	376,122	1,373,769	991,170
Other Fundraising		81,139	-	-	81,139	79,540
Investment income		16,625	-	-	16,625	3,437
Rental income		85,376	-	-	85,376	79,544
Other income		690	-	-	690	-
Total incoming resources		644,304	537,173	376,122	1,557,599	1,153,691
Resources Expended						
<i>Cost of generating funds:</i>						
Fundraising expenses		21,686	-	-	21,686	24,270
<i>Charitable expenditure:</i>						
Direct charitable expenditure	3	427,582	456,592	-	884,174	834,078
Management and administration	4	52,044	73,283	76,065	201,392	166,822
Total resources expended		501,312	529,875	76,065	1,107,252	1,025,170
Net surplus for the year		142,992	7,298	300,057	450,347	128,521
Fund balances brought forward		490,831	94,916	1,603,473	2,189,220	2,060,699
Transfer between funds		(27,341)	3,912	23,429	-	-
Fund balances carried forward		606,482	106,126	1,926,959	2,639,567	2,189,220

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

Balance sheet at 31 March 2024

	Note	Total 2024 £	Total 2023 £ RESTATED
Fixed Assets			
Tangible assets	7	1,926,959	1,603,473
Investments -	8	87,991	-
Deposits falling due after one year			
Current Assets			
Cash at bank & in hand		422,952	688,638
Debtors	9	53,030	34,896
Investments -	8	492,229	185,000
Deposits falling due in under one year			
		<u>968,211</u>	<u>908,534</u>
Creditors			
Amounts falling due within one year	10	(343,594)	(322,787)
Net Assets		<u><u>2,639,567</u></u>	<u><u>2,189,220</u></u>
Funds			
General reserves	11	409,882	290,831
Designated funds	11	196,600	200,000
Restricted Youth Work Activity Funds	11	106,126	94,916
Restricted Fixed Asset Fund	11	1,926,959	1,603,473
		<u><u>2,639,567</u></u>	<u><u>2,189,220</u></u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Executive Committee on 12 November 2024 and were signed on its behalf by:



J Marshall (Chair)



Geoffrey White (Company Secretary)

The Avenues Youth Project
Charity Number 1090210
Company Number 04045031

Statement of Cashflow

Reconciliation of net cash (used in) Operating Activities

	2024 £	2023 £ RESTATED
Net income/(loss) for the reporting period	450,347	128,521
Adjustments for:		
Bank interest	(16,625)	(3,437)
Depreciation	76,065	61,596
(Increase)/ decrease in debtors	(18,134)	(33,128)
Increase/ (decrease) in creditors	20,807	(35,585)
	<u>512,460</u>	<u>117,967</u>
Net cash used in operating activities	512,460	117,967
Cash flows from investing activities		
Deposit interest	11,974	-
Fixed assets purchases	(399,551)	(8,877)
Investment in fixed deposits	(580,220)	(185,000)
Cash flows from financing activities		
Bank interest received	<u>4,651</u>	<u>3,437</u>
Net (decrease)/increase in cash and cash equivalents	(450,686)	(72,473)
Cash and cash equivalents at beginning of year	873,638	761,111
Cash and cash equivalents at end of year	422,952	688,638

Notes to the financial statements

Note 1. Accounting policies

1.1 Basis of preparation

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006; and the requirements of the Statement of Recognised Practice, Accounting and Reporting by Charities (effective 1 January 2015).

The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain assets and the recognition of certain financial assets and liabilities at fair value.

The financial statements are presented in sterling (£) which is also the functional currency for the charity.

2023 balances have been restated to reflect a reanalysis of cash and cash equivalents.

1.2 Going concern

After reviewing the charity's cashflow projections and taking into account the economic conditions (given inflation levels), the members of the Executive Committee have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

1.3 Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable.

The following judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and physical condition of the assets. See note 7 for the carrying amount of the land and buildings, plant and equipment and motor vehicles, and note 1.10 for the useful economic lives for each class of assets.

There are no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

1.4 Legal status

The charity is a private limited company by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

1.5 Public benefit

The charitable company meets the definition of a public benefit entity under FRS 102

1.6 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the members of the Executive Committee.

Designated funds are unrestricted funds of the charity which the Executive Committee has decided, at its discretion, to set aside to use for a specific purpose. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

The Restricted Fixed Asset Fund represents historic grants received to fund expenditure on leasehold property and other fixed assets; this expenditure has been capitalised and will be written off as set out in Note 1.10 below. The Restricted Asset Fund exactly represents the Net Book Value of all Fixed Assets and will be released annually to match the Depreciation Charge for each future year.

1.7 **Income recognition**

Incoming resources are included in full in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, when the amount can be measured reliably and when it is probable that the income will be received.

For the charity this comprises:

- Income from donations, grants and other fundraising as well as gifts
- Income from trading earned from events, rent and other activities which is received in exchange for supplying goods and services in order to raise these funds
- Investment interest earned through bank deposits.

Grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised over a period not exceeding 18 months from the time there is unconditional entitlement to the grant.

1.8 **Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified by category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds include those costs incurred in attracting voluntary income.
- Expenditure on charitable activities includes those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

1.9 **Allocation of support and governance costs**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative costs. They are incurred directly in support of expenditure on the objects of the charity. At present these costs are not allocated across the charitable activities.

1.10 **Fixed assets**

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended. Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

- Leasehold property – straight line over 50 years (although the lease renewed in 2002 is for 99 years, the useful life of the building in its current form is deemed to be 50 years and the property and improvements are being depreciated over that period.)

- Furniture and equipment – 20% straight line (with full year in year of purchase)
- Motor vehicles – 20% straight line

1.11 **Investments - Deposits**

The charity's cash balances all relate to Working Capital but full advantage is taken of short-term deposit interest where our cash flow indicates this is possible e.g where grants have been received for a future period or where funds have been designated for future cyclical or extraordinary costs associated with the building we occupy. The amounts and maturity dates are approved in advance by the Finance Sub-Committee, ensuring that exposure is limited and maturity dates are spread in accordance with cashflow requirements.

Deposits are recognised at the value of the amount deposited and classified according to maturity. Amounts maturing over one year are shown as fixed assets and amounts maturing under one year are shown as current assets.

1.12 **Debtors**

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid. Accrued income is measured at the amount due to be received.

1.13 **Cash and cash equivalents**

Cash at bank and cash in hand includes cash and deposits with a maturity date of three months or less from the date of opening.

1.14 **Creditors**

Creditors are recognised when there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Other creditors and accruals are recognised at their settlement amount due.

1.15 **Financial instruments**

The charity only has assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.16 **Taxation**

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.17 **Value added tax**

Value added tax is not recoverable by the charitable company and as such is included in the relevant costs in the Statement of Financial Activities.

Note 2. Grants and donations

	Unrestricted funds	Restricted Youth Work Activity Funds	Restricted Fixed Asset Fund	Total 2024	Total 2023
	£	£	£	£	£
BBC Children in Need	-	-	-	-	47,072
Bernard Sunley Foundation	-	5,000	20,000	25,000	-
Carlile Foundation	-	-	-	-	11,250
CHK Foundation	-	31,250	-	31,250	110,417
Clty Bridge Foundation	30,000	-	-	30,000	-
City of Westminster Charitable Trust	-	15,745	-	15,745	7,500
Drapers Charitable Fund	3,750	-	-	3,750	11,250
Edward Harvist Trust	-	1,875	-	1,875	500
Esmee Fairburn (TASK Fund)	7,500	-	-	7,500	-
Everyone Active	-	7,020	-	7,020	5,460
For Foundation	10,000	-	-	10,000	-
French American Charitable Trust	8,000	-	-	8,000	-
Garfield Weston	17,500	-	-	17,500	30,000
Global Media	15,000	1,500	-	16,500	18,500
Greater London Authority	-	6,899	-	6,899	54,440
HAF	-	33,108	-	33,108	52,661
HS2 Community Fund	-	25,000	-	25,000	27,500
Hyde Park Place Estate Charity	6,000	-	-	6,000	3,333
Jack Petchey Foundation	-	2,700	-	2,700	4,050
Joan Ainslie Charitable Trust	10,000	-	-	10,000	-
John Lyon's Charity	-	30,667	35,000	65,667	55,666
Kitchen Social (Mayor's Fund for London)	-	10,051	-	10,051	5,300
Kusuma Trust UK	-	10,417	-	10,417	14,583
London Youth	-	6,480	-	6,480	7,910
Luckies of London	9,321	-	-	9,321	4,470
Navarac Ltd	3,138	-	-	3,138	4,393
Octavia Foundation	-	6,000	-	6,000	10,000
Paddington Charities	-	7,500	-	7,500	-
People's Postcode Lottery	25,000	-	-	25,000	-
Pineapple Youth Trust	10,000	12,500	-	22,500	4,167
Queen's Park Community Council	3,333	-	-	3,333	16,667
Sovereign Network Group	-	1,524	-	1,524	-
Sport England	-	8,614	-	8,614	5,250
St James' Place Charitable Trust	-	5,000	-	5,000	-
Strand Parishes Trust	-	10,000	-	10,000	5,000
The Angus Lawson Memorial Trust	-	7,063	-	7,063	-
The Health Lottery	-	-	-	-	2,320
The Hadley Trust	-	12,000	-	12,000	-
The Henry Smith Charity	48,750	-	-	48,750	33,750
The Hobson Charity	-	5,000	-	5,000	-
The Joe Strummer Foundation	-	9,000	-	9,000	-
The National Lottery	2,857	108,049	-	110,906	56,915
The Sheldon Trust	8,333	-	-	8,333	-

The Swire Charitable Trust	6,667	-	-	6,667	-
Tom ap Rhys Pryce Memorial Trust	-	5,000	-	5,000	-
Young Westminster Foundation	-	19,470	-	19,470	28,684
Two Magpies Fund	-	13,750	-	13,750	5,000
Universal Music Recordings	-	10,000	-	10,000	-
Westminster Almshouses	1,667	-	-	1,667	10,000
Westminster Amalgamated	-	8,000	-	8,000	6,667
Westminster City Council	84,861	76,390	321,122	482,373	152,014
Westminster Foundation	45,000	7,878	-	52,878	44,391
Westminster Ward Budget	-	-	-	-	9,480
Wyseliot Rose Charitable Trust	5,500	-	-	5,500	-
Youth Music	-	-	-	-	2,997
Other grants	10,000	3,323	-	13,323	2,400
Other donations	88,297	13,400	-	101,697	119,213
	460,474	537,173	376,122	1,373,769	991,170

Note 3. Direct charitable expenditure

	Unrestricted funds £	Restricted Youth Work Activity Funds £	Total 2024 £	Total 2023 £
Salaries and staff costs				
Salaries, NI and pensions	285,278	259,691	544,969	446,895
Training and supervision	2,229	-	2,229	7,096
Staff recruitment costs	2,506	-	2,506	5,730
	290,013	259,691	549,704	459,721
Youth work activities	-	195,318	195,318	226,082
Office and other costs				
Insurance	10,548	-	10,548	7,037
Light and heat and water rates	26,190	1,583	27,773	41,616
Telephone and internet	2,767	-	2,767	3,052
Repairs and renewals	7,506	-	7,506	5,635
Maintenance and cleaning	57,927	-	57,927	40,432
Printing, postage and stationery	1,230	-	1,230	1,289
Subscriptions	3,177	-	3,177	2,340
Website	-	-	-	-
Sundry expenses	180	-	180	2,125
Computer support and consumables	7,207	-	7,207	6,034
Consultancy	11,540	-	11,540	25,184
Subsistence	4,197	-	4,197	5,226
Motor vehicle costs	2,078	-	2,078	933
Marketing and PR	3,022	-	3,022	7,372
	137,569	1,583	139,152	148,275
	427,582	456,592	884,174	834,078

Note 4. Management and administration expenditure

	Unrestricted funds £	Restricted Youth Work Activity Funds £	Restricted Fixed Asset Fund £	Total 2024 £	Total 2023 £
Salary Costs					
Salary	29,600	73,283	-	102,883	89,872
Other Costs					
Depreciation	-	-	76,065	76,065	61,596
Bank charges and interest	1,088	-	-	1,088	639
Audit fee	17,428	-	-	17,428	14,715
Legal and professional fees	3,928	-	-	3,928	-
	52,044	73,283	76,065	201,392	166,822

Note 5. Operating Surplus / (Deficit)

Operating surplus / (deficit) is shown after charging:

	Total 2024 £	Total 2023 £
Depreciation on tangible fixed assets	76,065	61,596
Auditors' remuneration (fees including VAT):		
- for audit	9,600	9,600
- for other services	7,828	5,115

Note 6. Staff Costs

	Total 2024	Total 2023
	£	£
Wages and salaries	595,012	489,714
Social security costs	38,925	34,270
Staff pension	13,915	12,783
Other staff costs	-	-
	<u>647,852</u>	<u>536,767</u>

As a charity, no trustee received any remuneration during the year in their capacity as a trustee. None of the trustees have reclaimed travelling and other expenses.

The average weekly number of full time equivalent staff employed by the charity during the year was as follows:

	Total 2024	Total 2023
Administrative work	3	3
Direct charitable work	13	12
	<u>16</u>	<u>15</u>

The number of employees whose annual remuneration was £60,000 or more were:

	Total 2024	Total 2023
£60,000 - £69,999	-	1
£70,000 - £79,999	1	-

The key management of the charity comprises the Chief Executive.

The total employee benefits of the key management personnel for the year were £71,933 (2023: £69,277).

Note 7. Fixed Assets

	Leasehold property £	Furniture and Equipment £	Motor Vehicles £	Total £
COST				
As at 1 April 2023	2,316,613	189,660	22,420	2,528,693
Additions	394,888	4,663	-	399,551
Disposals	-	-	-	-
As at 31 March 2024	<u>2,711,501</u>	<u>194,323</u>	<u>22,420</u>	<u>2,928,244</u>
DEPRECIATION				
As at 1 April 2023	736,891	180,482	7,847	925,220
Charge for the year	68,756	2,825	4,484	76,065
As at 31 March 2024	<u>805,647</u>	<u>183,307</u>	<u>12,331</u>	<u>1,001,285</u>
NET BOOK VALUES				
As at 31 March 2024	<u>1,905,854</u>	<u>11,016</u>	<u>10,089</u>	<u>1,926,959</u>
As at 31 March 2023	<u>1,579,722</u>	<u>9,178</u>	<u>14,573</u>	<u>1,603,473</u>

Note 8. Investments

UK cash deposits

	31-Mar-23	Disposal	Additions	31-Mar-24
	£	£	£	£
Maturity date of over 1 year				
Cambridge & Counties Bank	-	-	87,991	87,991
Maturity date of less than 1 year				
Royal Bank of Scotland			303,449	303,449
Allica Bank			85,000	85,000
Clydesdale Bank	100,000	(100,000)	103,780	103,780
Cambridge & Counties Bank	85,000	(85,000)		
	185,000	(185,000)	492,229	492,229

Note 9. Debtors

	Total 2024	Total 2023
Trade debtors	42,285	13,469
Prepayments	9,065	10,807
Accrued income	1,680	10,620
	53,030	34,896

Note 10. Creditors

	Total 2024	Total 2023
Trade creditors	12,507	7,166
SS & other taxes	10,732	10,615
Accruals	17,113	15,267
Deferred Income	295,812	287,658
Other creditors	7,430	2,081
	343,594	322,787

Note 11. Funds

Current year fund note:	Opening Balance £	Incoming Resources £	Resources Expended £	Transfers £	Closing Balance £
Unrestricted Funds					
General reserves	290,831	644,304	(501,312)	(23,941)	409,882
Designated Funds	200,000	-	-	(3,400)	196,600
	490,831	644,304	(501,312)	(27,341)	606,482
Restricted Youth Work Activity Funds	94,916	537,173	(529,875)	3,912	106,126
Restricted Fixed Asset Fund	1,603,473	376,122	(76,065)	23,429	1,926,959
Total Funds	2,189,220	1,557,599	(1,107,252)	-	2,639,567

Prior year comparative fund note:	Opening Balance £	Incoming Resources £	Resources Expended £	Transfers £	Closing Balance £
Unrestricted Funds					
General reserves	77,861	548,308	(426,579)	91,241	290,831
Designated Funds	432,717	-	-	(232,717)	200,000
	510,578	548,308	(426,579)	(141,476)	490,831
Restricted Youth Work Activity Funds <i>(Formerly known as 'Restricted Funds')</i>	165,706	588,228	(536,995)	(122,023)	94,916
Restricted Fixed Asset Fund <i>(Formerly known as 'Restricted Buildings Fund')</i>	1,384,415	17,155	(61,596)	263,499	1,603,473
Total Funds	2,060,699	1,153,691	(1,025,170)	-	2,189,220

Designated Funds

This represents the amount that the trustees felt it prudent to ring fence for building maintenance and improvements in the coming year.

Restricted Funds

Youth Work Activity Project Funds: This amount represents restricted project income remaining as at the year end - to be spent in 2024/5.

Fixed Assets Fund: This amount represents the value of fixed assets shown in note 7.

Note 12. Analysis of net assets between funds

	Unrestricted funds	Restricted Youth Work Activity Funds	Restricted Fixed Asset Fund	Total
	£	£	£	£
Fixed assets	-	-	1,926,959	1,926,959
Current assets	950,076	106,126	-	1,056,202
Current liabilities	(343,594)	-	-	(343,594)
	<u>606,482</u>	<u>106,126</u>	<u>1,926,959</u>	<u>2,639,567</u>

Note 13. Related party transactions

There were no related party transactions in either the current or the prior year.

Note 14. Ultimate controlling party

The charitable company is considered to have no ultimate controlling party.

Note 15. Subsequent events

There have been no subsequent events.

THE AVENUES YOUTH PROJECT

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www.avenues.org.uk

 AvenuesYouthProject

 @avesyouth



Accounts

THE AVENUES
YOUTH PROJECT

REPORT AND FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
31 MARCH 2023**



The Avenues Youth Project

Charity number: 1090210 Company number: 04045031

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Company information

PATRONS

Susan Aglionby OBE, Founder
Karen Buck MP
Gill Fitzhugh MBE

EXECUTIVE COMMITTEE

Jennie Marshall (Chair)
Corrina Ralph (Treasurer)
Virginia Ashton
Julia Court
Cllr Eartha Pond
Geoffrey White
Graeme Russell
Keir Tutt
Cristina Fedi (resigned 29.09.23)
Louisa Gregory
Chris Murray

CHIEF EXECUTIVE

Paddy Barnes

COMPANY SECRETARY

Geoffrey White

CHARITY OFFICES

3-7 Third Avenue, Queen's Park
London W10 4RS

COMPANY NUMBER

04045031

CHARITY NUMBER

1090210

AUDITORS

Azets Holdings Limited
Regis House, 45 King William Street,
London EC4R

BANKERS

Royal Bank of Scotland
175-177 Kensington High Street,
London W8 6SH
Barclays Bank
35 Notting Hill Gate, London W11 3JR
Metro Bank
160-166 Kensington High Street Kensington,
London W8 7RG
CAF Bank
25 Kings Hill Avenue, Kings Hill,
West Malling, Kent ME19 4JQ

Executive Committee Report

The members of the Executive Committee present their report with the financial statements for the year ended 31 March 2023. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the provision of section 1A 'Small Entities' of Financial Reporting Standard 102.

Objectives and Aims

The charity's objects are to:

- provide facilities for recreation and other leisure time occupations for the inhabitants (in particular young people) of the London Borough of Westminster and surrounding areas, in the interests of social welfare and with the object of improving their conditions of life;
- advance the education of such inhabitants; and
- provide the relief of need, hardship or distress of those living in the area of benefit.

We review our aims, objectives, and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months. It looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remain focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Our Vision

We believe that every child and young person should have the opportunity to realise their potential, whatever their life circumstances.

Our Mission

Our mission is to deliver high quality recreation activities and skills training to young people in West London, to help them fulfil their potential and boost their long-term outcomes.

Our Values

1. Safe and compassionate
2. Positive and joyful
3. Empowering
4. Trustworthy
5. Committed to community

Safeguarding

The charity puts children and young people's best interests at the heart of all that we do, so our commitment to keeping our service users safe is paramount. The Avenues acknowledges its duty to act appropriately to any allegations, reports, or suspicions of abuse in a professional and speedy manner.

Our Safeguarding and Child Protection Policy is reviewed and renewed annually to make sure The Avenues promotes best practice and works in a way that prevents harm of any sort, including bullying, abuse, and coercion, and that staff, volunteers and partners recognise when this may be happening and what to do about it.

All staff, unsupervised volunteers and youth work contractors are required to obtain an enhanced DBS certificate and attend an induction which includes Equality, Diversity and Inclusion training as well as Safeguarding and Child Protection training. This training must be completed before coming into contact with the young people who use our service.

A repeat DBS check is obtained for all staff, qualifying volunteers and members of the Executive Committee every three years. Refresher Safeguarding and Child Protection training is provided to both Staff and Members of the Executive Committee including the designated Safeguarding Lead at least every two years.

Letter from the Chair

Jennie Marshall

We started this financial year as our new Chief Executive took up his role with the aim of consolidating and building on all that had been achieved over the previous years. At the same time, it was clear that our services were more in demand than ever against a background of a deteriorating national economic situation and local gang violence. Our aim is always to provide a safe, caring, youth-led space where young people can learn, develop and build towards a brighter future lead by an exceptional professional team. This year the team has increased to support the many varied programmes now offered and more young people than ever took advantage of those programmes, all free, in a warm and welcoming environment.

The Summer Programme was a particular success with record attendances (325 individuals overall and up to 130 attending each day), not only enjoying the huge variety of activities on offer but also benefitting from the free meals provided and a chance for some to visit and stay in Ireland.

It was also especially satisfying to see the number of young people completing their Level 1 youth work qualification. This is an Avenues initiative and shows how many young people are willing to commit significant time and effort to learn about youth work, whilst also studying for their GCSEs and A' levels. By encouraging them to become valued and proud members of the local community, we are helping to build tomorrow's leaders and take them away from the temptations that lure many young city dwellers into a life of crime. This has been followed up by the offer of training for Level 2 and 3 qualifications and we look forward to the first students successfully completing their courses next year.

There has also been investment in systems and software for the long-term future to make sure that vital background support keeps pace with frontline requirements. The programme of improvement for the building continues too, with a new air conditioning and air handling system installed and plans for, amongst other things, a new security lobby and solar panels on the roof.

These are only some of the highlights of what has been achieved during a busy and rewarding year for The Avenues. None of it would be possible without the exceptionally generous support and funding of many individuals, trusts and foundations. This year, again, income increased, as did project expenditure. The multi-year funding that has been provided by some of the bigger trusts and foundations has meant that we can plan for the longer term and better evaluate the impact of our provision. The members of the Executive Committee and staff are enormously grateful for this support and the funding The Avenues continues to receive, which makes our work with the young people of west London possible. As one young person says "The Avenues is like a garden, they see your talent and water it, and then you watch it flower". We are hugely grateful and thank everyone who helps to make that happen.

The National Youth Sector Advisory Board has released a "Roadmap toward a National Youth Strategy" which urges the government to revitalise the youth sector. Its aim is to ensure that every young person has access to high-quality youth services that promote mental well-being, foster life skills development, and empower them to engage in decisions that impact their lives. For every £1 government invests in youth work, the benefit to the taxpayer is between £3.20 and £6.40, thanks to equipping young people with skills, reducing offending and anti-social behaviour and reducing absenteeism. It seems this is often not appreciated or valued and so is left to charities to provide what should be the right of every young person. We very much hope the next year will bring more focus and commitment from Government to put this right.

Jennie Marshall

Activities & Achievements

Chief Executive – Paddy Barnes



Challenging and productive in equal measures, 2022-23 was an extraordinary year for The Avenues. Continuing the trend since the pandemic, we saw another surge in attendances from local children and young people accessing our services, which were frequently running at capacity.

Against a background of worsening economic and social conditions across the UK, and noticeably within our catchment area around North Westminster, many of our members' families faced a serious reduction in living standards due to rising costs, such as fuel, energy bills, food and rents.

To exacerbate matters, serious gang violence returned to our area over the summer of 2022, with the murder of a former Avenues member overshadowing all events. Local tensions were running very high, with the threat of tit-for-tat violence hanging over the community like a dark cloud. Working closely with Westminster's Integrated Gangs Unit, we took extra precautions for staff and member safety and arranged counselling for deeply affected staff. During the summer holidays we added late night openings, increased our minibus shuttle service to help keep young people off the streets and get staff home safely after their evening sessions, and organised diversionary trips and activities for young people out of the area.

However, to define our year by the incidence of local acts of violence would paint a wholly unfair characterisation of our work, which takes place in the safety of our building, under the calming supervision of our trained youth worker team.

Not only did the number of young people through our door grow significantly again to record attendances (over 1,000 individuals), but as a symptom of increasing food poverty, so did demand for food during sessions, which we tried to meet when budgets allowed, serving over 18,000 meals this year.

For our teenage members we continued to adjust our focus towards skills and employment pathways, including our now well-established Level 1 youth work training programme that introduces a new generation to youth work. At a time when youth work has faced historic underinvestment, we consider it essential to encourage new youth workers into the profession and build capacity with staff who truly represent the communities they serve.



Within our youth work delivery, we strive to put the voices and opinions of young people at the heart of our thinking, helping shape our projects and initiatives. In terms of organisational direction, our new 3-year strategic plan was approved by the Executive Committee; a strategy of evolution, consolidation and refinement rather than significant further growth, tied to an aim of continuously improving engagement, outcomes and the quality of our facilities. Behind the scenes we implemented new financial, CRM and HR software systems to improve and modernise our administration and prepare us for a future of sustained high usage by West London's children and young people.

Running The Avenues is a genuine team effort and we are so lucky to have an exceptional team of staff, Executive Committee and supporters. Our team focus is on meeting the needs of our members today, whilst preparing the organisation to meet the community's needs of tomorrow.

We have received wonderful support from our long list of funders and donors once again, and the trust they place in us is tremendously satisfying. Thanks to forward planning, our organisation entered this year from a position of stability and resilience, with key staff and funding in place, meaning our team was

able to cope with the rapid growth in demand and additional challenges facing our community and staff without the stress of a funding shortfall.

History of the charity

The Avenues was established by Susan Aglionby OBE, a local resident (at the time) and a maternity nurse at St Mary's Hospital, who was moved to establish the club in response to the high numbers of teenage pregnancies in the area.

Together with other local residents they formed the charity in 1979 and, with support from various trusts and foundations, approached Westminster Council about acquiring a bombsite on the corner of Droop Street and Third Avenue in Queen's Park ward that had lain derelict since the war. The funders made their contribution conditional on the council issuing a long lease on a peppercorn rent, which it agreed. In return the Executive Committee would commit to raising the necessary funds to build a community youth centre.

The original youth centre was a single story building, complete with games room, recording studio and radio station, and was immediately hugely popular with local teenagers.



Initially, the centre's users were predominantly from the local West Indian community, the children and grandchildren of the Windrush generation, and over time the demographic make-up of our members has evolved, reflecting the shifting cultural composition of our local communities.

However, the building reached its limitations and after 20 years the Executive Committee set about the monumental task of raising £4m (at today's value) to demolish the centre and rebuild the modern, two-storey, 7500 sq. ft building which stands today.

For over three decades, running costs were funded by a succession of local authority bodies until cuts slowly eroded this funding down to zero in 2017, forcing the charity to seriously reduce its operation. However, a new funding model was born, with the charity actively pursuing its own fundraising, a decision that paid off and has seen youth services fully restored. Over our 44-year history we have attracted inward investment into the borough to the value of £20m in today's money to benefit the young people of Westminster and the wider community.

Our beneficiaries

In April 2022, our active membership stood at almost 700, aged 8-18, evenly split by gender and reflecting the diverse and evolving cultural composition of our community. By the end of the financial year, this total had risen to over 1,000.

More than half our members live very locally in Queen's Park and Harrow Road wards of Westminster, two of the most deprived wards in the capital. Queen's Park Ward is home to the highest number of teenagers of any ward in Westminster, with 20% living in overcrowded homes, 7 times the national average.

The rest mostly live in adjoining wards in Westminster and in the neighbouring boroughs of Brent and RBKC, although we never turn children away based on where they live. One consequence of so many other London youth clubs closing is that more young people need to travel from further afield to access The Avenues.

At the heart of our catchment area is the Mozart Estate, where a history of gang rivalry with South Kilburn Estate and Ladbroke Grove has created a pervasive fear of violence in the community, especially amongst young people. Whilst postcode wars pose a genuine danger locally, we welcome young people from across the geographic divides to help break down barriers and build long-term trust and friendships.



As food poverty has increased in recent years, meal provision has become an integral part of our service. More than 50% of our members are on free school meals a figure that continues to rise and is more than double the national average. In 2022 we provided 18,200 meals to young people during our programmes, as well as teaching kitchen skills and nutrition to all ages in a wide range of our projects.

From their experiences of poverty and lack of prospects or guidance, many young people in our area under-achieve at school or are at high risk of exclusion, unemployment, criminality and physical/mental health issues.

Growing up in these conditions has a detrimental effect on a child's self-esteem, ambition and opportunities and these are needs we specifically work to address.

Since the pandemic, the number of young people suffering from mental health issues has also soared. We are therefore looking to integrate mental health support across all our programmes, both through specialist youth workers and by training our entire youth work team in mental health first aid.

A total of 1,004 unique children and young people attended The Avenues over the year

However, despite all the challenges they face, once our members

walk through our doors, they feel safe, respected, and listened to. The mood is a positive, happy one, they can relax, be themselves and develop the confidence and resilience they need to navigate their tricky teenage years.

Why we are best placed to tackle the needs in our area

With 43 years of continuous youth work experience in our West London community, we have accumulated a deep understanding of the needs and aspirations of local young people and their families, who place their trust in us to look after their best interests. The majority of our youth workers, our Programme Director, Programme Manager and one of our Executive Committee members, came to The Avenues as teenagers, and our Executive Committee has decades of collective experience working with this community.

In Queen's Park ward, Westminster, where we are based, there is scant open public space or free-to-use facilities for young people. The next nearest youth centre to The Avenues, The Stowe, was closed in 2017, and postcode wars have made travelling outside our immediate area a genuine safety risk. As London's gentrification and austerity continue to polarize opportunities, we remain an oasis for local young people hoping to improve their outlooks.



Theory of Change

The Avenues has developed an organisational theory of change, with desired outcomes for young people in each project (and with wider benefits to their families, schools and wider society). This has been in place since 2020.

We employ an Impact and Evaluation Manager to provide consistent and robust measurement and can draw upon the advice of an external Advisory Panel established in May 2021 to help us improve our outcomes and how we record them.

These are our six organisational outcomes, against which we will measure the impact of this project:

- 1: Young people have improved social and emotional skills.**
- 2: Young people have improved physical and mental wellbeing**
- 3: Young people have increased access to opportunity and learning skills.**
- 4: Young people understand & develop positive relationships with others.**
- 5: Young people are better equipped and confident to make positive lifestyle choices.**
- 6: Young people feel safe and respected.**



Our youth workers mentor the young people, understand their needs and obstacles, and co-design next steps where they feel heard, empowered, and have ownership of their own development path. This ultimately creates individuals who become more capable, self-confident and able to transition into self-sustained adulthood.

The Avenues building is superbly equipped to deliver youth services, with its arts and crafts studio, games room, training kitchen, dance studio, classrooms and suite of state-of-the-art music studios.

We are recognised by Westminster City Council as one of three key youth hubs in the borough, and in 2021 we were awarded the London Youth Gold Quality Mark; being one of just 10 youth organisations to hold this badge of excellence demonstrates our success in delivering the highest standards of youth work, leadership and outcomes for young people.

518 young people on
free school meals

90% of our young
people **came from the
50% most deprived
areas** in UK

Key areas of activity

Our programmes evolve slowly, responding to national youth policies and local realities. They also respond to our capabilities: following the complete refurbishment of our music studios in 2021, our state-of-the-art facility has been inspiring our members to participate (and begin considering careers) in music creation or sound engineering using industry standard equipment. That we are fortunate enough to employ a recording artist and sound engineer who is also an exceptional youth worker, allows us to deliver high quality music programmes.

Similarly, our kitchen was refitted in early 2022 as a professional training kitchen with individual prep areas and hobs, which, coupled with a youth worker team boasting cooking ability, allows us to deliver kitchen skills training to all ages.

Cooking and music have always been popular activities, but having such top quality facilities allows us to create the ideal learning conditions to inspire groups of young people. They also help attract business partners wishing to align with and support our high-quality services.

We aim to recruit youth workers with specialist skills to help deliver our programmes, with expertise in music production, cooking, judo, radio, beauty skills etc. We supplement this with specialist tutors and volunteers. Youth workers are trained to develop soft skills such as positive thinking, confidence, teamwork and leadership, and these are instilled across all our programmes.

18,200 meals served across
term time and holiday periods
480 food parcels handed to
families in our community

We are a proudly open access provision welcoming everyone who walks through our doors and we treat all young people with the equal respect they deserve.

Resilience building

With our Junior cohort [8-11 years], we focus on building resilience and creating a solid foundation for their future. We are confident that if we build resilience at a young age by keeping young people active, healthy, and engaged with positive role models, they will be better equipped to face any challenges their future holds. We hold a term-time after school provision for 39 weeks of the year, as well as weekend sports activities, and holiday provision for 10-weeks of the year.



Transition

Our Inters [11-13 years] focus on the theme of transition. As these young people enter secondary school and begin adolescence, much can change, and young people face many different challenges. We hold distinct and separate after-school sessions for this age group, as well as single gender spaces, holiday provision, and some employability and skill-based programmes are available to them. We hope to guide young people through their social, physical, and mental changes young people face at this age, and act as a consistent in their lives.

Positive Choices

Our Seniors [14+ years] focus is around making positive choices. From employability to friendships, we want to ensure that our young people have the options and opportunities they need to forge the best possible lives for themselves. We run open-access Seniors nights, with a minibus pick up and drop off to ensure the safety of our members late at night, employability evenings with a focus on creativity and finding your own path, and all holiday programmes have sessions tailored to suit our older cohort.

In addition, we have curated an employment pathway option within The Avenues. Our Seniors can begin as a volunteer, and if they are dedicated and have the desire to do so, can complete their Level 1 Youth Work qualification in-house at The Avenues. Course completion guarantees them paid work at The Avenues, as well as the opportunity to build the stepping stones for a potential career.

92% of young people completing an employability course believe the course helped them feel more confident about future employment opportunities.

100% of young people completing an employability course have learned at least one technical or soft skill needed in their future.

95% of young people completing our employability projects report that they feel confident they know what to do to succeed in life.

This year's programme:

- The Zone (8-11 years); 5 days per week after school provision
- Secondary Zone (11-13 years); 5 days per week after school provision
- Homework Club (8-11 years); Tuesday after school provision
- Friday Seniors (13-18 years): Friday evenings, open access
- Saturday Seniors (13-18 years): Saturday evenings, open access
- Girls Hub (11-16 years); Tuesday evenings, open access
- Sporty Saturdays (8-15 years); Saturday afternoons, open access
- Judo (8-15 years); Saturday afternoons
- Minibus service – free, safe pick-up and drop-off for Girls and Seniors projects
- Holiday programme (8-18 years); 10 weeks; Easter, Summer, and May, February and October half terms, Monday to Friday
- Junior Support Worker training (15-18 years); 39-week training programme delivering Level 1 Youth Work qualifications
- Youth Volunteering Programme (15-18 years); 12-week programme with ASDAN Peer Mentoring Qualification attached
- Mic Drop (15-18 years); 12-week music writing, production and performance programme
- Releasement (15-18 years): extension of Mic Drop for artists ready to release their original music
- Kickstart Careers (15-18 years); 12-week course providing an insight into business and skill learning for skills including beauty, hairdressing, and cooking



A selection of programme highlights and achievements

Summer

304 individuals attended a varied range of daily activities for five weeks through July and August. 1,622 lunches were served, 100% of participants said they had fun and 90% said they had access to great opportunities and to try new things. 79% said The Avenues inspires them to be the best person they can be.

Twelve young people (age 13-18) ventured to Galway, learnt to play Gaelic Football, soaked up the sun on the Wild Atlantic Way, visited a traditional Irish music venue, partnered on adventure activities with a local youth club, and experienced the space and tranquillity of the Irish coast. For many it was their first trip abroad and the highlight of their year.

Ten juniors (10-13) enjoyed a 4-night residential in Turville, Oxfordshire, spending sustained time amongst nature, eating outdoors and enjoying simple pleasures like riding a bike along a country lane and waking up to birdsong.

122 young people were engaged in one of our **employability programmes**

Other holidays

As usual we opened for February, Easter, May and October holidays. 235 children and young people came through our doors during the October half-term, and we were delighted to offer 20 daily spots to young refugees housed in the Westminster and K&C bridging hotels. Inclusion and integration are at the heart of The Avenues, and everyone enjoyed a packed schedule including new activities of skateboarding and a visit from Zoo Lab, getting young people up close to some exciting wildlife.

In February 2023 we welcomed a record daily average of 115 children and young people each day, plus two off-site trips, the holiday project was hugely enjoyed, providing not only fun activities, sport and skills training but also some much needed support for families with over 1,000 breakfasts and lunches served through the week and of course free-to-access holiday childcare.



Sports

From our drive to improve physical and mental wellbeing came Sporty Saturday, a weekly 4-hour sports project. It became an immediate hit, with up to 90 members each week, across all ages, participating in girls' and boys' football, dance, judo and multi-sport, both in our building and on local pitches. Healthy cooking and nutrition sessions take place in our kitchen and free, cooked meals are provided for all participants.

98% of young people attending our sports sessions feel that The Avenues helps keep them fit and healthy.

86% of young people feel they've become fitter and stronger because they've attended Sporty Saturday.

81% of young people feel that participating in sport at The Avenues helps their mental health.

1,031 hours of sport and physical activities delivered



CASE STUDY 1

Ahmed (not real name) has been attending The Avenues for several years and has cemented himself as a core member of the club. In early 2022 a new youth worker started at The Avenues, working in a lot of the same spaces and activities that Ahmed liked to attend. The youth worker soon noticed that Ahmed was prone to aggressive outbursts and struggled to manage his emotions. Ahmed often brought a great deal of energy to a session but was unpredictable in doing so, meaning a session could either be brilliant with his enthusiasm and passion or be significantly disrupted.

Over the Easter 2022 holiday programme, Ahmed attended regularly and spent most of the time with the youth worker he has built up this rapport with. Ahmed loves football and it was noted in the past that even though he plays regularly, he rarely passes the ball and struggles to work as a team leaving both him and his teammates frustrated. The focus this Easter was to help Ahmed with both the management of his emotions, and his teamwork skills – both of which we believe are interrelated and come from a place where Ahmed struggles to express himself in a healthy and positive way. The rapport the youth worker and Ahmed built was instrumental over the Easter holiday. With daily check-ins and consistent role modelling, Ahmed has begun to show significant improvements in his behaviour and management of his emotions. There were no outbursts across the two weeks and Ahmed speaks to our youth worker regularly when something is on his mind – whether that is a small fleeting frustration he has with his peers, or something larger that he struggles to articulate.

This is a fitting example of where football has been an excellent youth work tool. Ahmed and the youth worker were able to work together to develop healthy and productive communication tools through football. Because of this, Ahmed is not only a better footballer and teammate, but is able to confidently navigate social situations and know he has a trusted adult to turn to if things go awry.

Music

Our music projects go from strength to strength with our flagship music programme Mic Drop completing its second year. By the end of this financial year, a total of 28 young people had completed this 6 month evening course, having honed their lyric writing, music composition and performance skills. Through introductions to a range of music industry professionals, including our wonderful supporter, Paul Epworth, owner of The Church Studios in Highgate, they have been introduced to a range of potential music career possibilities beyond being an artist. We are thrilled to have established a flourishing partnership with contemporary music university ICMP, whose inspiring new facilities are within walking distance of The Avenues and provide an exciting learning pathway for our young performers.

In early 2023, Mic Drop's success spawned a continuation project, Releasement which will take young people up to age of 21 and give them additional support to create original music and help them release their music onto streaming sites. The first releases were scheduled for September 2023.

622 hours of music projects delivered in the recording studios



CASE STUDY 2

Ayla (not real name) recently finished our 20-week Mic Drop course. Our studio engineer youth worker has worked with Ayla for some time, both directly in the studio, and indirectly in different sessions. In the past, there have been numerous occasions where Ayla has been involved in altercations with other girls and she has experienced things which have caused trauma for her to build a wall around her feelings.

As soon as Ayla joined Mic Drop, she began channelling her pain and emotions through her lyrics and quickly wrote songs of incredible quality with the youth worker she's developed a relationship with. There have been many times where our youth workers have discussed some of the situations Ayla has talked about in her music, and this is the platform that our youth workers have used to get her to open up so we can have honest and open conversations about the issues that she has experienced and how she feels about life, relationships, and family. This is the perfect example of how music making can be a powerful youth work tool.

Ayla is displaying much less anger about life and is beginning to let a few more people into her life. She is now able to vocalise her thoughts and opinions without hesitation and is showing those around her compassion and consideration. We cannot wait to see the bright future that Ayla has ahead of her.

Seniors science

Balancing the arts with science, we initiated some STEM learning at The Avenues, hooking up with ProtoEV Challenge, a motorsport programme for schools and youth clubs. Run by The Blair Project, a Black-led social enterprise that uses the thrill of motorsport to inspire young people, the programme introduced science and engineering as career possibilities in a competition where our young people converted a petrol go-kart into a high-powered e-kart, before testing and racing their creation on a test track.

World Cinema Club

As part of our drive to broaden the range of voices that our members hear, we recently launched our World Cinema Club, a regular opportunity for our Seniors to watch films of cultural significance and then discuss in our World Cinema Podcast. Through close collaboration with the British Film Institute, as well as the Cabinet Office's Race Disparity Unit, 12 members of Black heritage aged 14-18 engaged in an impressive analysis of the themes and representation of Black youth culture within UK Urban film & TV.

Seniors party

Almost 100 of our 13-18 year old Seniors attended the Black + Pink Valentine's Party in February. Built into our Friday night programme and a designated part of the project's funding, the party provided a safe space for our older members to enjoy a night out, dance, connect and socialise. It is great to balance the skills, training and activities side of The Avenues experience, with letting off steam and having fun.

Girls research project

Some of our senior girls made their voices heard completing a GLA-funded research project, exploring the barriers to girls in Westminster attending girls-only sessions in youth clubs. Our Tuesday night project, 'Girls' Hub', was full of highlights including residential trips, museum visits, self-defence classes, sexual health workshops and a social action project providing care packages for homeless young women at Centrepont. We are so proud of all that this group of young people do at The Avenues.



Community partnerships

Meaningfood is a social enterprise initiative from one of our supporters, The Fôr Foundation, with whom we partnered this year to provide cookery workshops and community dinners for our members, their families and the wider community.

On Christmas Day we partnered with the Harrow Road Soup Kitchen and opened our doors to provide a free community event for 30 of our community's most disadvantaged individuals, who enjoyed a memorable traditional dinner and festivities. We look forward to extending this relationship to make good use of our kitchen facilities when not being used for youth sessions.

While acutely aware of our focus on serving the children and young people of our community, we also know that we are part of a much larger ecosystem, and our girls were so happy to be able to provide a tea party for the Open Age charity's elderly members in February as part of a social action project. Here is some of the wonderful feedback received.

"The Tea Party today was all things bright and beautiful"

"Lots of chatting, friendly youths and wonderful cooks that showed their skills at cooking"

"What a wonderful event! got to speak to a variety of folk, young and old. Relaxed!"



Key outcomes

89% of young people reported they feel comfortable being themselves.

73% of young people know they have someone to turn to if they are struggling.

73% of young people feel they have a good understanding of their mental health.

77% of young people feel they can manage challenging situations.

85% of young people feel listened to.

100% of young people have fun coming here.

85% of young people highly value the relationship they have with the youth workers.

86% of our Seniors know that when times are hard, they can rely on The Avenues to support them.

86% of our Seniors feel that because of The Avenues, they are less likely to make choices that would negatively impact their lives.

86% of our Seniors feel coming to The Avenues helps them stay healthy.



Quotes recorded during 2022

"I feel like Avenues has helped a lot [with my mental health]. Lots of people there I trust and before I didn't know where to go if I needed help. Avenues helped with that."

Young person, aged 15

"I've felt more comfortable talking to staff and mates from Avenues than anyone else – I genuinely feel like I can talk and be heard. They are genuinely there for you. I love the connection there, it's like a second home." Young person, aged 16

"Avenues showed me how to see the difference between friends and people who won't bring anything to your life. It taught me how to respect myself." Young person, aged 16

Funding

Our overall approach to funding is to develop multiple, diverse income streams, establishing strong, long-term relationships with individual and corporate donors and with a wide range of trusts and foundations.

We were delighted to start relationships with the following funders: Henry Smith Charity, Postcode Society Trust and Steel Charitable Trust, and we strengthened existing relationships with Bernard Sunley Foundation, Drapers Charitable Fund, Kusuma Trust, The National Lottery, Two Magpies and many others.

A combination of grants, fundraising events, donations and rental income meets our budgeted programme and running costs each year. Although the bulk of our income nowadays comes from trusts and foundations, community fundraising and donations play a significant and crucial role providing 11% of our unrestricted income and 5.4% of total income in 2022-23.

We are particularly grateful for every personal donation, so felt honoured to have our music projects funded and endorsed by two of the music industry's biggest names, Paul Epworth and Merck Mercuriadis.

We awarded all staff a **5% pay increase** at the start of the financial year to help with the cost of living crisis.

In May 2022 we held a spectacular fundraising dinner in our building, our first in three years - following Covid disruption. Our staff team entertained 100 local supporters, a live auction was led by a senior member of Bonham's London team and the guests enjoyed a beautifully made video from Wing Productions. Among the auction items were some limited edition photos of Stevie Wonder visiting the Mozart Estate in 1984, which helped us raise an impressive £42k on the night.



With summer upon us, our long-standing supporters at clothing label YMC printed a range of limited edition t-shirts featuring one of the Stevie Wonder photos, which raised over £2k, and they raised a further £6k through other initiatives in the year.

Over 400 people attended our Party at The Paradise pub in Kensal Green in November helping create a night to remember. We were treated to outstanding performances by six young people, participants in our Mic Drop programme, and our volunteer DJs had the venue rocking. The party raised over £11k for our youth projects, and as ever, the night was made possible by the generosity of Nick Pring at Urban Pubs & Bars. Huge thanks also to Live Nation for providing some top quality concert tickets as raffle prizes.

We held our first ever pub quiz at The Avenues in March 2023, where 90 quizzers raised over £3k. And six supporters pushed through the pain to raise over £13k for the charity in the London Marathon, held in October. Too many to thank individually, we are hugely grateful to every supporter who gives up their time, energy and spare cash to help us continue our work.

Income increased from by 45% from £796,041 to £1,153,691

"The Avenues is really good for my mental health because there's mentors here who I can talk to about anything. I feel respected here because the staff treat everyone equally."

Young Person, aged 14

"The best thing about The Avenues is the people because everyone helps each other.

Both the staff and the children, whoever you are, they will help you." Young Person aged 11

"I love it here because everyone is supportive of each other. Everyone has got your back."

Young Person, aged 13

"I did the level 1 qualification in youth work last year at The Avenues."

It was one of the best things I could do because it helped me build my confidence and it gave me something positive to do in my free time." Young person, aged 16

CASE STUDY 3

Daniel (not real name) is a young person local to the community and member of The Avenues. With a little encouragement, Daniel joined our in-house Youth Work Level 1 qualification course and, alongside his peers, started the 39-week journey to gain an understanding of what it took to be a youth worker. It is safe to say that this course was transformative for Daniel, who, as the months went by became more confident, comfortable, and showed signs of him believing in himself. The course taught him the basic practical, social, and emotional skills that a youth worker needs, and Daniel welcomed this learning with open arms. At the end of the 12-months, the group attended a residential to have some fun and consolidate their skills.

Our youth worker mentioned that Daniel shone:

"He was first up in all activities and took leadership in his pairing/groups. Even when some activities seemed difficult or scary, he was first to try and had a positive attitude towards it all and encouraged others to take their turn afterwards. He was the only person to reach the top of Jacob's Ladder - the most difficult activity of the weekend due to it being an individual task with lots of people observing and physically difficult. It wasn't easy to complete but he persevered and continued. He confidently and calmly figured out a way to complete it. This was a standout moment for both Daniel and the group and we were all very proud of him".

Daniel is now a Junior Support Worker who works at our Sporty Saturday sessions.

"The Avenues is one of the best youth clubs in London and we have always been impressed with their work" Erik Mesel, Senior Grants & Public Policy Manager, John Lyon's Charity

"Not only one of Westminster's four main Youth Hubs, The Avenues also acts as a hub for local stakeholders, sharing their extensive knowledge of the area and often hosting events to share views and offer mutual support. They really are at the heart of their community."

Helen Mann, CEO, Young Westminster Foundation

"I don't think any of us from UK Youth could overlook the very real importance of what you do for young people at The Avenues Youth Project by providing a safe and welcoming space where they can learn so much and just maybe find their future vocation. This helps us to inform our work at UK Youth, which we can't do in a bubble without meeting the impressive organisations which work so hard to provide youth services."

Catherine Sykes, Corporate Partnerships Manager, UK Youth



Financial Review

The charity saw another strong financial performance for the year ended 31 March 2023. In year income increased by 45% to £1,153,691 (2022: £796,127), bringing it above the threshold requiring an audit. The increase, particularly in grant income, was especially welcome in a year which many charities have found challenging.

Although direct charitable expenditure increased 29% (restricted programme funds accounted for 60% of this total), overall expenditure in year increased by just 24% to £1,025,170 (2022: £824,726). This proportionately lower increase in expenditure combined with increased income resulted in a surplus of £128,521 (2022: deficit of £28,599). This surplus has been used to increase reserves, leaving the Avenues well placed to weather the current cost-of-living crisis (including steep costs increases and wage inflation).

As part of our continual review of practices and processes, two in year changes were implemented aimed at further improving monthly reporting. First, grant income is now fully recognised on an accruals basis and released to the Income Statement over the course of the grant, and secondly an overhaul of the accounting system enabled more detailed real time analysis of expenditure.

As the charity has grown it has also been important to take advantage of technology to automate processes. The Executive Committee supported the introduction of a new integrated HR, timekeeping and payroll system which went live in January 2023. At the same time a new CRM database platform was introduced.

Reserves Policy Statement

The Avenues Reserves Policy is to maintain a target reserve of unrestricted funds (general reserves and designated funds) equal to six months of budgeted operating costs, with the actual reserves of unrestricted funds being not less than three months of budgeted operating costs.

The principal purpose of The Avenues Reserve Policy is to mitigate the following risks:

The base case risk is that the Avenues will not have

sufficient funds to enable our normal operating activities to be provided on a continuous basis due to temporary shortfalls in typical income streams or other events which trigger an unexpected funding demand: the reserves should at no time be in a sum lower than that needed to enable The Avenues to continue normal operating activities on an uninterrupted basis despite the occurrence of the relevant temporary contingency.

The fundamental case risk is that The Avenues will suffer a material and most likely permanent drop in revenue which, if not addressed, would most likely lead to a permanent cessation of activities: ideally the reserves should at no time be in a sum lower than that needed to fund any restructuring of the business or any other significant change in circumstances, such as moving premises, which the Avenues Executive Committee believes could enable the activities and support to continue being provided to the beneficiaries.

Monitoring and Reviewing Reserves Policy

The actual operating costs of The Avenues are closely monitored by the Executive Committee and the Treasurer of The Avenues. Together with details of the cash balances, deferred income, and restricted and unrestricted reserves, these are the subject of monthly 'financial dashboards' presented to the Finance Sub-Committee and quarterly reports submitted to the Executive Committee. At each of its quarterly meetings the Executive Committee considers whether, in the light of events which have occurred or are expected to occur, any change or changes should be made to the expected amounts of the targeted and minimum unallocated reserves.

Reserves as at 31 March 2023

Historically the financial statements have shown a Restricted Building Fund which represented the remaining value of the leasehold property. It was decided in year to update this classification to include all assets, and a transfer from unrestricted funds was effected. The fund is henceforth to be known as the Restricted Fixed Assets Fund.

The Restricted Youth Work Activity Fund balance represents project income recognised in the period

but not yet spent and so carried forward to be spent on the intended project in the following year.

While Westminster Council owns the freehold to the land, The Avenues leases the property and pays the council a peppercorn rent in recognition of The Avenues' agreement for providing services and support to young people and the local community. The nature of the lease, which has 79 years remaining, is that The Avenues is wholly responsible for the repair, maintenance and improvement of the property. Of the remaining Unrestricted Reserves, the Executive Committee therefore considers it prudent to hold a Designated Reserve of £200,000 to cover the eventuality of building works and repairs required to maintain and further improve the charity's youth centre and major asset.

Structure, Governance and Management

Constitution

The charity is a company limited by guarantee constituted pursuant to, and governed by, a Memorandum and Articles of Association dated 1 November 2001.

Members' Liability

The charity has no share capital. Rather, its members have "guaranteed" (i.e., agreed) that in the event of winding-up of the charity they will each contribute £1 towards funding any shortfall in the assets of the charity as compared with its liabilities.

The members have no right, in the event of a winding-up of the charity, to receive any distribution of any surplus of the value of the charity's assets over its liabilities; pursuant to the Memorandum and Articles of Association any such surplus is required to be given to another charity having similar objects to those of the charity.

Executive Committee

The business of the charity is managed by its Executive Committee which currently comprises a Chair and ten other volunteers. All members of the Executive Committee are also directors and, as the only members of the charity, they constitute the trustees of the charity.

New members of the Executive Committee are recruited with regard to the balance on the Executive Committee from time to time of persons with relevant

skills, experience, knowledge and qualifications.

Any person appointed by the Executive Committee holds office until the next succeeding annual general meeting of the members at which time they become eligible for re-election.

At each Annual General Meeting of the charity one-third of the existing members of the Executive Committee are required to retire but then become eligible for re-election.

The Executive Committee meets a minimum of four times a year and in addition has an annual 'Away Day' for the purpose of in-depth review and study of particular subjects relevant to the charity's affairs.

There are three sub-committees of the Executive Committee; Personnel, Finance, and Buildings, and each such sub-committee meets on an ad-hoc basis, co-opting qualified volunteers (for example, from accountancy and architecture), where appropriate.

A BLM forum brings members of the Executive Committee and staff together to agree and oversee best practice on equality, diversity and cultural competence. This group is working closely with the Personnel sub-committee. A Youth Work Advisory Panel brings together staff, Executive Committee members and co-opted experts in youth work from other organisations, including Centre for Youth Impact.

No member of the Executive Committee is remunerated by the charity for any of their time spent in connection with the affairs of the charity.

Chief Executive

The Executive Committee has delegated day-to-day management of the charity to the Chief Executive. The Chief Executive attends all meetings of the Executive Committee and is an ex-officio member of each of the Executive Committee's sub-committees.

The performance of the Chief Executive is the subject of annual reviews carried out by the chair of the Executive Committee.

Trustees

The trustees who are also directors of the company for the purpose of company law are all members of the Executive Committee. Changes to Trustees are shown on page 2.

Auditors

The Avenues has appointed Azets Audit Services as its auditors.

Executive Committee's responsibilities in relation to the financial statements

The members of the Executive Committee are responsible for preparing the Executive Committee's Report and the charity's financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the members of the Executive Committee (being the directors of the company) to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure of the company for the year. In preparing these financial statements, the members of the Executive Committee are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

The members of the Executive Committee are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the members of the Executive Committee are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the members of the Executive Committee have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the Statement of Recommended Practice: 'Accounting and Reporting by Charities' and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to smaller entities.



Signed on behalf of the Executive Committee:

Jennie Marshall - CHAIR, 7 December 2022

Audit Report

Opinion

We have audited the financial statements of The Avenues Youth Project (the 'charitable company') for the year ended 31 March 2023 which comprise of the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Executive Committee's annual report, other than the financial statements and our auditor's report thereon. The members of the Executive Committee are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 Executive Committee's report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Executive Committee's 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 Executive Committee's 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the members of the Executive Committee were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of members of the Executive Committee

As explained more fully in the Executive Committee's responsibilities statement, the members of the Executive Committee (who are also the directors of

the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Executive Committee determines 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 members of the Executive Committee 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 members of the Executive Committee 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 the financial statements

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

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

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;

- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>

This description forms part of our auditor's report.

Other matters which we are required to address

Without qualifying our opinion, we draw attention to the fact that the comparative information in the financial statements was unaudited.

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.

Azets Audit Services

John Howard (Senior Statutory Auditor)

For and on behalf of Azets Audit Services,
Statutory Audit, Chartered Accountants
2nd Floor, Regis House
45 King William Street
London EC4R 9AN

7 December 2023

Statement of financial activities

Income and expenditure for year ended 31 March 2023

	Note	Unrestricted funds £	Restricted Youth Work Activity Funds £	Restricted Fixed Asset Fund £	Total 2023 £	Total 2022 £
Incoming Resources						
Grants and donations	2	402,942	588,228	-	991,170	578,018
Investment income		3,437	-	-	3,437	148
Rental income		79,544	-	-	79,544	59,632
Fundraising		62,385	-	17,155	79,540	157,776
Other government grants		-	-	-	-	553
Total incoming resources		548,308	588,228	17,155	1,153,691	796,127
Resources Expended						
<i>Cost of generating funds:</i>						
Fundraising expenses		24,270	-	-	24,270	40,499
<i>Charitable expenditure:</i>						
Direct charitable expenditure	3	345,083	488,995	-	834,078	645,901
Management and administration	4	57,226	48,000	61,596	166,822	138,326
Total resources expended		426,579	536,995	61,596	1,025,170	824,726
Net surplus for the year		121,729	51,233	(44,441)	128,521	(28,599)
Fund balances brought forward		510,578	165,706	1,384,415	2,060,699	2,089,298
Transfer between funds		(141,476)	(122,023)	263,499	-	-
Fund balances carried forward		490,831	94,916	1,603,473	2,189,220	2,060,699

Continuing operations

All income and expenditure has arisen from continuing activities.

Balance sheet at 31 March 2023

	Note	Total 2023 £	Total 2022 £
Fixed Assets			
Tangible assets	7	1,603,473	1,656,192
Current Assets			
Cash at bank & in hand		873,638	761,111
Debtors	8	34,896	1,768
		<u>908,534</u>	<u>762,879</u>
Creditors			
Amounts falling due within one year	9	(322,787)	(358,372)
Net Assets		<u>2,189,220</u>	<u>2,060,699</u>
Funds			
General reserves	10	290,831	77,861
Designated funds	10	200,000	432,717
Restricted Youth Work Activity Funds	10	94,916	165,706
Restricted Fixed Asset Fund	10	1,603,473	1,384,415
		<u>2,189,220</u>	<u>2,060,699</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Executive Committee on 5th December 2023 and were signed on its behalf by:



J Marshall (Chair)



Corrina Ralph (Treasurer)

The Avenues Youth Project
Charity number 1090210
Company number 04045031

Statement of Cashflow

Reconciliation of net cash (used in) Operating Activities

	2023	2022
	£	£
Net income/(loss) for the reporting period	128,521	(28,599)
Adjustments for:		
Bank interest	(3,437)	(148)
Depreciation	61,596	54,457
(Increase)/ decrease in debtors	(33,128)	6,263
Increase/ (decrease) in creditors	(35,585)	289,544
	<u>117,967</u>	<u>321,517</u>
Net cash used in operating activities	117,967	321,517
Cash flows from investing activities		
Fixed assets purchases	<u>(8,877)</u>	<u>(330,902)</u>
Cash flows from financing activities		
Bank interest received	<u>3,437</u>	<u>148</u>
Net (decrease)/increase in cash and cash equivalents	112,527	(9,237)
Cash and cash equivalents at beginning of year	761,111	770,348
Cash and cash equivalents at end of year	873,638	761,111

Notes to the financial statements

Note 1. Accounting policies

1.1 Basis of preparation

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006; and the requirements of the Statement of Recognised Practice, Accounting and Reporting by Charities (effective 1 January 2015).

The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain assets and the recognition of certain financial assets and liabilities at fair value.

The financial statements are presented in sterling (£) which is also the functional currency for the charity.

1.2 Going concern

After reviewing the charity's forecasts and projections and taking into account the economic conditions (given inflation levels), the members of the Executive Committee have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

1.3 Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under circumstances.

The following judgements (apart from those involving estimates) have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the financial statements:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and physical condition of the assets. See note 7 for the carrying amount of the land and buildings, plant and equipment and motor vehicles, and note 1.10 for the useful economic lives for each class of assets.

There are no key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

1.4 Legal status

The charity is a private limited company by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

1.5 Public Benefit

The charitable company meets the definition of a public benefit entity under FRS 102.

1.6 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the members of the Executive Committee.

Designated funds are unrestricted funds of the charity which the Executive Committee has decided, at its discretion, to set aside to use for a specific purpose. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

1.7 **Income recognition**

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

Income from donations including grants, subscriptions and gifts is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised over a period not exceeding one year from when the charity becomes unconditionally entitled to it.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Investment income is earned through long term bank deposits. It includes dividends and interest. It is included when the amount can be measured reliably.

1.8 **Expenditure recognition**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds include those costs incurred in attracting voluntary income.
- Expenditure on charitable activities includes those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.

1.9 **Allocation of support and governance costs**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative costs. They are incurred directly in support of expenditure on the objects of the charity.

1.10 **Fixed assets**

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

- Leasehold property – straight line over 50 years (although the lease renewed in 2002 is for 99 years, the useful life of the building in its current form is deemed to be 50 years (to year 2052) and the property and improvements are being depreciated over that period.)
- Furniture and equipment – 20% straight line (with full year in year of purchase)
- Motor vehicles – 20% straight line

1.11 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid. Accrued income is measured at the amount due to be received.

1.12 Cash and cash equivalents

Cash at bank and cash in hand includes cash and deposits with a maturity date of one year or less from the date of opening.

1.13 Creditors

Creditors are recognised when there is a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

Other creditors and accruals are recognised at their settlement amount due.

1.14 Financial instruments

The charity only has assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.15 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.16 Value added tax

Value added tax is not recoverable by the charitable company and as such is included in the relevant costs in the Statement of Financial Activities.

Note 2. Grants and donations

	Unrestricted funds	Restricted Youth Work Activity Funds	Total 2023	Total 2022
	£	£	£	£
BBC Children in Need	-	47,072	47,072	28,164
Carlile Foundation	11,250	-	11,250	18,750
CHK Foundation	-	110,417	110,417	58,333
City of Westminster Charitable Trust	-	7,500	7,500	7,500
Drapers Charitable Fund	11,250	-	11,250	-
Edward Harvist Trust	-	500	500	4,000
Everyone Active	-	5,460	5,460	-
Garfield Weston	30,000	-	30,000	12,500
Global's Make Some Noise	-	17,500	17,500	11,000
Greater London Authority	-	54,440	54,440	23,975
HAF	-	52,661	52,661	29,500
HS2 Community Fund	-	27,500	27,500	-
Hyde Park Place Estate Charity	3,333	-	3,333	1,667
Jack Petchy Foundation	-	4,050	4,050	1,200
John Lyon's Charity	4,000	51,666	55,666	10,667
Kitchen Social (Mayor's Fund for London)	-	5,300	5,300	7,715
Kusuma Trust UK	-	14,583	14,583	7,845
London Youth	-	7,910	7,910	2,000
Luckies of London	4,470	-	4,470	4,470
Navarac Ltd	4,393	-	4,393	-
Octavia Foundation	-	10,000	10,000	5,000
Pineapple Youth Trust	4,167	-	4,167	7,500
Queen's Park Community Council	16,667	-	16,667	22,500
Sport England	-	5,250	5,250	-
Strand Parishes Trust	-	5,000	5,000	-
The Health Lottery	-	2,320	2,320	6,959
The Henry Smith Charity	33,750	-	33,750	-
The National Lottery	-	56,915	56,915	13,942
Two Magpies Fund	-	5,000	5,000	5,000
Westminster Almshouses	10,000	-	10,000	19,000
Westminster Amalgamated	-	6,667	6,667	3,333
Westminster City Council	117,499	34,515	152,014	43,768
Westminster Foundation	40,200	4,191	44,391	26,250
Westminster Ward Budget	-	9,480	9,480	9,939
Young Westminster Foundation	-	20,351	20,351	-
YWF Brighter Futures	-	8,333	8,333	1,667
Youth Music	-	2,997	2,997	-
Other grants	-	2,400	2,400	54,478
Other donations	111,963	8,250	120,213	129,396
	402,942	588,228	991,170	578,018

Note 3. Direct charitable expenditure

	Unrestricted funds	Restricted Youth Work Activity Funds	Total 2023	Total 2022
	£	£	£	£
Salaries and staff costs				
Salaries, NI and pensions	199,304	247,591	446,895	325,917
Training and supervision	7,096	-	7,096	2,772
Staff recruitment costs	5,730	-	5,730	20,216
	212,130	247,591	459,721	348,905
Youth work activities	403	225,679	226,082	206,762
Office and other costs				
Insurance	7,037	-	7,037	4,594
Light and heat and water rates	41,616	-	41,616	16,485
Telephone and internet	3,052	-	3,052	2,298
Repairs and renewals	5,635	-	5,635	18,781
Maintenance and cleaning	40,432	-	40,432	32,294
Printing, postage and stationery	1,289	-	1,289	1,631
Subscriptions	2,340	-	2,340	3,366
Sundry expenses	2,125	-	2,125	(8,532)
Computer support and consuma	6,034	-	6,034	1,561
Consultancy	9,459	15,725	25,184	-
Subsistence	5,226	-	5,226	5,475
Motor vehicle costs	933	-	933	88
Marketing and PR	7,372	-	7,372	12,193
	132,550	15,725	148,275	90,234
	345,083	488,995	834,078	645,901

Note 4. Management and administration expenditure

	Unrestricted funds	Restricted Youth Work Activity Funds	Restricted Fixed Asset Fund	Total 2023	Total 2022
	£	£	£	£	£
Salary Costs					
Salary	41,872	48,000	-	89,872	73,145
Other Costs					
Depreciation	-	-	61,596	61,596	54,457
Bank charges and interest	639	-	-	639	539
Independent examiners fee	-	-	-	-	10,185
Audit fee	14,715	-	-	14,715	-
	<u>57,226</u>	<u>48,000</u>	<u>61,596</u>	<u>166,822</u>	<u>138,326</u>

Note 5. Operating Surplus / (Deficit)

Operating deficit is shown after charging:

	Total 2023	Total 2022
	£	£
Depreciation on tangible fixed assets	61,596	54,457
Auditors' remuneration (fees including VAT):		
- for audit	9,600	-
- independent examination	-	10,185
- for other services	5,115	-

Note 6. Staff Costs

	Total 2023	Total 2022
	£	£
Wages and salaries	489,714	375,517
Social security costs	34,270	11,694
Staff pension	12,783	11,851
Other staff costs	-	-
	<u>536,767</u>	<u>399,062</u>

As a charity, no member of the Executive Committee received any remuneration during the year in their capacity as members of the Executive Committee.

None of the member of the Executive Committee have reclaimed travelling and other expenses.

The average weekly number of full time equivalent staff employed by the charity during the year was as follows:

	Total 2023	Total 2022
Administrative work	3	3
Direct charitable work	12	6
	<u>15</u>	<u>9</u>

The number of employees whose annual remuneration was £60,000 or more was:

	Total 2023	Total 2022
£60,000 - £69,999	1	0

The key management of the charity comprises the Chief Executive. The total employee benefits of the key management personnel for the year were £69,277 (2022: £59,472 for previous Chief Executive on reduced hours).

Note 7. Fixed Assets

	Leasehold property	Furniture & Equipment	Motor Vehicles	Total
	£	£	£	£
COST				
As at 1 April 2022	2,311,479	185,917	22,420	2,519,816
Additions	5,134	3,743	-	8,877
Disposals	-	-	-	-
As at 31 March 2023	<u>2,316,613</u>	<u>189,660</u>	<u>22,420</u>	<u>2,528,693</u>
DEPRECIATION				
As at 1 April 2022	682,074	178,187	3,363	863,624
Charge for the year	54,817	2,295	4,484	61,596
As at 31 March 2023	<u>736,891</u>	<u>180,482</u>	<u>7,847</u>	<u>925,220</u>
NET BOOK VALUES				
As at 31 March 2023	1,579,722	9,178	14,573	1,603,473
As at 31 March 2022	1,629,405	7,730	19,057	1,656,192

Construction costs of the building included in leasehold property above amounted to £1,762,923. The charity took possession of the completed property in May 2003

Note 8. Debtors

	Total 2023	Total 2022
	£	£
Trade debtors	13,469	350
Prepayments	10,807	1,418
Accrued income	10,620	-
	<u>34,896</u>	<u>1,768</u>

Note 9. Creditors

	Total 2023	Total 2022
	£	£
Trade creditors	7,166	48,497
SS & other taxes	10,615	8,393
Accruals and deferred income	302,925	299,205
Other creditors	2,081	2,277
	<u>322,787</u>	<u>358,372</u>

Note 10. Funds

Current year fund note:

	Opening Balance £	Incoming Resources £	Resources Expended £	Transfers £	Closing Balance £
Unrestricted Funds					
General reserves	77,861	548,308	(426,579)	91,241	290,831
Designated Funds	432,717	-	-	(232,717)	200,000
	510,578	548,308	(426,579)	(141,476)	490,831
Restricted Youth Work Activity Funds	165,706	588,228	(536,995)	(122,023)	94,916
<i>(Formerly known as 'Restricted Funds')</i>					
Restricted Fixed Asset Fund	1,384,415	17,155	(61,596)	263,499	1,603,473
<i>(Formerly known as 'Restricted Buildings Fund')</i>					
Total Funds	2,060,699	1,153,691	(1,025,170)	-	2,189,220

Prior year comparative fund note:

	Opening Balance £	Incoming Resources £	Resources Expended £	Transfers £	Closing Balance £
Unrestricted Funds					
General reserves	238,522	338,219	(498,880)	-	77,861
Designated Funds	432,717	-	-	-	432,717
	671,239	338,219	(498,880)	-	510,578
Restricted Youth Work Activity Funds	182,444	309,108	(325,846)	-	165,706
<i>(Formerly known as 'Restricted Funds')</i>					
Restricted Fixed Asset Fund	1,235,615	148,800	-	-	1,384,415
<i>(Formerly known as 'Restricted Buildings Fund')</i>					
Total Funds	2,089,298	796,127	(824,726)	-	2,060,699

Designated Funds

This represents the amount that the members of the Executive Committee felt it prudent to ring fence for building maintenance and improvements in the coming year.

Restricted Funds

Youth Work Activity Project Funds: This amount represents restricted project income remaining as at the year end - to be spent in 2023/4.

Fixed Assets Fund: This amount represents the value of fixed assets shown in note 7.

Note 11. Analysis of net assets between funds

	Unrestricted funds	Restricted Youth Work Activity Funds	Restricted Fixed Asset Fund	Total
	£	£	£	£
Fixed Assets	-	-	1,603,473	1,603,473
Current assets	813,618	94,916	-	908,534
Current liabilities	(322,787)	-	-	(322,787)
	490,831	94,916	1,603,473	2,189,220

Note 12. Related party transactions

There were no related party transactions in either the current or the prior year.

Note 13. Ultimate controlling party

The charitable company is considered to have no ultimate controlling party.

Note 14. Subsequent events

There have been no subsequent events.

THE AVENUES YOUTH PROJECT

3-7 Third Avenue, London W10 4RS
Tel: 020 8969 9552
info@avenues.org.uk
www.avenues.org.uk

 @avesyouth



Accounts

REPORT AND FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
31 MARCH 2022**



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Company information

PATRONS

Susan Aglionby OBE, Founder
Karen Buck MP
Gill Fitzhugh MBE

EXECUTIVE COMMITTEE

Jennie Marshall (Chair)
Corrina Ralph (Treasurer)
Virginia Ashton
Julia Court
Cllr Eartha Pond
Geoffrey White
Graeme Miller Russell
Keir Tutt
Cristina Fedi
Louisa Gregory
Chris Murray (appointed 14.9.2021)

CHIEF EXECUTIVE

Paddy Barnes

COMPANY SECRETARY

Geoffrey White

COMPANY NUMBER

04045031

CHARITY NUMBER

1090210

CHARITY OFFICES

3/7 Third Avenue, Queen's Park
London W10 4RS

INDEPENDENT EXAMINER

Azets Holdings Limited
Regis House, 45 King William Street,
London EC4R

BANKERS

Royal Bank of Scotland plc
High Street Kensington (A) Branch
Kensington High Street, London W8 6SH

Barclays Bank
35 Notting Hill Gate, London W11 3JR

Metro Bank
160-166 Kensington High Street
Kensington, London W8 7RG

Report of the Executive Committee

The Members of the Executive Committee present their report with the financial statements for the year ended 31 March 2022. The Financial Statements comply with current statutory requirements, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the provision of section 1A 'Small Entities' of Financial Reporting Standard 102.

Objectives and Aims

The charity's objects are to:

- provide facilities for recreation and other leisure time occupations for the inhabitants (in particular young people) of the London Borough of Westminster and surrounding areas, in the interests of social welfare and with the object of improving their conditions of life;
- advance the education of such inhabitants; and
- provide the relief of need, hardship or distress of those living in the area of benefit.

We review our aims, objectives, and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months. It looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remain focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Safeguarding

The charity puts children and young people at the heart of all that we do, so our commitment to keeping

our service users safe is paramount. The Avenues acknowledges its duty to act appropriately to any allegations, reports, or suspicions of abuse in a professional and speedy manner.

Our Safeguarding and Child Protection policy is reviewed and renewed annually to make sure The Avenues promotes best practice and works in a way that prevents harm of any sort, including bullying, abuse, and coercion, and that staff, volunteers and partners recognize when this may be happening and what to do about it.

Staff, unsupervised volunteers, and youth work contractors are required to obtain an enhanced DBS certificate and attend an induction which includes Equality, Diversity and Inclusion training as well as Safeguarding and Child Protection training. This training must be completed before coming into contact with the young people who use our service.

A repeat DBS check is obtained for all staff, qualifying volunteers and Trustees every three years. Refresher Safeguarding and Child Protection training is provided to both Staff and Trustees including the designated Safeguarding Lead at least every two years.

Our Vision

We believe that every child and young person should have the opportunity to realise their potential, whatever their life circumstances.

Our Mission

Our mission is to deliver high quality recreation activities and skills training to young people in West London, to help them fulfil their potential and boost their long-term outcomes.

Our Values

1. Safety and care
2. Friendship and fun
3. Inspiration
4. Professionalism
5. Commitment to community

Report from the Chair

Jennie Marshall

The 2021-22 financial year was a year of re-adjustment, back towards normality after the shock and disruption of Covid, though, with restrictions still varying until February 2022 our staff had to continually adapt to provide the programmes and support that our young people want and need. More young people than ever before took advantage of those programmes and for the first time in our history we were open for Seniors on Saturday evenings. The purchase of a 17-seater minibus has helped to make sure young people and their families feel secure as they come and go in the later evening, as well as providing opportunities for visits and experiences further afield. We are particularly grateful to the wonderful Carol Archibald, who stepped up from Programme Manager to the newly created Programme Director role, to make sure all these new opportunities were delivered effectively as the staff team increased in size.

In April we were thrilled to learn that The Avenues had been awarded the London Youth Gold Quality Mark, held by only a very few youth organisations in the capital, in recognition of all that our staff have achieved through even the most difficult times.

Mental health issues that came to the fore during the pandemic, persisted as an area of major concern for us and we engaged with Westminster City Council and Westminster Mind to provide staff training to help staff handle mental health and identity issues. This was followed by secondment of one of Mind's staff members to us for one day a week which has proved extremely beneficial.

April also saw the inauguration of our Advisory Panel by our Chief Executive and our newly appointed Impact Evaluation Manager, creating a regular, information-sharing forum with other youth service providers and experts to support our youth workers in their professional development, and to ensure the best analysis of interventions achieved by their work.

Thanks to the amazing generosity of our donors, we were able to continue our refurbishment works to the building, upgrading our kitchen to become a training facility of the highest standards, to match the quality of our state-of-the-art music and podcast production studios. The building has been extremely well used

since construction in 2003, and the facilities need repairing and refreshing from time to time. These professional cooking facilities mean we can continue to attract young people to learn new skills as well as providing nutritious meals for our members, about 15,000 in this year alone.

We knew this was going to be a year of change for The Avenues. For the past five years, it has been led by our dedicated Chief Executive, Fabian Sharp. He steered the charity through some of its most challenging times to the very positive position the Gold Quality Mark has recognised, and he felt this was a good moment for us to move towards the next generation of leadership and to explore new challenges himself. We were, and remain, immensely grateful for his outstanding contribution to the survival and success of The Avenues.

Fortunately, Fabian gave us enough time to find the most suitable successor; his were big boots to fill and it was not easy. We were all grateful and relieved when, after two attempts at advertising had failed to find someone suitable, our outstanding fundraiser, Paddy Barnes, stepped forward to offer to take on the role. With a law degree and background in business and marketing, as a former volunteer and trustee, as well as spending more than three years raising funds for us, he knows The Avenues really well and what it needs to succeed. Of course, this meant the fundraising role was vacant but we were very fortunate to find Tom Wegg-Prosser, who lives locally, to take up the reins. The trustees feel sure that we have the ideal team to take The Avenues into the future, and we look forward with confidence to the next year as they consolidate and build on all that has been achieved so far.

Our funders are now too numerous to thank individually but are all listed in this report. However, I would like to extend a warm welcome to our new funders CHK Foundation, Global's Make Some Noise, Kusuma Trust, and HS2, for supporting our mission. Special thanks to those who made our dream of a new training kitchen a reality: Bernard Sunley, Strand Parishes Trust, Westminster Amalgamated and Savoy Educational Trust. And the same special thanks to those who funded our wonderful new recording studios: Dirty Hit Records, Joe Strummer Foundation, Carlile Foundation, Rough Trade, Bernard Sunley, Percy Bilton and Google/YouTube.

Jennie Marshall

Activities & Achievements

Chief Executive - Paddy Barnes

Since 1979, The Avenues has been a safe place for children from 8 to 18 to socialise, learn and develop skills, and above all to feel comfortable in their own skin and be proud of their achievements. Face-to-face contact between children and our youth workers is at the heart of our work and, having reinvented our youth work delivery methods under significant pressure during the Covid restrictions of 2020, it was a great relief to revert to regular, in-person sessions in 2021.

But the impact of those long months of lockdown took their toll on both young people and staff, contributing to an unprecedented wave of mental health issues which affected all walks of life but hit especially hard in the poorest households.

On the whole kids choose to come to The Avenues because it is a nurturing space where they are supported, can have fun and get creative. But increasingly we spend a lot of time behind the scenes helping kids handle things like anxiety, loneliness and fears about their safety or their future.

In 2021, we began working with Westminster Mind, providers of community-based mental health support, we employed our first full-time mental health specialist youth worker to join our team, and we provided our staff with mental health first aid training. Whilst we are in no way equipped to replace NHS-funded mental health services, we are able to provide a safe space for young people to open up about their emotions and concerns and to become a therapeutic space where we engage young people and support their wellbeing, through both group discussion and one-to-one mentoring.

As a caring employer, we also seek to support our staff's health and wellbeing and this year we secured funding to help staff members deal with anxiety, trauma and stress when it arises, something we will seek to continue for as long as needed.

Intended outcomes

The service The Avenues Youth Project provides to children and young people of this diverse and economically disadvantaged neighbourhood seeks to make a significant and positive difference in our community. Our Theory of Change lays out the following six intended outcomes:

- 1:** Young people have improved social and emotional skills.
- 2:** Young people have improved physical and mental wellbeing
- 3:** Young people have increased access to opportunity and learning skills.
- 4:** Young people understand & develop positive relationships with others.
- 5:** Young people are better equipped and confident to make positive lifestyle choices.
- 6:** Young people feel safe and respected.



Our beneficiaries

Despite the apparent wealth elsewhere in Westminster, our neighbourhood in Queen's Park ward Westminster is one of the UK's 10-20% most deprived wards. It is also home to the highest number of teenagers of any ward in Westminster (25% of the local population is under 18).

Our catchment is centred round the Mozart Estate, which has a history of violent postcode rivalry locally. Organised crime and the prevalence of weapons have created a pervasive fear of violence. The Avenues' offer to teenagers, of positive opportunities in a safe environment, helps reduce both the fear of crime and exposure to the risks of being on the street. From their experiences of poverty, unemployment and crime, many young people we work with have low ambition for life, low self-esteem and anxiety.

Based in a neighbourhood of high social and economic deprivation and a lack of open space, young people in this community need to have a free-to-access safe space; where they can play and socialise without fear, learn and develop skills, and receive advice and encouragement. Locally, there is virtually no youth service provision except The Avenues – hence our popularity.



A total of **683 young people made 25,681 visits** over the course of the year, the highest we have ever recorded, and a figure that was continuing to grow as the year ended.

The Zone and Secondary Zone

The Zone is our after-school club which takes place during term-time, until 6.00pm Monday to Friday, 39 weeks a year. The project provides life-enhancing activities including communal tea-time with healthy snacks and facilitated discussion, free-play sessions, team sports (football, dodgeball), reading and chess. Cooking sessions demonstrate how to make quick, healthy snacks (and occasional treats!) in our professional kitchen. Music sessions include podcasting and live broadcasting from the Avenues Radio studio with industry professionals. Creative sessions teach arts and crafts, with painting, clay modeling, sewing, soap and candle making, and t-shirt printing. We offer weekly homework support in our classroom with volunteers helping those who need it.

At the same time each weekday, the older group (11-13 yrs) have their own space, Secondary Zone, which started as a pilot pre-pandemic and has since soared in popularity. The transition into secondary school is a stressful life-stage, so we provide support, guidance and age-appropriate activities in a safe space. As well as activities such as music, cookery and sport, young people receive homework help, guidance on managing time and mental health support. To keep things fresh and varied, we also organise occasional trips around London.

The Zone requires a referral from school or social services to ensure it targets only those most in need. Given the busier schedules and homework demands of our older age group, Secondary Zone is open-access, meaning the young people choose to attend when they want.

"The best thing about The Avenues is the people because everyone helps each other. Both the staff and the young people, whoever you are they will help you" RS, 12



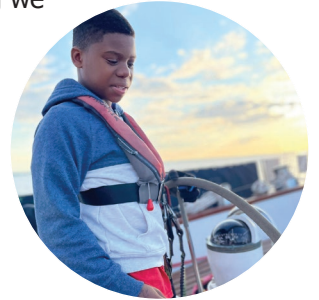
Holiday programmes

After months of ever-changing restrictions and social isolation, we wanted to ensure our young people had a full, active and engaging summer. Over the five weeks we delivered a range of opportunities for young people on-site, off-site at local sports grounds and further afield at residential and adventure camps. We put capacity limits on all activities and ensured sessions were structured so to comply with Covid-19 regulations and ensure there was capacity to socially distance. Within the building we offered a range of activities within cooking, art and design, studio sessions, games room, summer learning loss sessions with qualified teachers, multi-sports, dance and street play.

Thanks to the generosity of Olwyn Foundation, in July we were able to acquire our own 17-seater minibus, which was immediately put to use taking our young people on trips and excursions around London and beyond.

Trips included swimming, go-karting, Go-Ape, Thorpe Park, London Zoo, The Selfie Factory, London Dungeons, and a day at Stubbers Adventure Camp with neighbouring youth clubs.

For our biggest, most challenging and rewarding outing this year, a group of eight young people and our youth workers set sail for a week up the eastern coast of the U.K with Cirdan Trust. This experience was far out of comfort zones for many but the adventures they experienced included night sailing, dolphin and seal spotting, watching sunrises and sunsets, and afternoons on secluded Scottish beaches. The biggest challenge for many was the strict routine and being detached from technology but as the week progressed the young people started working as a team and appreciated the experiences around them.



"My favourite thing about The Avenues is the workers and the trips. The Avenues is really good for my mental health because there's mentors here who I can talk to about anything. I feel respected here because the staff treat everyone equally" MT, 16

Youth Work Level 1 training

Our in-house training programme for young people has gone from strength to strength, providing local young people with their first experience of volunteering, an accredited qualification in youth work and a spell of meaningful paid employment at The Avenues. Not only does this illuminate a positive pathway in their lives, but it provides the young people with a sense of pride and purpose in the role they now play in their community.

The benefits do not end there, as some are well on their way to becoming our next generation of youth workers, at a time when recruiting staff at any level has become a challenge for employers in London.

The 3-year training programme, funded by the Mayor of London, will see a total of 32 young people qualify to become Junior Support Workers. This fantastic success has encouraged new funders to help us continue the programme, and for us to introduce Level 2 and Level 3 training in the 2022-23 year.

Mic Drop music programme

2021 saw the opening of our remodelled music studios, designed and installed by Miloco Studios and equipped out to professional standards. Music has always been popular at The Avenues, and these new facilities are providing skills and inspiration to another generation of young people considering a music career. We are so grateful to the funders that Jennie has credited in the Chair's report.

The success of Mic Drop, our weekly, advanced music course for 14-18 year olds continues, as word spreads locally. Each six months, a group of six young people showing a talent and passion for music, receive guidance, coaching, and the confidence to write, record and perform original music. They



receive a grounding in all aspects of music creation and production, including lyric writing, composition, arrangement, and sound engineering.

Included are trips to gigs, and visits to Church Studios thanks to a burgeoning relationship with the legendary music producer and songwriter Paul Epworth, who was himself introduced to music as a teenager at his local youth club.

The young people also performed live, both in front of a large audience at The Avenues annual party at Paradise in Kensal Green in November and to their peers at Grand Junction in February. With some serious talent emerging from Mic Drop, the course will now evolve to cover non-performance skills such as production, and management.

Seniors programmes

In addition to our regular Friday evenings, we opened on Saturday evenings open for the first time in our history. These open-access sessions are designed to be sociable, fun and stimulating, allowing participants to spend time with local peers in a safe and productive setting. Our team of trained youth workers act as positive role models, discreetly providing guidance and support to the needs of the individual; be it around confidence, employability, housing, safety fears, sexual health or helping a young person with a difficult personal or family situation that they are experiencing.

Activities include; cooking sessions in our professional kitchens; a pop-up café; music production sessions in our recording studio; radio sessions in our broadcasting suite with industry professionals; football skills; dance; games (pool, table tennis, FIFA); and group discussions. As well as providing some structure and purpose to their lives, these activities give our young people an opportunity to explore new interests and develop their talents.

Street safety remains an increasing concern to the young people and their parents. We therefore provide a staffed, door-to-door minibuss service in our new vehicle, for those living within a mile, ensuring safe passage and peace of mind.

"I love it here because everyone is just supportive of each other. Everyone has got your back" AR, 14

Girls' Hub

Every Tuesday evening is our long-running girls-only project for 11-18 year olds, in an environment that allows open discussion about the issues affecting young women at these key life stages. This weekly service provides a safe space for girls to socialise, become motivated, enjoy physical exercise, receive mental health support, learn new skills, and develop into responsible young adults has multiple benefits for the girls, their families and the wider community.

Activities include cooking, dance, art and group discussions with our female youth workers where the subjects are chosen by the girls themselves. For example they came up with a fundraising campaign to raise money for Centrepoin to buy care packages for homeless girls, displaying great responsibility and thoughtfulness for others. Another highlight was in December when the girls had a sleepover night at The Avenues, with an evening of pampering, movies and popcorn.

We are able to track girls' progress on pro-social behaviours, with the girls scoring highly in kindness, consideration, sharing and volunteering to help others.

To assuage fears of street dangers, we run a staffed, door-to-door minibuss service to get the girls safely home.



Creative Entrepreneurs

Alongside our successfully established Mic Drop and Level 1 training courses, we developed a new employment pathway programme, Creative Entrepreneurs, aiming to spark interest in potential career pathways.

Across 12-weeks of evening courses, each group of 15-18 year olds acquired an introduction to skills in catering, design, beauty, hairdressing and DJing, alongside the basics of business and self-employment. For each subject we bring in experts and tutors, all of whom are business owners, and who are used to working with this age-group. Our new kitchen is purpose-built for teaching small groups, each student with their own prep area and induction hob.

We bring in guest speakers and chefs, and aim to raise ambitions and to find work experience opportunities for our young people in salons, design studios and restaurants.



"I feel respected by all the staff here and that's really important to me" TG, 17

CASE STUDY 1

Karen (not her real name) has been attending since primary school and finds Avenues has always been a respite from home life and a place she can be herself. She has a close relationship with our youth workers and receives weekly mentoring which gives her some 1:1 time.

She is one of our most frequent attendees in our Secondary Zone and Girls' Hub, however, her engagement in group sessions was never consistent, she would be regularly distracted, do the bare minimum, be on her phone and chat to others throughout. Youth workers always encouraged her to get involved and apply herself, but this rarely happened, despite all her potential and skills.

In January 2022, in Girls' Hub we began London Youth's 'Good For Girls' programme which involves our Inters age group of girls engaging in weekly discussion talking circles and wellbeing workshops focused on sports and the arts. It also includes a social action project for five girls, with the opportunity for two of them to attend a residential to be trained as wellbeing ambassadors. Karen was a part of the group of five due to her regular attendance and friends participating.

Throughout the planning of the social action project Karen placed herself in a leadership role within the group, leading brainstorming sessions, contacting others to attend planning sessions, making a poster to pitch their ideas, and thinking of new way to expand

the project. In addition to the social action project of making pamper packs for women in the community to improve their wellbeing, Karen also led on the idea to host a bake sale at The Avenues to raise money for a women's charity and took the lead on organisation, baking and selling at the event.

Having the opportunity to be a part of this project in a small group within Girls' Hub gave Karen a space to naturally find her voice and role within the group at her own pace. She is still consistently leading the group, following up on tasks, and delegating to others, which increased her confidence and pride in her work.

Her reward for this progress was a place on a weekend's residential, giving her an opportunity for a needed break away from home issues. It is an all-female trip and having the Girls' Hub youth worker who has built a relationship with the family in attendance has also meant her family granted permission for her to attend, something she may not have been if it was a usual residential trip, due to age, gender and faith-based concerns of staying away from the family home.

Her self-esteem has improved, formed an identity for herself and helped open up new experiences and opportunities. Seeing young women form into the best versions of who they are as an individual and how this links with their groups and communities is at the heart of what Girls' Hub is about.



Strategic Plan

The charity has come a long way since its last 3-year business plan was written in 2018. A number of its objectives have been achieved, with a new funding model, a stable, professional team of staff and an established programme of key services all successfully in place. Supported by a raft of blue-chip local and national funders, and playing an integral role in a healthy, functioning partnership of Westminster youth service providers, the charity no longer starts from a position of existential crisis, but from one of relative strength and confidence.

However, looking ahead, the trustees and I believe that pursuing further growth would be risky, especially as the economic outlook for the next few years is very weak and labour supply is in shortage. So, a new 3-year strategic plan has been written that is essentially one of consolidation and refinement and, although we certainly seek to continuously improve engagement, outcomes and the quality of our facilities, we aim to do so by delivering largely the 2021-22 programme of activities.

Whilst largely sticking to our tried and tested programme for 8-18 year olds, for the next 3 years we will be focussing on 4 themes across our projects:

- Creative arts; practise and experience, in partnership with some of London's leading arts institutions.
- Employability skills; building on our successful music, cookery and youth work training projects for older members.
- Health & wellbeing; in partnership with MIND, delivering mental health support workshops, mentoring and staff training.
- Heritage; recognising and celebrating our members' rich diversity of backgrounds and cultures to strengthen their sense of belonging and ownership.

Youth Work Advisory Panel

As members of the Young Westminster Foundation, and as one of four Youth Hubs in Westminster, we participate in a regular, information-sharing forum with other youth service providers.

In 2021, we engaged the services of Rocket Science, a leading consultancy in evaluation of projects targeting young people, to become our learning partner in our Seniors programme. Working closely with our Senior Youth Work team, our Impact and Evaluation Manager set up a Youth Work Advisory Panel, involving the Centre for Youth Impact's Chief Operating Officer, to help us achieve best practise in measuring the impact of this and other programmes.

By engaging Rocket Science and with input from Centre for Youth Impact, we not only expect better data, but for our learning to be given extra validity. We have also harnessed the pro-bono services of two of the UK's leading communication consultancies, Adam & Eve DDB and Milltown Partners, to help us understand and focus our messaging.





CASE STUDY 2

Jamal (not his real name) is a 19-year-old young man who initially attended The Avenues as a young person, attending our Friday Seniors weekly activities and spent many years growing up here. As Jamal got older, he began showing interest in a career in youth work and began volunteering at The Avenues around his other commitments. Earlier in the year, Jamal opted to undertake a year-long course to gain his Level 1 Youth Work qualification.

During the Summer Programme, Jamal undertook his first paid position as a Junior Support Worker at The Avenues. This acted as part of his placement for his Level 1 Youth Work course. Jamal focused on sports and football camp throughout summer, and it was a great success for him. As a keen sportsman himself, the focus sport has given Jamal has really helped his focus and provided him with confidence to take initiative, assist in coaching sessions and helping the young members improve their skills.

Jamal was a significantly reliable member of the team throughout the summer. Jamal's mentor noticed a clear and tangible transition from young person to colleague and is now acting as a great

role model for his younger peers. During the initial weeks, Jamal struggled with critique. Any advice he was given was taken personally and could result in confrontation with his mentor or staff. His mentor worked on this throughout the summer and has seen a marked improvement.

Jamal's mentor said, "I believe Jamal to be on course to achieving a distinguished youth work career should this be the field he wants to pursue. It's been a pleasure to witness the journey Jamal has been on, from young member to employee. In his short time as a colleague, he's formed excellent relationships with his peers and young people alike, with some of the young people at our football camp labelling him the best new youth worker!!"

We're pleased to report that Jamal has now graduated from a Junior Support Worker to a Youth Worker, and he is currently undertaking his Level 2 in Youth Work qualification. He has begun to design and lead his own projects and is an inspirational role model to young people and his peers alike.



Financial Review

The charity maintained a strong financial performance in the year ended 31 March 2022. Whist in year income decreased 6.35% year on year to £796,041 (2021: £850,136); £291,525 of funds were generated for programs which commenced in year and will continue over the next twelve months and have been ringfenced as such in the accounts.

Expenditure before depreciation increased by 33% to £770,269 as the charity delivered additional programs in line with funds raised (2021: £580,692). Depreciation, the non-cash method of allocating costs of tangible assets (mainly the charity's building) over their useful life spans, was £54,457 in 2022 (2021: £36,545).

These factors resulted in a net surplus before depreciation in 2022 of 25,858 (2021: £269,444 surplus) and a net deficit after depreciation of £28,599 (2021: £232,899).

The reserves policy is set out below and is monitored via the monthly Financial Dashboard which is reviewed by the Treasurer and by the Executive Committee.

Reserves Policy Statement

The Avenues Reserves Policy is to maintain a target reserve of unrestricted funds equal to six months of budgeted operating costs and with the actual reserves of unrestricted funds being not less than three months of budgeted operating costs.

The principal purpose of The Avenues Reserve Policy is to mitigate the following risks:

The base case risk is that The Avenues will not have sufficient funds to enable normal operating activities to be provided on a continuous basis due to temporary shortfalls in typical income streams or other events which trigger an unexpected funding demand; the reserves should at no time be in a sum lower than that needed to enable The Avenues to continue normal operating activities on an uninterrupted basis despite the occurrence of the relevant temporary contingency.

The fundamental case risk is that The Avenues will

suffer a material and most likely permanent drop in revenue which, if not addressed, would most likely lead to a permanent cessation of activities; ideally the reserves should at no time be in a sum lower than that needed to fund any restructuring of the business or other significant change in circumstances, such as moving premises, which The Avenues Executive Committee believes could enable the activities and support to continue being provided to the beneficiaries.

Building Fund

Whilst Westminster Council owns our land, The Avenues owns the lease and pays the council a peppercorn rent in agreement for providing services and support to young people and the local community. However, the nature of this lease is that The Avenues is wholly responsible for the repair, maintenance, and improvement of the property under the lease which has 80 years remaining. Indeed, since we replaced our first youth centre with the current two-storey, purpose-built facility in 2003, several million pounds have been spent to maintain and refresh the facilities and keep it a safe, temperate, and attractive place for young people to spend their free time.

With no contribution towards these costs from Westminster Council, we have taken the prudent step of holding a fund for repairs and renovations, and this fund is actively deployed on a programme of regular works.

Monitoring and Reviewing Reserves Policy

The actual operating costs of The Avenues are closely monitored by each of the Trustees and the Treasurer of The Avenues and, together with details of the actual unrestricted reserves amount, are the subject of monthly reports to the Executive Committee of The Avenues. At each of its quarterly meetings, the Executive Committee considers whether, in light of events which have occurred or are expected to occur, any change or changes should be made to the respective amounts of the targeted and minimum unallocated reserves.

Structure, Governance and Management

Constitution

The charity is a company limited by guarantee constituted pursuant to, and governed by, a Memorandum and Articles of Association dated 1 November 2001.

Members' Liability

The charity has no share capital. Rather, its members have "guaranteed" (i.e., agreed) that in the event of winding-up of the charity they will each contribute £1 towards funding any shortfall in the assets of the charity as compared with its liabilities. The members have no right, in the event of a winding-up of the charity, to receive any distribution of any surplus of the value of the charity's assets over its liabilities; pursuant to the Memorandum and Articles of Association any such surplus is required to be given to another charity having similar objects to those of the charity.

Executive Committee

The business of the charity is managed by its Executive Committee which currently comprises a Chair and ten other volunteers. All members of the Executive Committee are also directors and, as the only members of the charity, they constitute the trustees of the charity.

New members of the Executive Committee are recruited with regard to the balance on the Executive Committee from time to time of persons with relevant skills, experience, knowledge and qualifications.

Any person appointed by the Executive Committee holds office until the next succeeding annual general meeting of the members at which time they become eligible for re-election.

At each Annual General Meeting of the charity one-third of the existing members of the Executive Committee are required to retire but then become eligible for re-election.

The Executive Committee meets a minimum of four times a year and in addition has an annual 'Away Day' for the purpose of in-depth review and study of particular subjects relevant to the charity's affairs.

There are three sub-committees of the Executive Committee; Personnel, Finance, and Buildings, and each such sub-committee meets on an ad-hoc basis,

co-opting qualified volunteers (for example, from accountancy and architecture), where appropriate.

A BLM forum brings members of the Executive Committee and staff together to agree and oversee best practice on equality, diversity and cultural competence. This group is working closely with the Personnel sub-committee. A Youth Work Advisory Panel brings together staff, trustees and co-opted experts in youth work from other organisations, including Centre for Youth Impact.

No member of the Executive Committee is remunerated by the charity for any of their time spent in connection with the affairs of the charity.

Chief Executive

The Executive Committee has delegated day-to-day management of the charity to the Chief Executive. The Chief Executive attends all meetings of the Executive Committee and is an ex-officio member of each of the Executive Committee's sub-committees.

The performance of the Chief Executive is the subject of annual reviews carried out by the chair of the Executive Committee.

Trustees

The trustees who are also directors of the company for the purpose of company law are all members of the Executive Committee. Changes to Trustees are shown on page 2.

Independent Examiner

The trustees consider that for the year ended 31 March 2022 the company was entitled to exemption from a statutory audit under section 477 of the Companies Act 2006. Under the provisions of the Act, the directors have appointed Azets Holding Limited, as Independent Examiner.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act



ON BEHALF OF THE TRUSTEES:

Jennie Marshall - CHAIR, 7 December 2022

Report of the Independent Examiner

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2022 which are set out on pages 15 to 23.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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



John Howard FCA

For and on behalf of Azets Audit Services Limited
2nd Floor, Regis House, 45 King William Street, London EC4R 9AN
13 December 2022

Statement of financial activities

Income and expenditure for year ended 31 March 2022

	Note	Unrestricted funds	Restricted funds	Restricted Building funds	Total 2022	Total 2021
		£	£	£	£	£
Incoming Resources						
Grants and donations	2	268,910	309,108	-	578,018	714,547
Investment income		148	-	-	148	613
Rental income		59,632	-	-	59,632	52,210
Fundraising		8,976	-	148,800	157,776	82,766
Other government grants		553	-	-	553	-
Total incoming resources		338,219	309,108	148,800	796,127	850,136
Resources Expended						
<i>Cost of generating funds:</i>						
Fundraising expenses		40,499	-	-	40,499	39,028
<i>Charitable expenditure:</i>						
Direct charitable expenditure	3	320,055	325,846	-	645,901	521,410
Management and administration	4	138,326	-	-	138,326	56,799
Total resources expended		498,880	325,846	-	824,726	617,237
Net surplus for the year		(160,661)	(16,738)	148,800	(28,599)	232,899
Fund balances brought forward		671,239	182,444	1,235,615	2,089,298	
Transfer between funds					-	
Fund balances carried forward		510,578	165,706	1,384,415	2,060,699	

The notes on pages 18-23 form an integral part of these financial statements.

Balance sheet at 31 March 2022

	Note	Total 2022 £	Total 2021 £
Fixed Assets			
Tangible assets	7	1,656,192	1,379,747
Current Assets			
Cash at bank & in hand		761,111	770,348
Debtors	8	1,768	8,031
		<u>762,879</u>	<u>778,379</u>
Creditors			
Amounts falling due within one year	9	(358,372)	(68,828)
Net Assets		<u>2,060,699</u>	<u>2,089,298</u>
Funds			
General reserves	10	77,861	238,522
Designated funds	10	432,717	432,717
Restricted funds	10	165,706	182,444
Restricted building fund	10	1,384,415	1,235,615
		<u>2,060,699</u>	<u>2,089,298</u>

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

For the financial year ended 31 March 2022 the company was entitled to exemption from audit under section 477 [small company exemption] Companies Act 2006; and no notice has been deposited under section 476 [member or members requesting an audit].

The trustees acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with s. 386 and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its surplus or deficit for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

The financial statements were approved by the Trustees on 7 December 2022



J Marshall (Chair)



Corrina Ralph (Treasurer)

The notes on pages 18-23 form an integral part of these financial statements.

Statement of Cashflow

Reconciliation of net cash (used in) Operating Activities

	2022	2021
	£	£
Net income/(loss) for the reporting period	(28,599)	232,899
Adjustments for:		
Bank interest	(148)	(613)
Depreciation	54,457	36,545
(Increase)/ decrease in debtors	6,263	(8,031)
Increase/ (decrease) in creditors	289,544	45,010
	<u>321,517</u>	<u>305,810</u>
Net cash used in operating activities	321,517	305,810
Cash flows from investing activities		
Fixed assets purchases	<u>(330,902)</u>	<u>(136,838.)</u>
Cash flows from financing activities		
Bank interest received	<u>148</u>	<u>613</u>
Net (decrease)/increase in cash and cash equivalents	(9,237)	169,585
Cash and cash equivalents at beginning of year	770,348	600,763
Cash and cash equivalents at end of year	761,111	770,348

Notes to the financial statements

1. ACCOUNTING POLICIES

Basis of preparation of accounts

The financial statements are prepared under the historical cost convention and include the results of the charity's operations which are described in the Report of the Executive Committee and all of which are continuing.

The financial statements have been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the provision of section 1A 'Small Entities' of Financial Reporting Standard 102.

The charity has taken advantage of the exemption in Financial Reporting Standard No.1 from the requirement to produce a cash flow statement.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Furniture and equipment - 15% net book value.

Value Added Tax

Value Added Tax is not recoverable by the charity and as such is included in the relevant costs in the Statement of Financial Activities.

Expenditure of management and administration of the charity

Administration expenditure includes all expenditure not directly related to the charitable activity. This includes costs of staff salaries for administrative staff and audit fees.

Unrestricted Funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Designated Funds

Designated funds are unrestricted funds earmarked by the management for particular purposes.

Restricted Funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

Notes to the financial statements

2. GRANTS AND DONATIONS

	Unrestricted funds	Restricted funds	Restricted Building funds	Total 2022	Total 2021
	£	£	£	£	£
Angus Lawson Memorial Trust	-	9,762	-	9,762	-
BBC Children in Need	-	28,164	-	28,164	46,638
BMO Global Asset Management	-	10,000	-	10,000	-
CHK Foundation	-	58,333	-	58,333	-
City of Westminster Charitable Trust	-	7,500	-	7,500	-
Edward Harvist Trust	-	4,000	-	4,000	-
Garfield Weston	12,500	-	-	12,500	30,000
Global's Make Some Noise	-	11,000	-	11,000	-
Greater London Authority	-	23,975	-	23,975	62,150
Groundwork	-	11,191	-	11,191	13,486
HPPEC	1,667	-	-	1,667	-
Hyde Park Place Estates	-	-	-	-	5,000
Jack Petchy Foundation	-	1,200	-	1,200	1,500
Joan Ainslie Charitable Trust	10,000	-	-	10,000	-
John Lyon's Charity	6,667	4,000	-	10,667	45,000
Kitchen Social (Mayor's Fund for London)	-	7,715	-	7,715	-
London Youth	-	2,000	-	2,000	-
London Funders: COVID Response	-	-	-	-	62,664
Luckies of London	4,470	-	-	4,470	-
Octavia Foundation	-	5,000	-	5,000	-
Paddington Charity	-	7,500	-	7,500	-
Pineapple Trust	7,500	-	-	7,500	7,500
Queens Park Community Council	20,000	2,500	-	22,500	25,000
Strand Parishes Trust	-	-	-	-	5,000
Team London & Thrive (GLA)	-	2,185	-	2,185	-
The Carlile Foundation	3,750	15,000	-	18,750	-
The Health Lottery	-	6,959	-	6,959	-
The Hobson Charity	-	3,840	-	3,840	-
The Kusuma Trust	-	7,845	-	7,845	-
The National Lottery Community Fund	3,942	10,000	-	13,942	23,185
Westminster Brighter Futures Fund	-	1,667	-	1,667	-
Two Magpies	-	5,000	-	5,000	10,000
Westminster Almshouses	-	19,000	-	19,000	6,985
Westminster Amalgamated	-	3,333	-	3,333	9,220
Westminster City Council	42,768	1,000	-	43,768	97,730
Westminster Foundation	26,250	-	-	26,250	75,000
Westminster Ward Budget	-	9,939	-	9,939	9,625
Young Westminster Foundation	-	29,500	-	29,500	16,402
Youth Music	-	-	-	-	26,978
Other donations	129,396	-	-	129,396	135,484
	268,910	309,108	-	578,018	714,547

Notes to the financial statements

3. DIRECT CHARITABLE EXPENDITURE

	Unrestricted funds	Restricted funds	Restricted Building funds	Total 2022	Total 2021
	£	£	£	£	£
Salaries and staff costs					
Salaries, NI and pensions	206,833	119,084	-	325,917	219,353
Training and supervision	2,772	-	-	2,772	7,303
Staff recruitment costs	20,216	-	-	20,216	1,518
	229,821	119,084	-	348,905	228,174
Youth work activities	-	206,762	-	206,762	211,845
Office and other costs					
Insurance	4,594	-	-	4,594	3,910
Light and heat and water rates	16,485	-	-	16,485	12,128
Telephone and internet	2,298	-	-	2,298	2,641
Repairs and renewals	18,781	-	-	18,781	13,703
Maintenance and cleaning	32,294	-	-	32,294	17,776
Printing, postage and stationery	1,631	-	-	1,631	1,246
Subscriptions	3,366	-	-	3,366	1,230
Website	-	-	-	-	5,986
Sundry expenses	(8,532)	-	-	(8,532)	676
Computer support and consumables	1,561	-	-	1,561	5,632
Consultancy	-	-	-	-	-
Subsistence	5,475	-	-	5,475	-
Motor vehicle costs	88	-	-	88	-
Marketing and PR	12,193	-	-	12,193	16,463
	90,234	-	-	90,234	81,391
	320,055	325,846	-	645,901	521,410

4. MANAGEMENT AND ADMINISTRATION EXPENDITURE

	Unrestricted funds	Restricted funds	Restricted Building funds	Total 2022	Total 2021
	£	£	£	£	£
Salary Costs					
Salary	73,145	-	-	73,145	15,000
Other Costs					
Depreciation	54,457	-	-	54,457	36,545
Bank charges and interest	539	-	-	539	514
Independent examiners fee	10,185	-	-	10,185	4,740
	138,326	-	-	138,326	56,799

Notes to the financial statements

5. OPERATING SURPLUS/(DEFICIT)

Operating deficit is shown after charging:

	Total 2022	Total 2021
	£	£
Staff costs		
Depreciation on tangible fixed assets	54,457	36,545

6. STAFF COSTS

	Total 2022	Total 2021
	£	£
Wages and salaries	375,517	206,509
Social security costs	11,694	18,732
Staff pension	11,851	17,933
	<u>399,062</u>	<u>243,174</u>

As a charity, no trustee received any remuneration during the year in their capacity as a trustee.

None of the trustees have reclaimed travelling and other expenses.

The average weekly number of full time equivalent staff employed by the charity during the year was as follows:

	Total 2022	Total 2021
Administrative work	3	3
Direct charitable work	6	4
	<u>9</u>	<u>7</u>

Notes to the financial statements

7. FIXED ASSETS

	Leasehold property	Furniture & Equipment	Motor Vehicles	Total
	£	£	£	£
COST				
As at 1 April 2021	2,004,797	184,117	-	2,188,914
Additions	306,682	1,800	22,420	330,902
Disposals				
As at 31 March 2022	<u>2,311,479</u>	<u>185,917</u>	<u>22,420</u>	<u>2,519,816</u>
DEPRECIATION				
As at 1 April 2021	632,344	176,823	-	809,167
Charge for the year	49,730	1,364	3,363	54,457
As at 31 March 2022	<u>682,074</u>	<u>178,187</u>	<u>3,363</u>	<u>863,624</u>
NET BOOK VALUES				
As at 31 March 2022	1,629,405	7,730	19,057	1,656,192
As at 31 March 2021	1,372,453	7,294	-	1,379,747

Construction costs of the building included under leasehold property above, amounted to £1,762,923 and the company took possession of the completed property in May 2003. Since this date the cost of the building is being depreciated evenly over 50 years.

Significant donations from Bernard Sunley Foundation have been received in the past 18 months which specifically relate to building refurbishment and are included in the above as appropriate.

8. DEBTORS

	Total 2022	Total 2021
Trade debtors	350	-
Prepayments	1,418	8,031
	<u>1,768</u>	<u>8,031</u>

9. CREDITORS

	Total 2022	Total 2021
Trade creditors	48,497	-
SS & other taxes	8,393	-
Accruals and deferred income	299,205	68,828
Other creditors	2,277	-
	<u>358,372</u>	<u>68,828</u>

Notes to the financial statements

10. FUNDS

Current year fund note:

	Opening Balance	Incoming Resources	Resources Expended	Transfers	Closing Balance
	£	£	£	£	£
Unrestricted Funds					
General reserves	238,522	338,219	(498,880)	-	77,861
Designated Funds	432,717	-	-	-	432,717
	671,239	338,219	(498,880)	-	510,578
Restricted Funds	182,444	309,108	(325,846)	-	165,706
Restricted Building Fund	1,235,615	148,800	-	-	1,384,415
Total Funds	2,089,298	796,127	(824,726)	-	2,060,699

Prior year comparative fund note:

	Opening Balance	Incoming Resources	Resources Expended	Transfers	Closing Balance
	£	£	£	£	£
Unrestricted Funds					
General reserves	212,500	327,547	(291,118)	(10,407)	238,522
Designated Funds	295,879	-	-	136,838	432,717
	508,379	327,547	(291,118)	126,431	671,239
Restricted Funds	77,147	522,589	(290,861)	(126,431)	182,444
Restricted Building Fund	1,270,873	-	(35,258)	-	1,235,615
Total Funds	1,856,399	850,136	(617,237)	-	2,089,298

THE AVENUES YOUTH PROJECT

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 [@avesyouth](https://www.instagram.com/avesyouth)



THE AVENUES YOUTH PROJECT

England & Wales - Charity number 1090210

Accounts

REPORT AND FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
31 MARCH 2021**



THE AVENUES YOUTH PROJECT

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Company information

PATRONS

Susan Aglionby OBE, Founder
Karen Buck MP
Gill Fitzhugh MBE

EXECUTIVE COMMITTEE

Jennie Marshall (Chair)
Corrina Ralph (Hon Treasurer)
Virginia Ashton
Julia Court
Cllr Eartha Pond
Geoffrey White
Youssef Arakji (resigned 3 Sept 2020)
Graeme Miller Russell
Keir Tutt
Cristina Fedi
Louisa Gregory (appointed 10 Feb 2021)
Chris Murray (appointed 14 Sept 2021)

CHIEF EXECUTIVE

Fabian Sharp

COMPANY SECRETARY

Geoffrey White

COMPANY NUMBER

04045031

CHARITY NUMBER

1090210

CHARITY OFFICES

3/7 Third Avenue, Queen's Park
London W10 4RS

INDEPENDENT EXAMINER

M Barry Boydell
Chartered Accountant
146B Chiswick High Road
London W4 1PU

BANKERS

Royal Bank of Scotland plc
High Street Kensington (A) Branch
Kensington High Street
London W8 6SH

Metro Bank
160-166 Kensington High Street
Kensington
London W8 7RG

Barclays Bank
35 Notting Hill Gate
London W11 3JR

Report of the Executive Committee

The Members of the Executive Committee present their report with the financial statements for the year ended 31 March 2021. The Financial Statements comply with current statutory requirements, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the provision of section 1A 'Small Entities' of Financial Reporting Standard 102.

Objectives and Aims

The charity's objects are to:

- provide facilities for recreation and other leisure time occupations for the inhabitants (in particular young people) of the London Borough of Westminster and surrounding areas, in the interests of social welfare and with the object of improving their conditions of life.
- advance the education of such inhabitants.
- provide the relief of need, hardship or distress of those living in the area of benefit.

Ensuring our work delivers our aims

We review our aims, objectives, and activities each year. This review looks at what we achieved and the outcomes of our work in the previous 12 months. It looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remain focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Safeguarding

The charity puts children and young people at the heart of all that we do, so our commitment to keeping our service users safe is paramount. The Avenues acknowledges its duty to act appropriately to any allegations, reports, or suspicions of abuse in a professional and speedy manner.

Our Safeguarding and Child Protection policy was reviewed and renewed in 2021 to make sure The Avenues promotes best practice and works in a way that prevents harm of any sort, including bullying, abuse, and coercion, and that staff, volunteers and partners recognize when this may be happening and what to do about it.

Staff, unsupervised volunteers, and youth work contractors are required to obtain an enhanced DBS certificate and attend an induction which includes Equality, Diversity and Inclusion training as well as Safeguarding and Child Protection training. This training must be completed before coming into contact with the young people who use our service.

A repeat DBS check is obtained for all staff, qualifying volunteers and Trustees every three years. Refresher Safeguarding and Child Protection training is provided to both Staff and Trustees including the designated Safeguarding Lead at least every two years.

Report from the Chair

Jennie Marshall

The 2020-21 financial year was not a typical year. Four days before the start the UK went into a full lockdown due to Covid-19. We had been planning our Easter programme when we took the decision, prior to the Government announcement, to suspend activities and pivot immediately to a food distribution service for our most vulnerable members. This would not have been possible without support from The Felix Project, City Harvest, BNP Paribas, The Seashell restaurant and numerous volunteers who enabled us to deliver over 6,500 hot meals to 96 of our most in-need members, at a time when genuine fear of possibly fatal infection was widespread, and isolation of the most vulnerable was compulsory. For many of our families, who rely on precarious employment, the pandemic forced them into unemployment, squeezing already tight household budgets. As well as providing the hot meals we quickly partnered with the North Paddington Foodbank, becoming a distribution hub, and able to refer our members families for further support.

We mobilised the youth work team who were working from home to provide online sessions to young people, and developed an activity box scheme which saw us deliver materials (e.g. colouring pencils and paper) and/or ingredients to the 27 most in need to allow them to follow our online courses.

When it became clear that online schooling was disadvantaging some of our members, particularly those without access to the internet at home, we made provision for access to our facilities and called on our supporters to donate equipment. We worked with the Young Westminster Foundation to help distribute hundreds of laptops to young people to help them keep up with their schooling.

For those young people who were beginning to suffer emotionally from the social isolation we provided telephone support and even accompanied them one-to-one on socially distanced walk-and-talks as part of their daily exercise allowance.

When GCSE results were announced in August our youth workers were there to help provide emotional

and practical support to those who, despite not having sat exams, had not achieved sufficient grades to remain at their school. The youth workers mentored these young people into applying for places at college helping them to navigate the clearing system, while providing the encouragement to believe they still had a future if they applied themselves.

We took the opportunity of the lockdown to bring forward some of the planned refurbishment works to the building, starting with the recording studios, which benefitted from a full and professional makeover while we were closed to young people.

In January 2021 the government conferred Key Public Service status on Youth Services. From this date we were able to open our doors to young people while offering a reduced, socially distanced, in-person service as prescribed by the National Youth Agency.

Mental health issues, learning loss and employability came to the fore as areas of prime focus for us in assisting our young people, and the team set about reimagining some of our services to meet this burgeoning area of need. Leaning into our strategic aim of developing partnerships with complementary services we:

- entered into discussions with Westminster Council about seconding a Family Navigator to the team on a day release basis,
- opened up discussions with Westminster Mind about a new project to recruit a mental health specialist youth worker to deploy across the Youth Hubs in Westminster, and
- planned to extend our homework support and introduce new vocational opportunities for our senior members aged 13-18.

In particularly difficult circumstances our staff stepped up to provide a rapid reaction, critical support service in the community that was truly appreciated. The Trustees are grateful to our extraordinary staff team for their professionalism and dedication, to the selfless volunteers who helped us to mitigate the worst social and financial effects of the crisis for the most vulnerable families, and to all those who stepped up to support and fund our work in these exceptional circumstances.

Jennie Marshall



Activities & Achievements

Chief Executive - Fabian Sharp

During lockdowns

For most of this financial year, our ability to deliver in person youth-work was severely curtailed by the three national lockdowns. The majority of our members come from low-income households, without a financial safety net, so the absence of work, coupled with a prolonged period of isolation, meant many families were facing debt and hunger. Coupled with overcrowding and a lack of outside space, for many the stress of lockdown severely impacted the mental and physical health of our children and their families.

In the first lockdown we repurposed our building as a food preparation and delivery hub, staffed by local volunteers including furloughed chefs. Cooked lunches and food parcels were accompanied by fun activity sheets, games and quizzes and delivered to the doors of our 96 most disadvantaged members.

The majority of our youth work was delivered online through a variety of channels, and included:

- Juniors Zoom Quiz
- Seniors Zoom Quiz
- Inters Hangout
- Seniors Zoom Party
- Girls Hub
- Art sessions
- Dance sessions
- Football skills
- Cooking sessions
- Aves Hotline

We integrated face-to-face activities such as Walk 'n' Talk, where youth workers walked around the block with young people to check on their wellbeing and boost their morale. Each youth worker was assigned a list of the most vulnerable members and called them on a weekly basis, which proved a successful way of retaining engagement and finding additional support where needed.

For some sessions, activity boxes were delivered to the young person's house. For example, a Girls Hub session on female health would include information sheets, deodorant, bodywash, menstrual products and a drink and snack to be consumed during the online session.



Following National Youth Agency guidelines, we were eventually able to deliver targeted youth work in small 'bubbles' to help the most vulnerable, focusing on building their resilience and offering learning support.

On Friday nights we held 'Breaking Bread' sessions with a selected group of our most vulnerable Senior members who ate together. A different young person cooked each week under the supervision of a Youth Worker and emphasis was put on the importance of listening to, respecting and caring for one another.

Whilst having to be flexible and imaginative under great pressure to completely reinvent our modus operandi, our staff ensured that we provided positive, stimulating and fun activities for the housebound young people of our community, a testament to the extraordinary commitment and imagination of our youth worker team.



Food Delivery

During the first lockdown, between April and July 2020, we re-purposed our building to become a food preparation and delivery hub for almost 100 of the most vulnerable young people in our area.

Supporters stepped in with food and donations, a team of 24 volunteers was mobilised and by early April we were delivering 50 cooked meals and food boxes each lunchtime, rising to 100 a day within two weeks. Head Chefs Steve and Lewis ran the kitchen, ensuring high quality, healthy meals every day.

Alongside cooked meals, deliveries included fresh fruit and veg, smoothies, Easter eggs and other occasional treats and activity worksheets and puzzles to help young people remain engaged. Regular supplies of ingredients came from Felix Project, City Harvest, North Paddington Foodbank and local businesses Devlin's (Portobello Road), The Sea Shell (Lisson Grove) and BNP Paribas (Marylebone) were exceptionally generous, making our food budget stretch significantly further.

A total of 6,500 meals were cooked and delivered.

"I knew how important Avenues was before, because I never had to worry about what I would have to do in half-term and I always knew she [her daughter] was learning new things and interacting with people. But this [food service] became more personal, the relationship is much deeper, the appreciation is much deeper. It is like a family, a deep-rooted community belonging. It's not just a youth centre, it is a community belonging and safe-haven. I am really happy, appreciative and I am really grateful." Parent, June 2020





Holiday programmes

In between lockdowns we were able to offer limited places to our members during Summer and October half-term. Alongside the usual choice of music, cooking, dance and art, we ran football camps, learning loss sessions, mental health support, a social action project, and sociable evening sessions for our older age group. We also offered transition support for year 6 students about to move from junior to secondary school.

Covid rules on social distancing restricted numbers to 162 participants in Summer and 69 in October, all of whom were provided with free breakfast and lunch over the six weeks of service.

Youth Work Level 1 training

Our second cohort of eight young people successfully completed their Youth Work Level 1 qualification during the first six months of the pandemic, under the guidance and support of our teachers and youth work team. We were especially proud of our group of learners this year; battling with a pandemic and the move to online learning alongside school and college commitments.

This programme, funded by the Mayor of London, is one of our flagship projects, providing local young people with the first experience of volunteering and employment. We hope some will go on to become our next generation of youth workers, while others will have taken a valuable step towards employment whilst learning to play an important role in their community.

Mic Drop

2020 saw the start of Mic Drop, an advanced music course for 14-18 year olds, funded by Youth Music and led by Del, one of our trained youth workers who is also an experienced music industry professional. Aimed at young people with a talent and passion for music, who need guidance, knowledge, experience and the confidence to pursue a potential career in the music industry.

Over 24 weekly sessions our team provides a grounding in all aspects of music creation and production, including lyric writing, composition, arrangement and sound engineering. The course introduces participants to the music radio scene, live event management and promotion and it illuminates the various music career pathways. Participants learn to write, perform and produce an EP, then organise a performance, finally playing live in front of an audience. Between sessions, participants complete coursework that earns them an Arts Award Bronze accreditation.

Despite being first delayed by Covid, then forced online for several months, the output from the first cohort was sensational, and has set a high standard for the next intake.





Peer Mentoring and Social Action

A peer mentoring project called Teen Spirit was scheduled to run in 2020, training young people to mentor their more vulnerable peers, whilst receiving professional support and guidance, and a qualification. As face-to-face contact was prohibited, we re-purposed the budget to engage young people in a social action project.

Following George Floyd's murder in May 2020, we focused on Black Lives Matter with some of our young people, to examine the pressing issues of race and justice in the UK. The aim was to inform the young people and increase their critical awareness of the world around them, through various workshops, over Zoom and in person when restrictions allowed.

Girls Hub

Every Tuesday evening is our long-running girls-only project, developed and led by Programme Director, Carol Archibald in collaboration with our female youth workers and in consultation with the girls themselves. Activities include cooking, dance, art and group discussions.

During the lockdowns we moved delivery online in small groups, with weekly activity boxes, designed, packaged and delivered to the girls by our staff. Whilst hugely challenging to deliver, we kept 30 girls feeling wanted and listened to. A number of specific mental health needs (anxiety, depression, self-harming) emerged during the pandemic which are addressed in confidence, with signposting to additional services where needed. Group discussions include cyber bullying, sleep and mindfulness, emotional and physical care, and relationships.

A free-to-access service that provides a safe space for girls to socialise, become motivated, enjoy physical exercise, receive mental health support, learn new skills and develop into responsible young adults has multiple benefits for the girls, their families and the wider community.



Case study 1 – Amil*

Amil had attended The Avenues for several years and, like most teenagers living locally, he was susceptible to the temptations of criminality and gang membership that pervade the area. At 17 years, Amil agreed to become a volunteer for a few hours a week with The Avenues, and showed such promise that Programme Director Carol persuaded him to take a place on our Junior Youth Worker training programme. He completed 39 weeks of training, much of it during lockdown, thanks to the dedication of our team who kept Amil (and nine other participants) motivated and engaged via Facetime, Zoom and finally face-to-face in our classroom again.

Amil completed his Level 1 training, then with further encouragement from our team, applied for, and gained a place at, university. In between studies he now works for 10 hours a week at The Avenues as a Junior Support Worker, whilst progressing towards his Level 2 youth work qualification. As a 19 year old with a natural aptitude for youth work, numerous members aged 8 to 18 cite him as their favourite worker. Amil is a credit to The Avenues and a great example to younger members of where choosing the right path can take you.

Case Study 2 – Sally*

At 11 years old Sally had been attending The Avenues for three years and was known for her sunny disposition, willingness to help anyone and keen sense of adventure. During lockdown Sally was one of the recipients of weekly phone calls and activity boxes that we provided to our members in a bid to sustain communication and provide the young people with something positive to do away from schoolwork. Sally said that she had felt very isolated and alone, but responded well to the outreach, saying she looked forward to receiving her weekly call and activity box as she felt someone was looking out for her.

Then tragically, during the lockdown, Sally's brother was a victim of postcode-fuelled youth violence and died of stab wounds. The impact of losing her brother on Sally was immense. Our lead youth worker met with Sally's family before our Summer Programme began to put together a support plan so she could attend. We wanted to ensure we could support Sally and her family in any way possible.

On her first day back at the youth club, it came as no surprise that the once vivacious girl had become withdrawn and quiet, and struggled to even make eye contact. At this point Sally was not ready to discuss her situation and became tearful at the thought of her brother. Throughout the summer Sally was assigned a specially trained youth worker to provide support twice a week through mentoring sessions. During these sessions the youth worker equipped Sally with tools to help process and handle her bereavement. Sally told us that attending The Avenues over summer provided a sense of normality for her. Being with adults that she trusts, and her friends, enabled her to play, socialise, laugh and speak about her situation without feeling judged or different. These sessions in our safe environment helped Sally express herself again.

After the summer programme ended, our youth workers continued to work with Sally, focusing on emotions and resilience. She once again started to attend on a regular basis after school and continued improving day by day.

* *not their real names.*

Strategic development

Having completed an organisation-wide deep-dive into our vision, mission and values in 2019, we introduced an organisational Theory of Change in 2020. This essentially defines the six changes we aim to bring about in our members, guiding us to be very focused on the outcomes we monitor and measure, to better understand the impact of our youth work and explain it to our stakeholders.

In tandem with this work, our friends and supporters at Adam & Eve/ DDB developed our new identity, reinvigorating how The Avenues Youth Project brand appears across all our communications. We immediately put our vibrant new colour scheme and fonts to work, launching a new website that speaks more clearly to both our members and supporters, and better reflects our personality.





Systems improvements

Having sharpened our focus on outcomes, we also introduced:

- Digital data capture, allowing us to monitor attendance, record feedback and track behavioural change with ipads replacing paper pads and ringbinders.
- A new database for storing and accessing this data.

Continual Professional Development

We encourage all our staff to keep adding to their skills and knowledge and support them in doing so. In 2020, our Senior Youth Worker, Marcus Leon started (remote) studying towards his Masters in Applied Anthropology and Youth Work at Goldsmiths, within his employed hours.



"The Avenues has really helped, just being able to get a decently balanced meal has been great, especially for the kids. It is also something to look forward to, we have become familiar with the people that deliver the food and it is lovely and comforting knowing that someone will be coming to the house every day, so we get to see someone's face."

Parent

"Delivering lunches to those who needed them for the last couple of months has truly been one of the best parts of the lockdown for us. We got so much out of our little gesture of help. It lifted our spirits and made us feel a small part of something really wonderful. We so enjoyed meeting all of the amazing volunteers at The Avenues. We thought it was incredibly well organised and executed and we loved meeting the recipients of the food as they were very sweet and truly grateful."

Meredith, W2

Financial Review

The charity achieved significant financial improvements in the year ended 31 March 2021. Total income increased 10% year on year to £850,136 (2020: £774,464). Expenditure before depreciation also increased by 29% to £580,692 as the charity delivered additional programs in line with funds raised (2020: £451,052). Depreciation, the non-cash method of allocating costs of tangible assets (mainly the charity's building) over their useful life spans, was £36,545 in 2021 (2020: £36,772).

These factors resulted in a net surplus before depreciation in 2021 of £269,444 (2020: £323,412) and a net surplus after depreciation of £232,899 (2020: £286,640).

This surplus was used to a) maintain our reserves at £238,522 which is 4.77 months of our budgeted operating costs for 2021/22 and b) transfer £136,838 to a designated account in relation to our 40th Anniversary Appeal Fund which is intended to develop our workforce and fund investment in building renovations to help maximise rental income.

The reserves policy is set out below and is monitored as part of the monthly Financial Dashboard.

Reserves Policy Statement

The Avenues Reserves Policy is to maintain a target reserve of unrestricted funds equal to six months of budgeted operating costs and with the actual reserves of unrestricted funds being not less than three months of budgeted operating costs.

The principal purpose of The Avenues Reserve Policy is to mitigate the following risks:

The base case risk is that The Avenues will not have sufficient funds to enable normal operating activities to be provided on a continuous basis due to temporary shortfalls in typical income streams or other events which trigger an unexpected funding demand; the reserves should at no time be in a sum lower than that needed to enable The Avenues to continue normal operating activities on an uninterrupted basis despite the occurrence of the relevant temporary contingency.

The fundamental case risk is that The Avenues will suffer a material and most likely permanent drop in revenue which, if not addressed, would most likely lead to a permanent cessation of activities; ideally the reserves should at no time be in a sum lower than that needed to fund any restructuring of the business or other significant change in circumstances, such as moving premises, which The Avenues Executive Committee believes could enable the activities and support to continue being provided to the beneficiaries.

Monitoring and Reviewing Reserves Policy

The actual operating costs of The Avenues are closely monitored by each of the Trustees and the Treasurer of The Avenues and, together with details of the actual unrestricted reserves amount, are the subject of monthly reports to the Executive Committee of The Avenues. At each of its quarterly meetings, the Executive Committee considers whether, in light of events which have occurred or are expected to occur, any change or changes should be made to the respective amounts of the targeted and minimum unallocated reserves.

Structure, Governance and Management

Constitution

The charity is a company limited by guarantee constituted pursuant to, and governed by, a Memorandum and Articles of Association dated 1 November 2001.

Members' Liability

The charity has no share capital. Rather, its members have "guaranteed" (i.e., agreed) that in the event of winding-up of the charity they will each contribute £1, or any smaller sum needed, towards funding any shortfall in the assets of the charity as compared with its liabilities. The members have no right, in the event of a winding-up of the charity, to receive any distribution of any surplus of the value of the charity's assets over its liabilities; pursuant to the Memorandum and Articles of Association any such surplus is required to be given to another charity having similar objects to those of the charity.

Executive Committee

The business of the charity is managed by its Executive Committee which currently comprises a Chair and ten others. All members of the Executive Committee are also both directors and the only members of the charity and as members of the Executive Committee constitute the trustees of the charity.

New members of the Executive Committee are recruited with regard to the balance on the Executive Committee from time to time of persons with relevant skills, experience, knowledge and qualifications.

Any person appointed by the Executive Committee to fill a vacancy in the Executive Committee holds office until the next succeeding annual general meeting of the members at which time such person is eligible for re-election.

At each annual general meeting of the charity one-third of the existing members of the Executive Committee are required to retire but all such persons are eligible for re-election.

The Executive Committee meets a minimum of four times a year and in addition has an annual "Away Day" for the purpose of in-depth review and study of particular subjects relevant to the charity's affairs.

There are four sub-committees of the Executive Committee, viz Personnel, Finance, Fundraising and Buildings as well as a new Youth Work Advisory Panel; each such sub-committee and the Youth Work Advisory Panel meets on an ad-hoc basis.

In light of the Black Lives Matters call for greater equality, a BLM Forum was formed in mid-2020 bringing members of the Executive Committee and Staff together to agree and oversee best practice. This group is working closely with the Personnel sub-committee.

No member of the Executive Committee is remunerated by the charity for any time spent by him or her in connection with the affairs of the charity.

Chief Executive

The Executive Committee has delegated day-to-day management of the charity to the Chief Executive. The Chief Executive attends all meetings of the Executive Committee and is an ex-officio member of each of the Executive Committee's sub-committees.

The performance of the Chief Executive is the subject of annual reviews carried out by the chair of the Executive Committee.

Plans for the future & future fundraising

In line with our 2019-22 business plan we continue to work on fundraising to:

- expand the youth work programme
- invest in the professional development of our youth workers
- continue to update the building in a rolling refurbishment, both to improve our members' experience, and to maximise income from the building.

After a difficult year in which our rental income was drastically reduced, and all fundraising events cancelled, we expect that the physical improvements and adaptations we have made during lockdown (including provision of dedicated access to the first floor studios), and those that are planned for the year ahead, will lead to growing revenues in future.

Our investment in hiring a Monitoring, Evaluation and Learning Officer, who is focused on demonstrating the impact of our work against a set of organisational outcomes, marks a positive attempt to help attract support from the most demanding funders, corporates and private donors. Our aim is to deliver a full 6-day-a-week programme of youth work activities for the first time in our 42 year history.

The overwhelming demand for our support during lockdown and in the aftermath serves as ample evidence that we should be trying to maximise the support we can provide to a community that is experiencing disproportionate levels of disadvantage. In particular, the experience of



young people through the pandemic and beyond has led us to re-double our efforts around mental health, vocational training and educational inequality, which we will do while remaining true to our core purpose as a provider of professional youth work.

Public sector commissioning opportunities, particularly around Public Health, Community Protection and Early Help continue to be a target for The Avenues as part of a diversified income base - despite being elusive to date. Enduring reductions in Public Sector budgets make this a diminishing prospect for the time-being, but we continue to believe that in the absence of statutory protection, a solid future for youth services requires a blend of funding streams including public sector resourcing complementing corporate and private philanthropy and self-generated revenue.

In order to build greater resilience in the private philanthropy strand of our fundraising model we will continue to widen our network of supporters, raise awareness of the charity with new audiences

To compensate for the shortcomings in our public funding projections we will seek new partnerships that will add value to our offer to young people.

Trustees

The trustees who are also directors of the company for the purpose of company law are all members of the Executive Committee. Changes to Trustees are shown on page 3.

Independent Examiner

The trustees consider that for the year ended 31 March 2021 the company was entitled to exemption from a statutory audit under section 477 of the Companies Act 2006. Under the provisions of the Act, the directors have appointed Mr M Barry Boydell FCA, as Independent Examiner.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

JR Marshall December 9th
2021

ON BEHALF OF THE TRUSTEES:

Jennie Marshall - CHAIR, 2021

Report of the Independent Examiner

I report on the accounts of the company for the year ended 31 March 2021, which are set out on pages 16 to 21.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

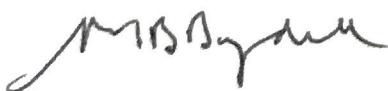
Basis of Independent Examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent Examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
 - (a) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - (b) to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 386 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of to be reached.



13/12/21

M B Boydell FCA, Chartered Accountant
146B Chiswick High Road, London W4 1P

Statement of financial activities

Income and expenditure for year ended 31 March 2021

	Note	Unrestricted Funds	Restricted Funds	Restricted Building Funds	2021	2020
		£	£	£	£	£
Incoming Resources						
Grant & donations	2	191,958	522,589	-	714,547	555,219
Investment income		613	-	-	613	957
Rental income		52,210	-	-	52,210	92,298
Fundraising		82,766	-	-	82,766	125,990
Total incoming resources		<u>327,547</u>	<u>522,589</u>	<u>-</u>	<u>850,136</u>	<u>774,464</u>
Resources Expended						
Cost of generating funds:						
Fundraising expenses		39,028	-	-	39,028	44,220
Charitable expenditure:						
Direct Charitable						
Expenditure	3	230,549	290,861	-	521,410	387,945
Management and						
Administration	4	21,541	-	35,258	56,799	55,659
Total resources expended		<u>291,118</u>	<u>290,861</u>	<u>35,258</u>	<u>617,237</u>	<u>487,824</u>
Net surplus/(deficit) for the year	5	36,429	231,728	(35,258)	232,899	286,640
Fund balances brought forward		212,500	77,147	1,270,873	1,560,520	1,526,631
Transfer to designated fund	9	(10,407)	(126,431)	-	(136,838)	(252,751)
Fund balances carried forward		<u>238,522</u>	<u>182,444</u>	<u>1,235,615</u>	<u>1,656,581</u>	<u>1,560,520</u>

The notes on pages 18-21 form an integral part of these financial statements.

Balance sheet at 31 March 2021

	Note	£	2021 £	2020 £
FIXED ASSETS	7			
Tangible assets			1,379,747	1,279,454
CURRENT ASSETS				
Cash at bank and in hand		770,348	600,763	
Debtors - prepayments		8,031	-	
		<u>782,379</u>	<u>680,763</u>	
CREDITORS: amounts falling due within one year	8	(68,828)	(23,818)	
			<u>709,551</u>	<u>576,945</u>
NET ASSETS			<u>2,089,298</u>	<u>1,856,399</u>
Represented by:				
UNRESTRICTED FUNDS			238,522	212,500
DESIGNATED FUND	9		432,717	295,879
RESTRICTED FUNDS	10		182,444	77,147
RESTRICTED BUILDING FUND	11		1,235,615	1,270,873
			<u>2,089,298</u>	<u>1,856,399</u>

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

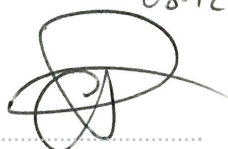
For the financial year ended 31 March 2021 the company was entitled to exemption from audit under section 477 [small company exemption] Companies Act 2006; and no notice has been deposited under section 476 [member or members requesting an audit].

The trustees acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with s. 386 and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its surplus or deficit for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

The financial statements were approved by the Trustees on



J Marshall (Chair)



Corrina Ralph (Honorary Treasurer)

The notes on pages 18-21 form an integral part of these financial statements.

Notes to the financial statements

1. ACCOUNTING POLICIES

Basis of preparation of accounts

The financial statements are prepared under the historical cost convention and include the results of the charity's operations which are described in the Report of the Executive Committee and all of which are continuing.

The financial statements have been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the provision of section 1A 'Small Entities' of Financial Reporting Standard 102.

The charity has taken advantage of the exemption in Financial Reporting Standard No.1 from the requirement to produce a cash flow statement.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Furniture and equipment - 15% net book value.

Value Added Tax

Value Added Tax is not recoverable by the charity and as such is included in the relevant costs in the Statement of Financial Activities.

Expenditure of management and administration of the charity

Administration expenditure includes all expenditure not directly related to the charitable activity. This includes costs of staff salaries for administrative staff and audit fees.

Unrestricted Funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Designated Funds

Designated funds are unrestricted funds earmarked by the management for particular purposes.

Restricted Funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

Notes to the financial statements

2. <u>GRANTS AND DONATIONS</u>	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2021	Total 2020
	£	£	£	£	£
Adam & Eve DDB	27,882			27,882	78,740
Angus Lawson Memorial Trust		24,745		24,745	-
A2 Dominion		6,000		6,000	-
BBC Children in Need		46,638		46,638	42,080
Hyde Park Place Estates	5,000			5,000	-
Garfield Weston		30,000		30,000	-
Groundwork		13,486		13,486	-
Greater London Authority		29,975		29,975	34,717
Mayor's Young Londoners Fund		32,175		32,175	-
Jack Petchy		1,500		1,500	-
John Lyon's Charity		45,000		45,000	-
London Funders: COVID Response		62,664		62,664	-
Paddington Charities					12,500
People's Health Trust					13,918
Pineapple Trust	7,500			7,500	7,500
Queen's Park Community Council	25,000			25,000	25,000
St James Place Foundation					10,000
Strand Parishes Trust	5,000			5,000	5,000
The Carlile Foundation					15,000
The National Lottery		23,185		23,185	15,230
Two Magpies		10,000		10,000	-
Westminster Almshouses		6,985		6,985	5,000
Westminster Amalgamated		9,220		9,220	9,000
Westminster Foundation	75,000			75,000	-
Westminster Ward Budget		9,625		9,625	-
Westminster City Council		97,730		97,730	94,466
Youth Music		26,978		26,978	-
Young Westminster Foundation		16,402		16,402	48,219
Other donations	74,458	61,026		135,484	138,849
	191,958	522,589		714,547	555,219

Notes to the financial statements

3. DIRECT CHARITABLE EXPENDITURE

	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2021	Total 2020
	£	£	£	£	£
Salaries and staff costs	149,158	79,016	-	228,174	208,470
Youth work activities	-	211,845	-	211,845	106,401
Office and other costs	81,391	-	-	81,391	73,074
	<u>230,549</u>	<u>290,861</u>	<u>-</u>	<u>521,410</u>	<u>387,945</u>

4. MANAGEMENT AND ADMINISTRATION EXPENDITURE

	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2021	Total 2020
	£	£	£	£	£
Salary costs	15,000	-	-	15,000	15,000
Other	6,541	-	35,258	41,799	40,659
	<u>21,541</u>	<u>-</u>	<u>35,258</u>	<u>56,799</u>	<u>55,659</u>

5. OPERATING SURPLUS/(DEFICIT)

Operating deficit is shown after charging

	2021 £	2020 £
Staff costs	243,174	201,565
Depreciation on tangible fixed assets	36,545	36,772
	<u>279,719</u>	<u>238,337</u>

6. STAFF COSTS

	2021 £	2020 £
Wages and salary	206,509	175,285
Social security costs	18,732	15,453
Staff pension	17,933	10,827
	<u>243,174</u>	<u>201,565</u>

As a charity, no trustee received any remuneration during the year in their capacity as a trustee. During the year no employee received emoluments in excess of £ 60,000. The average weekly number of full time equivalent staff employed by the charity during the year was as follows:

	2021	2020
Administrative work	3	3
Direct charitable work	6	4

Notes to the financial statements

7. TANGIBLE FIXED ASSETS

	Leasehold Property £	Furniture & Equipment £	Total £
COST			
As at 1 st April 2020	1,867,959	184,117	2,052,076
Additions/(Disposals)	136,868	-	136,838
As at 31 st March 2021	2,004,797	184,117	2,188,914
DEPRECIATION			
As at 1 st April 2020	597,086	175,536	772,622
Charge for the year	35,258	1,287	36,545
As at 31 st March 2021	632,344	176,823	809,167
NET BOOK VALUES			
As at 31 st March 2021	1,372,453	7,294	1,379,747
As at 31 st March 2020	1,270,873	8,581	1,279,454

Construction costs of the building included under leasehold property above, amounted to £1,762,923 and the company took possession of the completed property in May 2003. Since this date the cost of the building is being depreciated evenly over 50 years.

8. CREDITORS: Amounts falling due within one year

	2021 £	2020 £
Accruals and after date payments	62,096	15,068
Rent received in advance	6,732	8,750
	£ 68,828	£ 23,818

9. DESIGNATED FUND

The trustees have decided to transfer unrestricted funds in excess of 6 months operating costs to a designated fund earmarked for investments including building alterations to future proof the Avenues ability to generate income and continue to deliver youth activities. £136,838 has been transferred to this fund at year end taking the balance to £438,341. Works on the building are on-going and this amount has been earmarked for spend throughout 2021/22.

10. RESTRICTED FUNDS

The balance of £77,147 brought forward from 2020 has been spent during the current year. Restricted funds received during the year to be carried forward to 2021/22 are made up of:

Westminster Brighter Futures	10,000
National Lottery	19,321
GLA Youth Support	23,975
Health Lottery	18,006
Westminster Council	34,405
BBC CiN	18,927
Angus Lawton	9,762
Lydford	6,000
GLA Mentoring	6,000
Two Magpies	5,959
Youth Music	15,831
Groundwork	14,258
	£182,444

11. RESTRICTED BUILDING FUND

This fund relates to donations received in 2003 for the sole purpose of constructing the existing building which the youth project has occupied since.

FOR INFORMATION ONLY

The following do not form part of the statutory accounts

Direct charitable expenditure

	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2021	Total 2020
	£	£	£	£	£
<u>Salaries and staff costs</u>					
Salaries, NI and pensions	140,337	79,016	-	219,353	206,133
Training and supervision	7,303	-	-	7,303	780
Staff recruitment costs	1,518	-	-	1,518	1,557
	149,158	79,016	-	228,174	208,470
<u>Youth work activities</u>	-	211,845	-	211,845	106,401
<u>Office and other costs</u>					
Insurance	3,910	-	-	3,910	4,156
Light and heat and water rates	12,128	-	-	12,128	17,205
Telephone and internet	2,641	-	-	2,641	1,822
Repairs and renewals	13,703	-	-	13,703	13,559
Maintenance and cleaning	17,776	-	-	17,776	18,450
Printing, Postage and stationery	1,246	-	-	1,246	922
Subscriptions	1,230	-	-	1,230	1,844
Website	5,986	-	-	5,986	495
Sundry expenses	676	-	-	676	2,428
Computer support and consumables	5,632	-	-	5,632	2,631
Consultancy	-	-	-	-	500
Marketing and PR	16,463	-	-	16,463	9,062
	81,391	-	-	81,391	73,074
TOTAL COSTS	230,549	290,861	-	521,410	387,945

Management and administration expenditure

	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2021	Total 2020
	£	£	£	£	£
<u>Salary costs</u>					
Salary	15,000	-	-	15,000	15,000
<u>Other costs</u>					
Depreciation	1,287	-	35,258	36,545	36,772
Bank charges and interest	514	-	-	514	587
Independent examiners fee	4,740	-	-	4,740	3,300
	6,541	-	35,258	41,799	40,659
TOTAL COSTS	21,541	-	35,258	56,799	55,659
	=====	=====	=====	=====	=====

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