

# Swan Youth Project



## ANNUAL REPORT 2023/24

Charity Number: 1143957

Private Company Limited by Guarantee: 07639262

“

Thank you for everything you do to support us,  
we would definitely be lost without you all

”

**Swan Youth Project,  
Paradise Road,  
Downham Market**

**Presented By : Anna Foster**

**[www.swanyouthproject.org](http://www.swanyouthproject.org)**

# Contents

Message from our Chair of Trustees	1
CEO's Report	2 -7
Legal and administrative information	8
Trustees' report	9 - 10
Independent examiner's report	11
Statement of financial activities	12
Balance sheet	13
Notes to the financial statements	14 - 27

---



# A message from our Chair of Trustees James Bagge



I have been privileged to be chairman of this great Project for the last three years. To have been there to observe how much it has grown and developed its approach to meeting the needs of so many young people in Downham and its environs has itself been an education and I am so proud to be involved.

This last year has been particularly challenging. The knock-on effects of the pandemic have been considerable and largely go unnoticed in our wider community. I never cease to be shocked and alarmed at the referrals which the team share with me and which they must manage. The many hours spent supporting families with safeguarding concerns is increasing all the time, with 16% of the registered young people falling into this category. The waiting lists for vital support, as I write this, have 32 young people/families listed, which increases weekly.

At the same time many usual sources of funding have dried up or been much harder to access in an environment which is increasingly competitive. This means that more time is having to be devoted to bidding for grants - we are hugely appreciative of the help offered to us by the De Laszlo foundation who have been providing the funding for these efforts for the last five years. Whilst grants and trusts are becoming more challenging to access, we are going to have to find more innovative ways to raise funds, particularly difficult with the cost of living crisis we are in.

In addition to these challenges Anna and the team have been running the Love Downham venture which is becoming more and more a feature of Downham Community life and increases awareness of the work which they are doing at the Project. The team have also been managing to work around the alterations being made to the Project building itself. These have greatly improved the facilities we can offer and the environment in which the team now operate. Big thanks to Naked Kitchen for giving us such a magnificent new kitchen.

We are endeavouring to find ways of developing income streams of our own and it is hoped that in time the shop will deliver a contribution and we hope that offering Alternate (education) Provision to those primary school children who need more specific attention to encourage and enable them to cope with school will also help us earn our keep. It is increasingly clear that reliance on grant funding alone is not sufficient. We are of course indebted to those who do give us money and I would particularly like to thank UK Youth, Garfield Weston Foundation, Norfolk Community Foundation, Borough Council of Kings Lynn and West Norfolk, Bain Capital and Ellerdale Trust.

My thanks too to my fellow trustees and a particular 'shout out' to Jack Harris who as a long serving trustee has been the rock on which this Project has developed over the last six years or so. It is our great misfortune that he has had to stand down and we will miss him enormously. Finally and once again I must congratulate and thank Anna and her team for all the wonderful and essential work they do. Downham and West Norfolk owes them a lot.



# CEO's Report - Project Overview



Swan Youth Project supports over 350 young people aged 8-18 and their families per year with a whole variety of needs. Our work includes a variety of activities which take a holistic approach to enable us to provide wrap around support not just for the young person but also their family. These services include:

- Open Access sessions (3 per week)
- Family Support Service
- Parents' Group
- One to One support for mild/emerging mental health
- Holiday Activities
- Young Carers Support
- Hygiene Bank
- Bike Kitchen
- Princes Trust Achieve Program
- Vocational Trips and Workshops
- Residential Trips
- Love Downham Shop
- Alternative Provision

“ ———  
If it wasn't for  
here I would have  
no friends

Our Open Access sessions act as a gateway to all of our other services, allowing young people to come into a safe and positive space with no booking. In these groups we use a Trauma Informed Approach to get to know young people really well, seeing behaviour as a direct message to their feelings and experiences. Our holistic approach means that we can step up support where needed, with 1:1 or Family Support, as well as Young Carers support. We can also offer holiday sessions and vocational tasters to increase aspiration and inspire young people to think of their futures.

Being embedded in the community means that we have first hand knowledge of what is happening and what the needs are in our area. We are a trusted place to come when things go wrong; we are also the place to come and celebrate life's wins.



# Who did we help?

- We saw over 100 young people every week in Open Access sessions
- We supported over 300 young people last year
- There were 5373 attendances at our Young People sessions
- Hygiene Bank was accessed 855 times
- Open Access was attended 3142 times

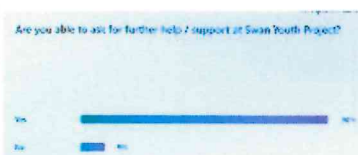
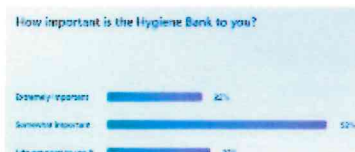
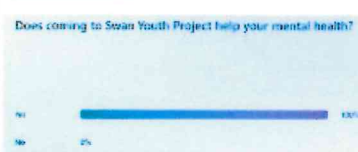
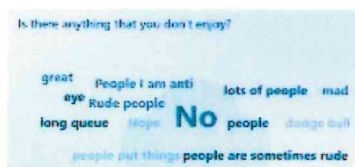
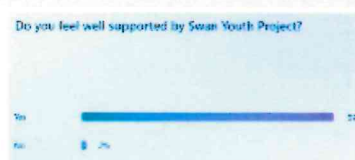
The types of issues we are seeing include:

- Trauma
- Family Breakdown
- Boundaries
- SEND
- Anxiety
- School refusal
- Complex home situations
- Identity

17% are Young Carers  
7% are LGBTQ+  
36% are SEND  
51% have mental health concerns  
16% we have safeguarding concerns for

Our support is different to others as we know our community so well and listen to the need on the ground. We are not prescriptive and can be flexible in our approach and the services we deliver.

## Our latest quarterly feedback.....



it's a really good place to hang out with people

3

I like finding I can be myself and spending time with my friends

— “ —  
Incredible support  
Thank you  
— ” —





# Updates

We were able to access YIF funding to reconfigure our building back before Christmas. This has allowed us to bring our building in line with the needs of our young people, creating a safe and welcoming reception area plus more usable rooms for every day. Our front door was moved to the middle of the building, making rooms private and no longer walk-ways to another room. We have also created a lovely Sensory Room that young people can use if they are feeling overwhelmed or need a bit of a break. Naked Kitchens donated the most wonderful bespoke kitchen to us, which we are using every single day we are at the centre - we are so incredibly grateful to them for their support and kindness



In August we took 16 young people to Kingswood Outward Bound Centre on a fully funded trip. All young people had an amazing time and pushed themselves outside of their comfort zones completely. These trips are vital in supporting young people to really find themselves and build their confidence and social skills. Many schools have stopped these trips since covid, so we will continue to do what we can to make this happen on an annual basis for young people who would not otherwise be able to access this.

100% of young people who attended said:

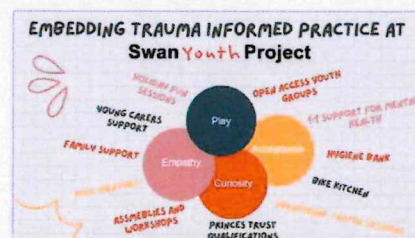
- They would recommend the trip to others
- The trip helped their mental health
- They felt well supported by staff



— “ —  
I really enjoyed it. It got me out of my comfort zone and I spent time with my friends.  
— ” —



3 staff completed their Trauma Informed Diploma Level 5 in November, making them Practitioners. This approach is threaded through our project as we know that trauma plays a part in many lives. Seeing and listening to every individual is vital and is what sets our support apart. One size does not fit all





# Our services

**Open Access** – These are the gateway to our project for many young people, who can turn up at any one of our 3 sessions every week. These vital sessions offer positive activities and support for young people aged 8-18 that can be accessed without booking on a first come, first served basis. Our Open Access sessions run: Tuesday 4:30pm-6:30pm for all ages, Thursday 4pm-6pm for ages 8+ at primary school, and Friday 4:30pm-6:30pm for secondary school age. These sessions provide a safe space for young people to connect and access support, guidance, positive activities and spend time with an emotionally available adult. We regularly see between 30 – 40 young people at these sessions, many of whom have complicated and concerning worries. We work in a Trauma Informed way to get to know all of these young people really well, making them feel important and wanted, often in a world where they do not feel this anywhere else. We never know who is going to walk through our doors, and often we are the place where young people come to disclose safeguarding concerns, so we have to be ready for anything.

In the town, young people and parents know that we are a safe space to come to, so we see new members regularly. Young people trust that we will keep them safe and not accept poor behaviour or bullying – we recently re-wrote our code of conduct with their input, so that they really took ownership of the expectations.

**1:1 support for mild/emerging mental health** – Our 1:1 support can help young people who may be struggling with a variety of worries. This service is oversubscribed, with a waiting list in place.

**Family Support** - Family Support is an integral part of our work, we support families with a whole variety of issues including family breakdown, domestic abuse, additional needs, and financial worries. This service is oversubscribed, with a waiting list in place

**Young Carers** - Our Young Carers asked for a link worker rather than a specific group, so we have implemented this model. All young carers can come 30 minutes before Open Access to link with Lucy and have some quality time to offload and catch up

**Community Liaison and Small Groups** - Bain Capital has funded a vital role for us meaning we can run assemblies and group workshops for a variety of young people of all ages in schools and community groups locally. This then links around 100 young people back to our project a year.

**Bike Kitchen** - Our Bike Kitchen aims to attract the 'harder to reach' young people to come on-site and fix their bikes whilst engaging in positive and supportive conversations with our youth workers. Young people accessing this service are at risk of becoming involved or are involved in anti-social behaviour

**Love Downham Shop** – Love Downham is part of the Nourishing Norfolk Network, providing subsidised food and high-quality pre-loved clothing to the community. We offer volunteering, training opportunities, and qualifications for the community and a warm space to prevent loneliness

**Hygiene Bank and 'No Child Goes Hungry'** –Young people can access hygiene products when they need to during our Open Access sessions, and we also provide food parcels to families in need

**Alternative Provision** - We launched this service in March 2024 and are excited to see how this develops over the coming year. We are providing 1 day a week to young people at risk of exclusion, in years 4,5,6. We take a maximum of 8 young people a day and work with a Trauma Informed Approach.



“Our family have been fortunate enough to have had the Swan Youth Project, in general, and Sonja, in particular, to help us navigate some very difficult times. We turned to them for assistance due to the caring approach that they have shown our daughter when she has used the project. As a means to mediate through the issues we have been having they have offered us support as both a family and to all of the individual family members separately. They have listened to everyone's points of view and have then given non judgmental support to all and offered advice on coping mechanisms going forward. I cannot thank them enough for all the help they have given and also cannot think of any ways to improve the service. We will always be in their debt for the help and kindness we have received.”

## Love Downham

Our **Love Downham** shop continues to support the community with subsidised food, pre-loved clothes and a safe space to spend time. You just cannot underestimate the importance of giving time and care to all who come through our doors.

We welcomed Emma to our shop as Project Coordinator in February. She brings a fresh pair of eyes and lots of ideas to us, as well as many years community work for Girl Guiding. She has been loving meeting our customers and getting to know everyone.

We are so happy that we are able to link with other services who all use our space to get directly to the community. Greta, our CAB worker has been particularly busy on a Friday as the demand to see her is really high. She supports people with a wide variety of situations such as: debt, homelessness, DLA forms, overcrowding, benefits, managing money, accessing education. It is wonderful to have her as part of our team and to be able to share her knowledge with the community. We currently host:

- CAB
- NCC Tech team
- Family Hubs



“It's so friendly and accessible”



“

Luca thinks it's fun to work at 'Love Downham'. He feels independent and likes that you trust him to use the price gun. He says you have helped him with his times tables too. Luca thinks the staff are funny, he gets excited about coming to work and he likes that you are doing a good thing for people who use the shop.

Mum of young person who is completing work experience with us, Sept 2023

Love is the answer....



# A year in Pictures





**SWAN YOUTH PROJECT (NORFOLK) LIMITED  
(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES  
PROJECT)  
LEGAL AND ADMINISTRATIVE INFORMATION**

<b>Trustees</b>	H L Peak J Bagge M Bullen A Hornby C Edwards	(Appointed 22 April 2024)
<b>Charity number</b>	1143957	
<b>Company number</b>	07639262	
<b>Registered office</b>	Swan Youth Project Norfolk Paradise Road Downham Market Norfolk PE38 9JE	
<b>Independent examiner</b>	Mapus-Smith & Lemmon LLP 48 King Street King's Lynn Norfolk PE30 1HE	
<b>Bankers</b>	National Westminster Bank Plc 4 Tuesday Market Place King's Lynn Norfolk PE30 1YY	



**SWAN YOUTH PROJECT (NORFOLK) LIMITED  
(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES  
PROJECT)  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2024**

The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

**Objectives and activities**

The Swan Youth Project (Norfolk) seeks to provide young people, from eight years and upwards, in South West Norfolk, with access to a wide range of positive and inclusive activities from a dedicated venue. By working with young people, within their local communities, our aim is to raise awareness of existing activities and opportunities for them and encourage new ones.

The area in which the charity can operate is West Norfolk and the objectives of the company as set out in the Memorandum of Association are as follows:

To act as a resource for your people up to the age of 25 living in South West Norfolk by providing advice and assistance and organising programmes of physical, educational and other activities as a means of:

- advancing in life and helping young people by developing their skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals;
- advancing education;
- relieving unemployment;
- relieving sickness and promoting and protecting good mental and physical health;
- providing recreational and leisure time activity in the interests of social welfare for people living in the area of benefit who have need by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances with a view to improving the conditions of life of such persons.

*Public benefit*

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The trustees consider that the full details of the public benefit have been displayed within the review of activities.

**Achievements and performance**

Please refer to the CEO's report on page 2.

**Financial review**

*Reserves policy*

Reserves need to be held to enable an orderly winding down of the charity's affairs in the event that adequate funding is no longer available. The Trustees have resolved that the Unrestricted Income and Expenditure Fund should be held at a level of between 25% and 50% of total annual expenditure. At 31 March 2024, the fund held £82,876 (2023 £100,501) in unrestricted reserves. This equates to 30% of our planned annual running costs for 2024/25, which are budgeted to be £274,108. The trustees emergency reserve of £80,000 is also within this agreed level, at 29% of budgeted annual running costs for 2024/25. The trustees are satisfied that these figures are in-line with our stated policy and enable us to have the confidence to go ahead with the planned expansion of our charitable support work for the coming year.



**SWAN YOUTH PROJECT (NORFOLK) LIMITED  
(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES  
PROJECT)  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**Structure, governance and management**

Swan Youth Project (Norfolk) was registered as a charity on 23 September 2011 with charity number: 1143957 as a charitable company. As such, it is also registered in England and Wales under the company registration number: 07639262.

The charity is also known by other previous names and shortened versions being:

Swan Youth Project

The South West Norfolk Youth Opportunities Project

The Swan Youth Project (Norfolk) is governed by its Memorandum and Articles of Association which were incorporated on 18 May 2011 and as amended by special resolution registered at Companies House on 12 September 2011 with further amendments on 1 November 2019 and 25 February 2021.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

H L Peak

J Harris

(Resigned 14 June 2024)

J Bagge

M Bullen

A Hornby

C Edwards

(Appointed 22 April 2024)

*Recruitment and appointment of trustees*

Members of the trustees shall be persons who through occupation, employment or otherwise have special knowledge of the area of benefit or who are otherwise able, by virtue of their personal or professional qualifications, to contribute to the pursuits of the objects of the charity.

All new trustees will be provided with:

- The governing document of the charity
- The latest financial statements of the charity
- Details of the Charity Commission guidance notes The Essential Trustee - "What you need to know. What you need to do"

In addition, the trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £10 in the event of a winding up.

Training is provided to keep trustees up to date with new legislation on a regular basis.

*Organisational structure*

The charitable company is governed by a Board of Trustees of at least three trustees with no maximum number. The Board of Trustees control the financial affairs of the charitable company.

The day to day running of the charity is delegated to Anna Foster, the CEO of the charity.

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



H L Peak

**Trustee**

Date: 5/9/24.....



**SWAN YOUTH PROJECT (NORFOLK) LIMITED  
(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES  
PROJECT)  
INDEPENDENT EXAMINER'S REPORT  
TO THE TRUSTEES OF SWAN YOUTH PROJECT (NORFOLK) LIMITED**

I report to the trustees on my examination of the financial statements of Swan Youth Project (Norfolk) Limited (the charity) for the year ended 31 March 2024.

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants 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 charity as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



SHARON EDWARDS FCA  
Mapus-Smith & Lemmon LLP

48 King Street  
King's Lynn  
Norfolk  
PE30 1HE

Dated: 19/09/24



**SWAN YOUTH PROJECT (NORFOLK) LIMITED  
(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES  
PROJECT)**

**STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31 MARCH 2024**

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Income from:</b>							
Donations and legacies	3	59,403	232,505	291,908	49,433	175,407	224,840
Charitable activities	4	31,165	725	31,890	15,048	27,200	42,248
Investments	5	976	-	976	236	-	236
<b>Total income</b>		<u>91,544</u>	<u>233,230</u>	<u>324,774</u>	<u>64,717</u>	<u>202,607</u>	<u>267,324</u>
<b>Expenditure on:</b>							
Raising funds	6	-	7,000	7,000	-	3,225	3,225
Charitable activities	7	108,288	151,743	260,031	27,552	164,019	191,571
<b>Total expenditure</b>		<u>108,288</u>	<u>158,743</u>	<u>267,031</u>	<u>27,552</u>	<u>167,244</u>	<u>194,796</u>
<b>Net income/(expenditure)</b>		<u>(16,744)</u>	<u>74,487</u>	<u>57,743</u>	<u>37,165</u>	<u>35,363</u>	<u>72,528</u>
Transfers between funds		(881)	881	-	(1,088)	1,088	-
<b>Net movement in funds</b>	9	<u>(17,625)</u>	<u>75,368</u>	<u>57,743</u>	<u>36,077</u>	<u>36,451</u>	<u>72,528</u>
<b>Reconciliation of funds:</b>							
Fund balances at 1 April 2023		<u>100,501</u>	<u>70,516</u>	<u>171,017</u>	<u>64,424</u>	<u>34,065</u>	<u>98,489</u>
<b>Fund balances at 31 March 2024</b>		<u>82,876</u>	<u>145,884</u>	<u>228,760</u>	<u>100,501</u>	<u>70,516</u>	<u>171,017</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.



**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES**  
**PROJECT)**  
**BALANCE SHEET**  
**AS AT 31 MARCH 2024**

	Notes	2024 £	£	2023 £	£
<b>Fixed assets</b>					
Tangible assets	13		65,870		2,962
<b>Current assets</b>					
Stocks	14	1,500		-	
Debtors	15	4,129		13	
Cash at bank and in hand		166,446		174,173	
		<u>172,075</u>		<u>174,186</u>	
<b>Creditors: amounts falling due within one year</b>	17	<u>(9,185)</u>		<u>(6,131)</u>	
<b>Net current assets</b>			162,890		168,055
<b>Total assets less current liabilities</b>			<u>228,760</u>		<u>171,017</u>
<b>Net assets excluding pension liability</b>			<u>228,760</u>		<u>171,017</u>
			<u><u>          </u></u>		<u><u>          </u></u>
<b>The funds of the charity</b>					
Restricted income funds	19	145,884		70,516	
Unrestricted funds		82,876		100,501	
		<u>228,760</u>		<u>171,017</u>	
		<u><u>          </u></u>		<u><u>          </u></u>	


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024.

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

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

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

The financial statements were approved by the trustees on 5/9/24



H L Peak  
Trustee

Company registration number 07639262 (England and Wales)



**SWAN YOUTH PROJECT (NORFOLK) LIMITED  
(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES  
PROJECT)  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**1 Accounting policies**

**Charity information**

Swan Youth Project (Norfolk) Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Swan Youth Project Norfolk, Paradise Road, Downham Market, Norfolk, PE38 9JE.

**1.1 Accounting convention**

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

The charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

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

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

**1.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Charitable funds**

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

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

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

**1.4 Income**

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.



**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES**  
**PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**1 Accounting policies**

**(Continued)**

**1.5 Expenditure**

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

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

**1.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	Over the term of the lease
Computers	20% straight line
Project assets	20% straight line
Kitchen equipment	20% straight line

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

**1.7 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.8 Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

**1.9 Cash and cash equivalents**

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



**SWAN YOUTH PROJECT (NORFOLK) LIMITED  
(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES  
PROJECT)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**1 Accounting policies**

**(Continued)**

**1.10 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.11 Employee benefits**

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

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

**1.12 Retirement benefits**

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.



**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES**  
**PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**3 Income from donations and legacies**

	<b>Unrestricted funds 2024 £</b>	<b>Restricted funds 2024 £</b>	<b>Total 2024 £</b>	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total 2023 £</b>
Donations and gifts	19,403	-	19,403	19,433	5,568	25,001
Grants	40,000	232,505	272,505	30,000	169,839	199,839
	<u>59,403</u>	<u>232,505</u>	<u>291,908</u>	<u>49,433</u>	<u>175,407</u>	<u>224,840</u>



**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES**  
**PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**3 Income from donations and legacies**

**(Continued)**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Grants receivable for core activities</b>						
Borough Council of King's Lynn and West Norfolk	25,000	-	25,000	15,000	-	15,000
UK Youth	15,000	-	15,000	15,000	-	15,000
Awards for All	-	-	-	-	10,000	10,000
Bain Associates	-	30,000	30,000	-	27,689	27,689
De Laszlo Fund	-	6,000	6,000	-	5,000	5,000
Garfield Weston	-	-	-	-	30,000	30,000
Love Downham Shop	-	37,399	37,399	-	49,650	49,650
Love Norfolk	-	5,000	5,000	-	5,000	5,000
NCF Mental Health Support	-	10,000	10,000	-	10,000	10,000
Sir Norman Lamb Mental Health & Wellbeing Fund	-	-	-	-	20,000	20,000
West Norfolk Lives	-	-	-	-	5,000	5,000
Winter Resilience Fund	-	-	-	-	7,500	7,500
NCF Space Youth Fund	-	15,000	15,000	-	-	-
Youth Investment Fund	-	18,812	18,812	-	-	-
National Lottery Community Fund	-	20,000	20,000	-	-	-
BCKLWN CIL	-	50,000	50,000	-	-	-
HAF funding	-	12,391	12,391	-	-	-
Youth Advisory Board	-	5,500	5,500	-	-	-
The Kerrison Trust	-	5,000	5,000	-	-	-
NCF Capital Grant	-	5,079	5,079	-	-	-
Other small grants	-	12,324	12,324	-	-	-
	<u>40,000</u>	<u>232,505</u>	<u>272,505</u>	<u>30,000</u>	<u>169,839</u>	<u>199,839</u>



**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**4 Income from charitable activities**

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Charitable activities income</b>						
Subscriptions	1,200	-	1,200	-	385	385
Shop for the Youth	5,887	-	5,887	7,051	-	7,051
Charitable rental income	1,564	725	2,289	-	-	-
Other income	22,514	-	22,514	7,997	26,815	34,812
	<u>31,165</u>	<u>725</u>	<u>31,890</u>	<u>15,048</u>	<u>27,200</u>	<u>42,248</u>

**5 Income from investments**

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	<u>976</u>	<u>236</u>

**6 Expenditure on raising funds**

	Restricted funds 2024 £	Restricted funds 2023 £
<b>Fundraising and publicity</b>		
Seeking donations, grants and legacies	<u>7,000</u>	<u>3,225</u>



**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES**  
**PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**7 Expenditure on charitable activities**

	<b>Charitable activities 2024 £</b>	<b>Charitable activities 2023 £</b>
<b>Direct costs</b>		
Staff costs	169,312	129,791
Depreciation and impairment	9,100	1,397
Activity and group costs	9,335	10,841
Therapy	-	4,320
Residential costs	-	2,500
Training costs	1,715	5,248
Light and heat	8,019	3,491
Repairs and Maintenance	4,719	11,865
Advertising	598	186
Insurance	1,817	372
Telephone	1,556	920
Printing, postage and stationery	1,355	1,499
Sundry expenses	3,849	5,743
Travel costs	2,540	568
Grants and donations	1,643	1,512
Shop purchases	4,060	-
Rent and rates	16,350	-
	<u>235,968</u>	<u>180,253</u>
<b>Share of support and governance costs (see note 8)</b>		
Support	18,147	10,634
Governance	5,916	684
	<u>260,031</u>	<u>191,571</u>
<b>Analysis by fund</b>		
Unrestricted funds	108,288	27,552
Restricted funds	151,743	164,019
	<u>260,031</u>	<u>191,571</u>



**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**8 Support costs allocated to activities**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Staff costs	15,797	6,280
Depreciation	72	72
Software and licences	1,060	3,571
Subscriptions	764	711
Bank fees	454	-
Governance costs	5,916	684
	<u>24,063</u>	<u>11,318</u>
<b>Analysed between:</b>		
Charitable activities	<u>24,063</u>	<u>11,318</u>

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Governance costs comprise:</b>		
Accountancy	4,116	684
Legal and professional	1,800	-
	<u>5,916</u>	<u>684</u>

<b>9 Net movement in funds</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
The net movement in funds is stated after charging/(crediting):		
Depreciation of owned tangible fixed assets	<u>9,172</u>	<u>1,469</u>

**10 Trustees**

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

**11 Employees**

The average monthly number of employees during the year was:

<b>2024</b>	<b>2023</b>
<b>Number</b>	<b>Number</b>
<u>9</u>	<u>8</u>

**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**13 Tangible fixed assets**

**(Continued)**

Project assets include furniture, equipment and office equipment purchased by restricted funds for the relevant project. Office equipment is purchased specifically for the office and support use.

**14 Stocks**

**2024**  
**£**

**2023**  
**£**

Finished goods and goods for resale

1,500

-

**15 Debtors**

**2024**

**2023**

**Amounts falling due within one year:**

**£**

**£**

Trade debtors

4,129

-

Other debtors

-

13

4,129

13

**16 Loans and overdrafts**

**2024**  
**£**

**2023**  
**£**

Loans from related parties

4,306

4,856

Payable within one year

4,306

4,856

This balance relates to a loan made by a former trustee. The loan is interest free, unsecured and has no repayment terms. It is being repaid at a rate of £50 per month.

**17 Creditors: amounts falling due within one year**

**2024**  
**£**

**2023**  
**£**

Borrowings

4,306

4,856

Other taxation and social security

1,526

-

Trade creditors

1,115

248

Accruals and deferred income

2,238

1,027

9,185

6,131



**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**18 Retirement benefit schemes**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	1,870	857

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

**19 Restricted funds**

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	<b>At 1 April 2023</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Transfers</b>	<b>At 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Awards for All	4,366	-	(4,366)	-	-
Bain Associates	10,489	30,000	(32,814)	-	7,675
De Laszlo Fund	2,200	6,000	(7,275)	-	925
Garfield Weston	8,830	-	(8,830)	-	-
Love Downham Shop	21,320	37,399	(35,828)	-	22,891
Love Norfolk	-	5,000	(3,656)	-	1,344
No Child Goes Hungry	1,476	-	(1,068)	-	408
NCF Mental Health Support	-	10,000	(10,000)	-	-
Sir Norman Lamb Mental Health & Wellbeing Fund	1,447	-	(1,447)	-	-
West Norfolk Lives	5,000	-	(5,000)	-	-
YAB: Mental Health Tender	10,653	5,500	(10,653)	-	5,500
BCKLWN CIL	-	50,000	(4,888)	-	45,112
HAF funding	-	12,391	(9,631)	-	2,760
NCF Space Youth Fund	-	15,000	(3,500)	-	11,500
Youth Investment Fund	-	18,812	(2,844)	-	15,968
National Lottery	-	20,000	-	-	20,000
Other small funds	4,735	23,128	(16,943)	881	11,801
	<u>70,516</u>	<u>233,230</u>	<u>(158,743)</u>	<u>881</u>	<u>145,884</u>

**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES PROJECT)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2024**

**19 Restricted funds**

**(Continued)**

Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2023 £
Awards for All	41	10,000	(7,063)	1,388	4,366
Bain Associates	8,428	27,689	(25,628)	-	10,489
De Laszlo Fund	1,250	5,000	(4,050)	-	2,200
Foyle Foundation	816	-	(816)	-	-
Garfield Weston	20,135	30,000	(41,305)	-	8,830
Love Downham Shop	-	49,650	(28,330)	-	21,320
Love Norfolk	-	5,000	(4,891)	(109)	-
No Child Goes Hungry	2,149	-	(673)	-	1,476
NCF Mental Health Support	-	10,000	(9,862)	(138)	-
Norfolk Community Foundation	41	-	-	(41)	-
Sir Norman Lamb Mental Health & Wellbeing Fund	-	20,000	(18,553)	-	1,447
West Norfolk Lives	-	5,000	-	-	5,000
Winter Resilience Fund	-	7,500	(7,488)	(12)	-
YAB: Mental Health Tender	-	18,000	(7,347)	-	10,653
Other small funds	1,205	14,768	(11,238)	-	4,735
	<u>34,065</u>	<u>202,607</u>	<u>(167,244)</u>	<u>1,088</u>	<u>70,516</u>



**SWAN YOUTH PROJECT (NORFOLK) LIMITED  
(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES  
PROJECT)  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**19 Restricted funds**

**(Continued)**

The 'Other small funds' relates to retracted funds for which the income and expenditure is below £5,000 and have therefore been amalgamated for the purposes of the financial statement but separate details are retained by the charity.

**Awards for All** fund represents monies received for the purposes of supporting our core services of Open Access Youth Groups and 1:1 support. Any surplus would be repayable but are unlikely and deficits are covered by the use of unrestricted funds.

**Bain Associates** fund represents monies received for the purpose of delivery of our Community Liaison work; getting out to all of our schools, groups and businesses to raise the profile of the charity and engage and inspire young people to attend the project. Again surpluses are unlikely and any deficit will be covered by unrestricted funds.

**De Laszlo** fund represents monies received for the purpose of expanding and improving our fundraising. Any surplus would be repayable and deficits are covered by use of unrestricted funds.

**Garfield Weston** Fund represents monies received for the purpose of providing social and emotional support through groups and 1:1 support. Any surplus can be added to our unrestricted funds and deficits are covered by unrestricted funds.

**Love Downham Shop** fund represents monies received towards funding the start up costs for our Community Shop and project Co-Ordinator. Any surplus can be added to our unrestricted funds and deficits are covered by unrestricted funds.

**Love Norfolk** fund represents monies received towards funding the charity's Family Support Service. Any surplus can be added to our unrestricted funds and deficits are covered by unrestricted funds.

**No Child Goes Hungry** fund represents monies received to enable us to provide food parcels and food related learning to young people and families within our area who are in short term financial need. This will never be in surplus and deficits will be covered by unrestricted funds.

**Norfolk Community Foundation** - represents monies received for the purposes of various projects undertaken by the charity from the NCF. Any surplus could be added to our unrestricted funds and deficits are covered by unrestricted funds.

**NCF Mental Health Support** fund represents monies received towards funding the charity's 1:1 support sessions for mild / emerging mental health problems. Any surplus can be added to our unrestricted funds and deficits are covered by unrestricted funds.

**Sir Norman Lamb Mental Health & Wellbeing** fund represents monies received for the purposes of supporting our core offer for young people. Any surplus could be added to our unrestricted funds and deficits are covered by unrestricted funds.

**West Norfolk Lives** fund represents monies received towards funding the charity's Open Access sessions. Any surplus could be added to our unrestricted funds and deficits are covered by unrestricted funds.

**BCKLWN CIL** fund is for reconfiguring the building.

**HAF Funding** to deliver holiday sessions to young people.

**NCF Space Youth Fund** to employ a worker to support young people at risk of anti-social behaviour.

**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**19 Restricted funds**

**(Continued)**

**Youth Investment Fund** to fit a new heating system in our building, which is more environmentally friendly and cost effective.

**National Lottery** is 2 years funding for core costs of our delivery.

**20 Unrestricted funds**

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	<b>At 1 April 2023</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Transfers</b>	<b>At 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
General funds	100,501	91,544	(108,288)	(881)	82,876
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Previous year:</b>	<b>At 1 April 2022</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>Transfers</b>	<b>At 31 March 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
General funds	64,424	64,717	(27,552)	(1,088)	100,501
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

The charity aims to maintain an emergency reserve of £80,000, to cover annual running costs, with the balance of funds (although not restricted) being designated by the trustees for projects in the forthcoming year.

**21 Analysis of net assets between funds**

	<b>Unrestricted funds 2024</b>	<b>Restricted funds 2024</b>	<b>Total 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>At 31 March 2024:</b>			
Tangible assets	6,496	59,374	65,870
Current assets/(liabilities)	76,380	86,510	162,890
	<u>          </u>	<u>          </u>	<u>          </u>
	82,876	145,884	228,760
	<u>          </u>	<u>          </u>	<u>          </u>



**SWAN YOUTH PROJECT (NORFOLK) LIMITED**  
**(FORMERLY - THE SOUTH WEST NORFOLK YOUTH OPPORTUNITIES**  
**PROJECT)**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

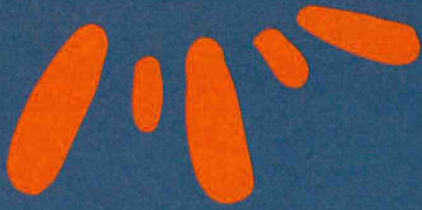
**21 Analysis of net assets between funds**

**(Continued)**

	<b>Unrestricted funds 2023 £</b>	<b>Restricted funds 2023 £</b>	<b>Total 2023 £</b>
<b>At 31 March 2023:</b>			
Tangible assets	2,962	-	2,962
Current assets/(liabilities)	97,539	70,516	168,055
	<u>100,501</u>	<u>70,516</u>	<u>171,017</u>

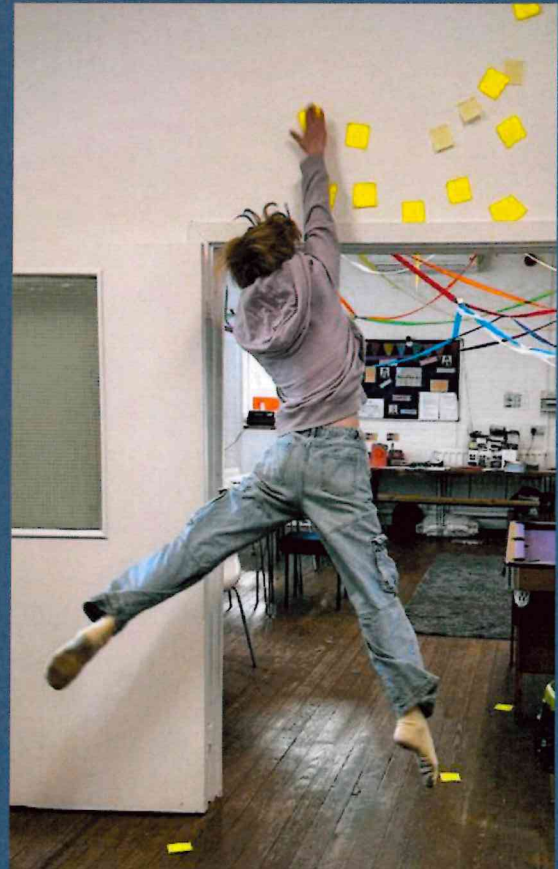
**22 Related party transactions**

There were no disclosable related party transactions during the year (2023 - none).



# Thank You

We are so grateful for the support of our funders and loyal supporters, we simply could not do this valuable work without you. Raising money in these tough times is particularly difficult, so we salute every person who has given their time and money to help our cause.



[www.swanyouthproject.org](http://www.swanyouthproject.org)

Paradise Road, Downham Market.

PE38 9JE

01366 386259



---

# Swan *Youth* Project