

One Million Mentors

England & Wales · Charity number 1149905

Details

Other names	One Million Mentors Limited, UPRISING, UPRISING LEADERSHIP
Status	Registered
Legal form	Charitable company
Company number	08252639
Registered	2012-11-26
Register	View on the Charity Commission register

Contact

Address	One Million Mentors St James Tower 7 Charlotte Street Manchester M1 4DZ
Phone	07943735238
Email	enquiries@1mm.org.uk
Website	https://onemillionmentors.org.uk/

Activities

Objects: To act as a resource for young people up to the age of 25 by providing mentoring, support, advice and assistance and organising programmes of educational and other activities as a means of: (a) advancing in life and helping young people by developing their leadership skills, capacities and capabilities to enable them to participate in society as independent, mature and responsible individuals; (b) advancing education; (c) relieving unemployment.

Activities: UpRising is a UK-wide youth leadership development organisation. Our mission is to open pathways to empower talented young people from diverse and underrepresented backgrounds. We equip them with the knowledge, networks, skills, and confidence to fulfill their leadership potential, find new opportunities and transform the world around them through social action.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Economic/community Development/employment
- **Who:** Children/young People

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£876,951	£1,062,835	£41,897	20
2024-03-31	£996,506	£1,040,848	£227,781	18
2023-03-31	£924,250	£845,529	£272,123	17
2022-03-31	£1,126,919	£1,176,196	£193,402	28
2021-03-31	£1,171,282	£1,106,482	£242,679	28

Trustees

Name	Role	Appointed
Richard Simon Sharp	Chair	2024-09-07
Afiya Begum		2018-11-30
Amit Burman		2025-09-30
Hifsa Wajid		2026-03-12
James Knight		2022-02-03
Shuab Gamote		2025-07-04
Sir Trevor Edwin Chinn		2025-07-10

Accounts

Report of the Trustees and
Audited Financial Statements
for the Year Ended 31 March 2025
for
One Million Mentors (formerly Uprising Leadership)

Knox Cropper LLP
65 Leadenhall Street
London
EC3A 2AD

One Million Mentors

Contents of the Financial Statements
for the Year Ended 31 March 2025

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Report of the Trustees
for the Year Ended 31 March 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of 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 Organisation

One Million Mentors is a UK-wide youth leadership development organisation. Our mission is to open pathways to power and opportunities for a diverse range of talented young people. We equip them with the knowledge, networks, skills, and confidence to reach their potential and transform their communities for the better. The Board is responsible for setting the strategic direction of the organisation, policy development, staff recruitment and financial management.

Since February 2025 the charity has focused on its' One Million Mentors activity following the closure or Transfer of its other activities to other charities. In August 2025 the charity formally changed its' name to One Million Mentors.

Objectives

The objectives of the Charity are to act as a resource for young people aged 18 to 25 by providing advice and assistance and organising educational and employability programmes and other activities as a means of:

1. advancing in life and helping young people by developing their leadership skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals.
2. advancing education; and
3. relieving unemployment and under-employment.

Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission when reviewing the charity's objects, activities and plans for the future.

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENT AND PERFORMANCE

One Million Mentors exists because our leaders don't reflect the communities they serve. In pursuit of our mission, our programmes improve the confidence, skills, networks, career prospects and knowledge of young people from under-represented and poor socio-economic communities. In doing so, participants go on to make a difference in the UK, in their communities, through their employers and in wider civil society.

This activity details the work of the programmes team, delivered between April 2024 and March 2025.

Environmental Leadership Programme 2

Year 1 of the four-year programme with Shropshire Wildlife Trust took place from April to July 2024. Highlights:

- 73 participants were enrolled, 22 sessions delivered, 5 campaigns launched, and 28 facilitators involved
- Activities included design and implementation of nature connection campaigns, green sector career sessions, a visit to Parliament to learn about policymaking, and a graduation at Highbury Hall
- Surveys showed significant increases in leadership (45% to 90%), project management (45% to 95%), professional networking (up by 54%), and nature connection (65% felt more connected, 47% reported increased happiness in nature).

Recruitment for Year 2 began in May 2024, reaching 463 organizations and 35 events. Of 92 applicants, 82 were accepted. The cohort included 55 females, 22 males, and 9 non-binary or undisclosed participants. Most were employed or in education, with 5 having caring responsibilities and 31 having received free school meals.

Commissioned Work

The Wildlife Trusts research report

In April 2024, UpRising and The Wildlife Trusts ran a four-month project engaging over 300 young people (97% aged 16–30) through interviews, focus groups, and surveys. Young researchers, trained and compensated, collected peer insights nationwide. Key findings revealed that barriers to environmental action include finances, time, and lack of awareness. Only 5% had green skills training in secondary school, and 30% didn't know about local Wildlife Trusts. Recommendations focused on supporting youth engagement and leadership development across the movement.

Youth Futures Foundation research reports

In 2024, UpRising worked with the Youth Futures Foundation to produce two reports on youth employment and engagement. The work was intended to contribute to wider movements and extend work from previous initiatives including NPC's the #EveryonesEnvironment initiative and the Our Bright Futures consortium.

Over 1,200 young people participated in the Green Jobs survey, highlighting lack of clarity around green careers, high competition, low pay, and that only 5% received green skills training in secondary school. Many (74%) felt pressure to take unpaid roles.

The Hybrid Programme Delivery report found that hybrid (online and in-person) models improved engagement and access for diverse groups compared to solely in-person programmes. This report used data from the Environmental Leadership Programme.

Both reports offer recommendations, practical guidance, and resources for organisations seeking to make youth programmes more accessible and impactful.

Making Change Happen

This launched as a six-week London course for 18–25-year-olds, supported by the University of Sunderland in London. The first cycle received 27 applications, with 21 accepted. The programme helped participants understand and address community challenges. It was funded by the Worshipful Company of International Bankers.

One Million Mentors:

Last year we supported over 1,100 young people through our mentoring platform - One Million Mentors. We launched 70 programmes nationally with the support of 50 youth partners and we trained 716 new mentors. One Million Mentors also expanded the reach of our mentoring programme ensuring more young people have access to mentoring across the country. Over the last year, programmes were launched, for the first time in: Merseyside, Buckinghamshire, Bolton, Salford and Stockport.

Our mentoring programme has been proven to improve young people's knowledge, life skills and well-being. 80% of mentees have a better understanding of the skills employers are looking for than before they started the programme. 75% are confident they can achieve what they want, up from 60% before mentoring, and 70% believe they have people they can go to for employment advice, up from 38% before mentoring. In terms of wellbeing, 46% of mentees report being happier after mentoring, 42% less anxious and 36% are more positive about the future. 55% of our mentees come from disadvantaged backgrounds, One Million Mentors is benefiting those that need it most. 62% are from ethnic minority backgrounds, and 56% identify as female. Our mission to advance in life and provide benefit to those in need is being met every day by improving the employability, well-being and life opportunities of young people.

In London, we met a key milestone of matching 1,000 young people to a mentor in the year 2024/2025 and now match as many young people with a mentor in a quarter as used to in a whole year just four years ago. We have run 41 mentoring programmes with 16 youth partners. We have formed a strong partnership with New City College and Greater London Authority. We've received continuing commitment and funding from our corporate sponsors: Grant Thornton, Veld Capital and Mayer Brown. And are continuously strengthening our relationships with key volunteer providers: Metropolitan Police Service, Transport for London, Newham Council, Mott MacDonald, HSBC and KPMG.

[My Mentor] taught me that it's not always best to run away from problems. Sometimes, you just have to walk right into them, confront them head-on. And while it's definitely scary at first, once you start dealing with your challenges, it actually feels a lot better. Now, I'm more confident, more focused in my studying, and overall just feel stronger in how I manage life.

Mentee in London

In Manchester, we tripled the number of people signing up to the programme in the last year. We've run 13 mentoring programmes with 11 youth partners. We launched a programme for 16-19-year-olds not in education, employment or training (NEET's). We have also partnered with Manchester City Council and Oldham Council to recruit mentors to support local schools across the city.

I've learned how to ask better questions! The training provided by 1MM is comprehensive without being overwhelming. I also learnt how to empathise at a deeper level... and more specifically with younger individual

Mentor in Manchester

In Cardiff and Newport, we've surpassed the milestone of 700 young people supported and 300 mentors recruited in the region since 2019. We have run 14 mentoring programmes with 14 youth partners. We have supported 206 young people this year and launched an exciting programme at the Welsh Millennium Centre to support a cohort of over 18 mentees in conjunction with their Creative Learning programme. Willows High School have started their 5th mentoring programme with over 70 students supported from there since 2019. Ongoing financial support from Newport and Cardiff City Council means One Million Mentors has been able to target schools in the Southern Arc of the City - where the need is the greatest.

To say the programme was a success is an understatement. After 12 months of mentoring, a number of our pupils have gone on to achieve great things and in part, as well as the support from the school, is down to the 1MM programme.

Youth Partner in Newport

One Million Mentors (Registered number: 08252639)

**Report of the Trustees
for the Year Ended 31 March 2025**

Strategy Review

The Board completed a strategy review of UpRising. We decided to focus on our mentoring project, One Million Mentors. We aim to capitalise on the perceived significant growth opportunities, partly arising from the recent change of UK government. We also wanted to make sure the Environmental Leadership Programme had the right home to thrive. In February 2025 the programme and associated staff transferred to The Wildlife Trusts. The transfer was supported by the programme's funder, the Climate Action Fund, part of The National Lottery Community Fund.

Report of the Trustees
for the Year Ended 31 March 2025

FINANCIAL REVIEW

Financial position

Total income received in the year ended 31 March 2025 amounted to £877k (2024: £997k), of which £619k was restricted income. Total expenditure amounted to £1,063k (2024: £1,041k) leaving accumulated funds of £42k (2024: £228k), of which £17k is unrestricted (2024: £89k).

Reserves policy

The reserves policy is to build reserves to a level of free unrestricted reserves equivalent to between one and three months of regular operating expenditure. The Board regularly reviews the reserve policy and is committed to a cost management and income generation plan to ensure sufficient reserves are in place.

Going concern

The trustees have considered the financial position of One Million Mentors, including the impact of funding patterns, operational commitments, and the wider economic environment on the charity's ability to continue as a going concern.

During the year ended 31 March 2025, 1MM experienced a reduction in unrestricted grant income and a delay in corporate funding, while continuing to see high demand for its youth mentoring programmes. The charity responded by prioritising essential services and securing short-term grant support from Hope for Cheetham and high net worth donations.

As at 31 March 2025, the charity held unrestricted reserves of £17,483, equivalent to approximately 1 month of core operating expenditure. The trustees recognise the importance of maintaining a strong reserve position to ensure resilience and continuity of support to our beneficiaries.

Looking ahead, the trustees have reviewed cash flow projections and fundraising plans for the next 12 months. This includes confirmed funding commitments, ongoing partnerships with schools and community organisations, and planned campaigns targeting individual and corporate donors. Contingency measures, such as reviewing fixed costs and focusing on high-impact programme delivery, are in place should income fall short of expectations.

Based on these reviews, the trustees believe that the charity has sufficient resources to continue its activities for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

Report of the Trustees
for the Year Ended 31 March 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

One Million Mentors is a company limited by guarantee and is a registered charity governed by its memorandum and articles of

association. It was incorporated on 15 October 2012, under company registration number 08252639 and was registered with the Charity Commission on 26 November 2012, under charity number 1149905. In August 2025 the charity changed its' name from UpRising Leadership to One Million Mentors. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Report of the Trustees
for the Year Ended 31 March 2025

Recruitment and appointment of new trustees

The Trustees of One Million Mentors, who are listed on page 10 also serve as company directors for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, the Trustees are elected annually at the annual general meeting to serve for a period of three years and may put themselves forward for re-election. Unless otherwise determined by a general meeting, the number of the members of the Board of Trustees shall be nine, and meetings will be quorate when one-third of members or three members (whichever is the greater) are present.

The One Million Mentors Board of Trustees has met regularly across the year. In addition, the Finance Committee meets prior to each full Trustee meeting, to give further scrutiny and support as regards financial management, planning, and risk. The Trustees carry out a robust and open process to appoint new members to the Board and aim to recruit trustees based on the skills required to fill gaps on the Board.

Every effort is made to recruit a diverse group of Trustees and - as part of our commitment to opening up opportunities for power to our alumni - we have a regular programme of recruitment from our alumni body onto the Board, following a process of open recruitment against our usual skills-based criteria.

All new Trustees will receive ongoing support to help them contribute fully to their new roles. The process will be kept under review and developed, as necessary.

The Trustees have delegated day to day running of the charity to the Chief Executive.

Staffing

The salaries and benefits paid by One Million Mentors will be fair and reasonable and in keeping with its position as a charitable organisation;

- Salary decisions will be influenced by the funding constraints placed upon One Million Mentors as a charity.
- Salary levels are reviewed regularly and set based on decisions which reflect the overall movement in 'cost of living', pay trends in the marketplace (with reference to reference to charitable, voluntary, and other public sector comparisons) and the charity's ability to pay.

One Million Mentors sets its own pay structure and considers arrangements in other sectors. Staff will understand how pay is determined and will be able to raise a grievance on pay and benefit decisions which directly affect them.

Starting salaries for new posts are approved by the CEO and, at a senior leadership level, will be approved by the Trustees. The Trustee Board is responsible for setting (or increasing) the salary of the Chief Executive. All workers employed on a casual worker contract will be paid at least the minimum National Wage hourly rate

Report of the Trustees
for the Year Ended 31 March 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

One Million Mentors seeks to review and assess the risks it faces in all areas of its work and plans for the management of those risks. The implementation of an effective risk management policy ensures trustees and staff are able to make informed decisions, take timely action and operate effectively.

The responsibility for the governance of One Million Mentors, and therefore its risk management, rests with the trustees. Their involvement in reviewing the risk management process and its associated outcomes is essential and needs to be taken into consideration in any business planning process.

One Million Mentors defines risk as the uncertainty surrounding events and their outcomes that may have a significant effect, either enhancing or inhibiting any area of One Million Mentors operations.

The purpose of this policy is to ensure that the major risks which One Million Mentors is exposed to are identified and constantly reviewed, and that the correct systems have been established to manage those risks.

The process will involve careful consideration of:

- One Million Mentors's objectives
- Any external factors which may influence the organisation; and
- Past mistakes and problems.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08252639 (England and Wales)

Registered Charity number

1149905

Registered office

One Million Mentors
St James Tower
7 Charlotte Street
Manchester
M1 4DZ

Trustees

Rushanara Ali - resigned 3 September 2024
Amira Ismail – resigned 29 July 2025
Nazrin Ysmailova – resigned 29 July 2025
James Knight
Lena Patel - resigned 9 December 2024
Richard Sharp
Madeleine Lewis - resigned 4 April 2024
Grace Smith - resigned 24 March 2025
Afiya Begum
Jane Earl - resigned 18 April 2024
Stephen Colegrave - resigned 31 March 2025
Dominic Griffiths - appointed 1 October 2024, resigned 24 March 2025
Trevor Chin – appointed 10 July 2025
Shuab Gamote – appointed 04 July 2025

Senior Management Personnel

Chief Executive Officer - Alveena Malik

Auditors

Knox Cropper LLP
65 Leadenhall Street
London
EC3A 2AD

Report of the Trustees
for the Year Ended 31 March 2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of One Million Mentors for the purposes of Company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent,
- presume that the charity will continue in business.

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

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

In so far as the trustees are aware:

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

AUDITORS

The auditors, Knox Cropper LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 07/01/26 and signed on its behalf by:


James Knight (Jan 7, 2026 12:45:39 GMT)

James Knight

Trustee

Report of the Independent Auditors to the Members of
One Million Mentors

Opinion

We have audited the financial statements of One Million Mentors (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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, 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 Auditors' 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Report of the Independent Auditors to the Members of
One Million Mentors

Responsibilities of trustees

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

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

Our 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The charitable company is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

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.

Knox Cropper LLP

Simon Goodridge (Senior Statutory Auditor)
for and on behalf of Knox Cropper LLP
65 Leadenhall Street
London
EC3A 2AD

Date: 08/01/26

One Million Mentors

Statement of Financial Activities
for the Year Ended 31 March 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	142,739	578,351	721,090	763,351
Charitable activities	4				
Charitable activities		<u>115,176</u>	<u>40,685</u>	<u>155,861</u>	<u>233,155</u>
Total		<u>257,915</u>	<u>619,036</u>	<u>876,951</u>	<u>996,506</u>
 EXPENDITURE ON					
Raising funds	5	2,587	495	3,082	9,440
Charitable activities	6				
Charitable Activities - Programmes		<u>327,062</u>	<u>732,691</u>	<u>1,059,753</u>	<u>1,031,408</u>
Total		<u>329,649</u>	<u>733,186</u>	<u>1,062,835</u>	<u>1,040,848</u>
 NET INCOME/(EXPENDITURE)		(71,734)	(114,150)	(185,884)	(44,342)
 RECONCILIATION OF FUNDS					
Total funds brought forward		<u>89,217</u>	<u>138,564</u>	<u>227,781</u>	<u>272,123</u>
 TOTAL FUNDS CARRIED FORWARD		<u><u>17,483</u></u>	<u><u>24,414</u></u>	<u><u>41,897</u></u>	<u><u>227,781</u></u>

The notes form part of these financial statements

One Million Mentors (Registered number: 08252639)

Balance Sheet
31 March 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
CURRENT ASSETS					
Debtors	13	17,258	8,720	25,978	58,249
Cash at bank		<u>24,818</u>	<u>16,183</u>	<u>41,001</u>	<u>222,106</u>
		42,076	24,903	66,979	280,355
CREDITORS					
Amounts falling due within one year	14	(24,593)	(489)	(25,082)	(52,574)
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET CURRENT ASSETS		<u>17,483</u>	<u>24,414</u>	<u>41,897</u>	<u>227,781</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>17,483</u>	<u>24,414</u>	<u>41,897</u>	<u>227,781</u>
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET ASSETS		<u>17,483</u>	<u>24,414</u>	<u>41,897</u>	<u>227,781</u>
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
FUNDS	16				
Unrestricted funds				17,483	89,217
Restricted funds				<u>24,414</u>	<u>138,564</u>
TOTAL FUNDS				<u>41,897</u>	<u>227,781</u>

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

The financial statements were approved by the Board of Trustees and authorised for issue on 07/01/26 and were signed on its behalf by:


James Knight (Jan 7, 2026 12:45:39 GMT)
James Knight
Trustee

One Million Mentors

Cash Flow Statement
for the Year Ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(181,105)</u>	<u>41,200</u>
Net cash (used in)/provided by operating activities		<u>(181,105)</u>	<u>41,200</u>
		_____	_____
Change in cash and cash equivalents in the reporting period		(181,105)	41,200
Cash and cash equivalents at the beginning of the reporting period		<u>222,106</u>	<u>180,906</u>
Cash and cash equivalents at the end of the reporting period		<u>41,001</u>	<u>222,106</u>

The notes form part of these financial statements

One Million Mentors

Notes to the Cash Flow Statement
for the Year Ended 31 March 2025

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(185,884)	(44,342)
Adjustments for:		
Decrease in debtors	32,271	166,953
Decrease in creditors	<u>(27,492)</u>	<u>(81,411)</u>
Net cash (used in)/provided by operations	<u>(181,105)</u>	<u>41,200</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24 £	Cash flow £	At 31.3.25 £
Net cash			
Cash at bank and in hand	<u>222,106</u>	<u>(181,105)</u>	<u>41,001</u>
	<u>222,106</u>	<u>(181,105)</u>	<u>41,001</u>
Total	<u>222,106</u>	<u>(181,105)</u>	<u>41,001</u>

One Million Mentors

Notes to the Financial Statements **for the Year Ended 31 March 2025**

1. STATUTORY INFORMATION

One Million Mentors is a charitable company limited by guarantee, without share capital, incorporated in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address and principle activities of the charity can be found in the Trustees' Report.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)' Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

There are no significant areas of judgements or key sources of estimation uncertainty.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Gifts in kind represent assets donated for use by the charity, predominantly premises. Gifts in kind are not assigned a value in these accounts and no income is included in the financial statements to represent the time donated by volunteers.

Revenue grants are credited to the Statement of Financial Activities when received or receipt is probable, whichever is earlier. Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Contract income is recognised in the Statement of Financial Activities as it is earned.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Allocation and apportionment of costs

All costs are allocated between the expenditure categories in the Statement of financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particulate activity are allocated directly. Support costs, including governance costs, are apportioned on the basis of estimated aggregate time expended on each activity.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

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.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

One Million Mentors

Notes to the Financial Statements - continued for the Year Ended 31 March 2025

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The charity has minimal exposure to customer credit risk, liquidity risk and market risk. Please refer to the risk section of the trustees annual report for information on how risks are managed. The charity does not have and non basic financial instruments

Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

Bank and cash

Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short term deposits with an original maturity date of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method. Deferred income represents contract funding and training fees relating to future periods.

Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that - even in the worst-case scenario - the Charity has adequate resources to continue in operational existence for the foreseeable future

3. DONATIONS AND LEGACIES

	2025 £	2024 £
Gifts	1	-
Donations and gift aid	97,239	163,896
Grants	<u>623,850</u>	<u>599,455</u>
	<u>721,090</u>	<u>763,351</u>

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

4. INCOME FROM CHARITABLE ACTIVITIES

		2025 £	2024 £
	Activity		
Other Income including			
Service Contracts	Charitable activities	<u>155,861</u>	<u>233,155</u>

5. RAISING FUNDS

Raising donations and legacies

	2025 £	2024 £
Fundraising	<u>3,082</u>	<u>9,440</u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 7) £	Support costs (see note 8) £	Totals £
Charitable Activities - Programmes	<u>912,447</u>	<u>99,492</u>	<u>47,814</u>	<u>1,059,753</u>

	2025 £	2024 £
Direct Costs	912,446	843,670
Grant funding of activities (see note 7)	99,492	126,129
Support costs (see note 8)	<u>47,814</u>	<u>61,609</u>
	<u>1,059,752</u>	<u>1,031,408</u>

7. GRANTS PAYABLE

	2025 £	2024 £
Charitable Activities - Programmes	<u>99,492</u>	<u>126,129</u>

The total grants paid to institutions during the year was as follows:

	2025 £	2024 £
Shropshire Wildlife trust	<u>99,492</u>	<u>126,129</u>

8. SUPPORT COSTS

	Management £	Governance costs £	Totals £
Charitable Activities - Programmes	<u>42,338</u>	<u>5,476</u>	<u>47,814</u>

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

8. SUPPORT COSTS - continued

Support costs, included in the above, are as follows:

	2025 Charitable Activities - Programmes £	2024 Total activities £
IT and CRM	7,059	25,081
HR	826	2,136
Office	20,247	19,028
Finance and legal	12,422	4,136
Other staff costs	1,784	5,492
Auditors' remuneration	<u>5,476</u>	<u>5,736</u>
	<u>47,814</u>	<u>61,609</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025 £	2024 £
Auditors' remuneration	<u>5,476</u>	<u>5,736</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

11. STAFF COSTS

	2025 £	2024 £
Wages and salaries	643,223	593,868
Social security costs	59,748	55,293
Other pension costs	<u>24,055</u>	<u>22,961</u>
	<u>727,026</u>	<u>672,122</u>

The average monthly number of employees during the year was as follows:

	2025	2024
Average Employee numbers	<u>20</u>	<u>19</u>

The key management personnel of the charity comprise the trustees, the Chief Executive and the Senior Management Team.

The charity trustees do not receive remuneration. The total remuneration of the non-trustee key management personnel of the Charity, inclusive of employer pensions and employer National Insurance contributions, was £227,730 (2024: £222,779).

One employee earned between £60,000 and £70,000 during the year, exclusive of employer pensions and employer National Insurance contributions (year to March 2024: two employees earned between £70,000 and £80,000). Employer pension contributions for this employee was £2,800 (2024: £6,628).

Redundancy payments of £4,400 and termination payments of £29,534 were paid during the year ended 31 March 2025 (2024: Nil).

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	108,873	654,478	763,351
Charitable activities			
Charitable activities	<u>6,569</u>	<u>226,586</u>	<u>233,155</u>
Total	<u>115,442</u>	<u>881,064</u>	<u>996,506</u>
 EXPENDITURE ON			
Raising funds	9,440	-	9,440
Charitable activities			
Charitable Activities - Programmes	<u>154,376</u>	<u>877,032</u>	<u>1,031,408</u>
Total	<u>163,816</u>	<u>877,032</u>	<u>1,040,848</u>
 NET INCOME/(EXPENDITURE)	(48,374)	4,032	(44,342)
 RECONCILIATION OF FUNDS			
Total funds brought forward	<u>137,591</u>	<u>134,532</u>	<u>272,123</u>
 TOTAL FUNDS CARRIED FORWARD	<u><u>89,217</u></u>	<u><u>138,564</u></u>	<u><u>227,781</u></u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	15,000	41,690
Other debtors	1,908	1,907
Prepayments and accrued income	<u>9,070</u>	<u>14,652</u>
	<u><u>25,978</u></u>	<u><u>58,249</u></u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade creditors	2,189	4,437
Social security and other taxes	11,325	19,131
Other creditors	2,319	3,670
Accruals and deferred income	<u>9,249</u>	<u>25,336</u>
	<u><u>25,082</u></u>	<u><u>52,574</u></u>

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2025 £	2024 £
Within one year	4,674	7,853
Between one and five years	<u>-</u>	<u>4,674</u>
	<u>4,674</u>	<u>12,527</u>

16. MOVEMENT IN FUNDS

	At 1.4.24 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	89,217	(71,734)	17,483
Restricted funds			
Stand Out	6,286	(1,367)	4,919
One Million Mentors	81,138	(74,992)	6,146
Making Change Happen	10,900	-	10,900
ELP2	<u>40,240</u>	<u>(37,791)</u>	<u>2,449</u>
	<u>138,564</u>	<u>(114,150)</u>	<u>24,414</u>
TOTAL FUNDS	<u>227,781</u>	<u>(185,884)</u>	<u>41,897</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	257,915	(329,649)	(71,734)
Restricted funds			
Stand Out	-	(1,367)	(1,367)
One Million Mentors	330,848	(405,840)	(74,992)
ELP2	249,958	(287,749)	(37,791)
Royal Society of Wildlife Trusts	<u>38,230</u>	<u>(38,230)</u>	<u>-</u>
	<u>619,036</u>	<u>(733,186)</u>	<u>(114,150)</u>
TOTAL FUNDS	<u>876,951</u>	<u>(1,062,835)</u>	<u>(185,884)</u>

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	137,591	(48,374)	89,217
Restricted funds			
Stand Out	4,999	1,287	6,286
One Million Mentors	129,533	(48,395)	81,138
Making Change Happen	-	10,900	10,900
ELP2	-	40,240	40,240
	<u>134,532</u>	<u>4,032</u>	<u>138,564</u>
TOTAL FUNDS	<u>272,123</u>	<u>(44,342)</u>	<u>227,781</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	115,442	(163,816)	(48,374)
Restricted funds			
Stand Out	10,000	(8,713)	1,287
One Million Mentors	530,262	(578,657)	(48,395)
Making Change Happen	15,000	(4,100)	10,900
ELP2	325,802	(285,562)	40,240
	<u>881,064</u>	<u>(877,032)</u>	<u>4,032</u>
TOTAL FUNDS	<u>996,506</u>	<u>(1,040,848)</u>	<u>(44,342)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	137,591	(120,108)	17,483
Restricted funds			
Stand Out	4,999	(80)	4,919
One Million Mentors	129,533	(123,387)	6,146
Making Change Happen	-	10,900	10,900
ELP2	-	2,449	2,449
	<u>134,532</u>	<u>(110,118)</u>	<u>24,414</u>
TOTAL FUNDS	<u>272,123</u>	<u>(230,226)</u>	<u>41,897</u>

One Million Mentors

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	373,357	(493,465)	(120,108)
Restricted funds			
Stand Out	10,000	(10,080)	(80)
One Million Mentors	861,110	(984,497)	(123,387)
Making Change Happen	15,000	(4,100)	10,900
ELP2	575,760	(573,311)	2,449
Royal Society of Wildlife Trusts	38,230	(38,230)	-
	<u>1,500,100</u>	<u>(1,610,218)</u>	<u>(110,118)</u>
TOTAL FUNDS	<u>1,873,457</u>	<u>(2,103,683)</u>	<u>(230,226)</u>

Purposes of restricted funds

Stand Out - to support a national, digital employability and mentoring programme for young people. Both our leadership programmes and 1MM are implementing specific aspects of the grant.

Bedfordshire & Luton Leadership - towards the UpRising leadership programme in Bedfordshire and Luton.

One Million Mentors - the aim of this programme is to recruit, train and connect mentors to young people in Britain to help them maximise their talents and get into the world of work. Our ambition is to build a movement of a million mentors in the next ten years. We are doing this through our online platform which connects mentors to mentoring opportunities.

Making Change Happen - Our new 6 week Leadership Programme for 18 - 25 year olds in East London. This collaborative programme is tailored for individuals eager to spark positive change within their community by enhancing their knowledge or power and leadership.

ELP2 - Our revised and revamped Environmental Leadership Programme is a free 9 month long programme for 18-25 year olds based in the West Midlands providing them with the tools they need to help tackle environmental issues in their area with social action.

Royal Society of Wildlife Trusts - delivery of an insight project Supporting a new generation of young, diverse change-makers to provide a well-researched and contemporary view of what current and potential change makers aged 16 to 30 years need from The Wildlife Trusts to create a better future for nature and people.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025 (year ended 31 March 2024: none)

1MM Accounts for signing

Final Audit Report

2026-01-08

Created:	2025-12-17
By:	Simon Goodridge (simon.goodridge@knoxcropper.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA3tdeByk2WWvgBFh4SPiA1ZO5GwMxgUR

"1MM Accounts for signing" History

-  Document created by Simon Goodridge (simon.goodridge@knoxcropper.com)
2025-12-17 - 12:14:24 PM GMT
-  Document emailed to James Knight (james_knight@mac.com) for signature
2025-12-17 - 12:14:35 PM GMT
-  Email viewed by James Knight (james_knight@mac.com)
2025-12-17 - 1:41:03 PM GMT
-  Email viewed by James Knight (james_knight@mac.com)
2026-01-07 - 12:42:30 PM GMT
-  Document e-signed by James Knight (james_knight@mac.com)
Signature Date: 2026-01-07 - 12:45:39 PM GMT - Time Source: server
-  Document emailed to Simon Goodridge (simon.goodridge@knoxcropper.com) for signature
2026-01-07 - 12:45:41 PM GMT
-  Email viewed by Simon Goodridge (simon.goodridge@knoxcropper.com)
2026-01-08 - 5:10:42 PM GMT
-  Document e-signed by Simon Goodridge (simon.goodridge@knoxcropper.com)
Signature Date: 2026-01-08 - 5:21:51 PM GMT - Time Source: server
-  Agreement completed.
2026-01-08 - 5:21:51 PM GMT

Accounts

Report of the Trustees and
Audited Financial Statements
for the Year Ended 31 March 2024
for
Uprising Leadership

Knox Cropper LLP
65 Leadenhall Street
London
EC3A 2AD

Uprising Leadership

Contents of the Financial Statements
for the Year Ended 31 March 2024

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Cash Flow Statement	16
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Uprising Leadership (Registered number: 08252639)

Report of the Trustees
for the Year Ended 31 March 2024

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number	1149905
Registered Company number	08252639 (England and Wales)
Registered office and principal address	Unit 2.C.05 35-47 Bethnal Green Road London E1 6LA
Trustees	Rushanara Ali (Chair) Lisa Soraya Aziz (resigned 31.3.24) Afiya Begum Jane Margaret Earl (resigned 18.4.24) Amira Ismail James Knight Madeleine Louise Lewis (resigned 4.4.24) Lena Patel Richard Simon Sharp Grace Elizabeth Smith Stephen Colegrave Nazrin Ysmailova
Chief Executive Officer	Marc Whitmore
Bank	The Co-operative 80 Cornhill London EC3V 3NU
Accountants	Monahans County Gate County Way Trowbridge BA14 7FJ
Auditors	Knox Cropper LLP 65 Leadenhall Street London EC3A 2AD

Report of the Trustees
for the Year Ended 31 March 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of 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 Organisation

UpRising is a UK-wide youth leadership development organisation. Our mission is to open pathways to power and opportunities for a diverse range of talented young people. We equip them with the knowledge, networks, skills, and confidence to reach their potential and transform their communities for the better. The Board is responsible for setting the strategic direction of the organisation, policy development, staff recruitment and financial management.

Objectives

The objectives of the Charity are to act as a resource for young people aged 18 to 25 by providing advice and assistance and organising educational and employability programmes and other activities as a means of:

1. advancing in life and helping young people by developing their leadership skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals.
2. advancing education; and
3. relieving unemployment and under-employment.

Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission when reviewing the charity's objects, activities and plans for the future.

ACHIEVEMENTS AND PERFORMANCE

UpRising exists because our leaders don't reflect the communities they serve. In pursuit of our mission, our programmes improve the confidence, skills, networks and knowledge of young people from underserved and under-represented communities. In doing so, participants go on to make a difference to leadership in the UK - in their communities, through their employers and in wider civil society.

Last year, we supported 73 young people through our Environmental Leadership Programme and over 1,000 through our mentoring platform - One Million Mentors. In addition to mobilising for and delivering the first year of the Environmental Leadership Programme through a major new partnership with The Shropshire Wildlife Trust, we also made good progress on a number of our longer-term strategic goals for the year ahead: trialling a new short-course in London to support young people and rekindle relationships post-pandemic; strengthening our partnership work further – especially across the environmental sector; amplifying the voices of our participants through our research work; ongoing investment in raising funds to restore our larger multi-year programmes.

The Environmental Leadership Programme 2

We secured a multi-year **£1.5M grant** from the National Lottery Climate Action Fund to be the lead partner in a partnership with the Shropshire Wildlife Trust (SWT) to deliver a revised and redeveloped Environmental Leadership Programme across the West Midlands.

The programme takes all we've learnt through our original ELP (funded by The National Lottery's Our Bright Futures consortium and which ran from 2016 – 2020) and adapts it to reflect the hopes and concerns of young people today.

The Environmental Leadership Programme 2 therefore focuses on supporting diverse young people aged 18 – 25 to 1) develop their own connection to nature, 2) understand how connecting to nature can drive pro-environmental behaviour change, and 3) co-create and deliver nature connection campaigns rooted in their own communities. Over four annual delivery cycles, UpRising and Shropshire Wildlife Trust will work closely together to support circa 400 participants. To do so, the team will engage c. 200 young people a year through taster session activities, by the end of the four years of the programme we expect participants to have themselves created 60 – 80 nature connection campaigns. Finally, as part of the legacy of the programme, we have committed to share the materials we develop more widely, so that groups of young people outside of the West Midlands can benefit from the programme, too.

Report of the Trustees - continued
for the Year Ended 31 March 2024

The grant itself began on 1 May, at which point we mobilised for delivery. This included: recruiting the new team; finalising the programme's theory of change with our partner; developing and adapting the curriculum and timetable to reflect the focus on nature connection; developing recruitment collateral (including the elp2.uk website) and engaging with recruitment networks across the West Midlands; setting up the first term for success, including engaging external speakers and venues; and established the monitoring, evaluation and impact framework across the programme.

Our first cohort

"It gives a good entry for anyone to learn about environmental change.. to anyone who wants to learn how to advocate and implement change."

- ELP2 participant

Recruitment for our first programme began in July and during the period to October we contacted 326 organisations and attended 30 events, ranging from panel discussions to community events and university welcome weeks. Key activities included a recruitment weekend in Birmingham, where we engaged with the community through events like the Youth Climate Strike and the 'Green Weekender'. We also distributed flyers and posters in strategic locations and leveraged social media by collaborating with societies and contacts with large followings. Relationships were strengthened with partner organisations, leading to future collaboration opportunities and the sharing of ELP2 materials.

In total, we received 78 applications and a total of 73 started the programme, of whom:

- 62% identify as White; 27% as Asian or Asian British; 7% Black; 4% Mixed
- 66% identify as female, 26% as male, 7% as non-binary and 2% prefer not to say
- 15% disclosed that they have a disability and 24% that they have additional needs
- 44% of participants told us that neither of their parents had attended university by the time they were 18; of these 16% have themselves obtained an undergraduate degree or higher.
- 42% of our participants are studying full-time and 20% are working full-time; several of our participants are both working and studying in some combination e.g., 5% studying full-time and working part-time, or are engaged in activities such as apprenticeships; 7% are unemployed.
- 30% of applicants heard about the programme through university (primarily the University of Birmingham)

"Often opportunities like this don't come up and it's free, which means that there's not a financial gap for anyone."

- ELP2 participant

In addition, as part of the application process, we asked all participants to comment on their motivations for applying. The top four environmental reasons for doing so were:

- Lack of green spaces
- Increased pollution, litter, traffic noise
- Lack of connection to nature
- Destruction of nature (e.g., building projects destroying wildlife)

The programme itself is 9 months long and combines both face-to-face and online sessions and workshops to support the complex and transitional lives of participants. In this first year, participants attended:

- The launch weekend hosted by our partners Shropshire Wildlife Trust at The Cut in Shrewsbury. This focused on exploring team building activities and nature connection.
- A pre-Xmas focus on urban environmental challenges, hosted at Highbury Hall in Birmingham.
- Fortnightly online sessions (live and recorded sessions). Speakers came from a range of organisations including Birmingham Friends of the Earth, the Environment Agency, Birmingham City Council, Bug Life and The Chamberlain Highbury Trust.
- A campaign weekend at The Field Studies Council's Preston Montford base covering all of the essentials of campaigning and further developing an understanding of nature connection.

Participants will round off their year with a visit to Parliament to see 'power in action,' and with a graduation at Highbury Hall in early July.

Funding has also enabled us to develop short videos, vox pops and to gather new images that enable us to reflect the excitement and energy participants have brought to the programme: a much needed refresh to our collateral which we'd not been able to achieve during the pandemic period. This will further strengthen our regional recruitment and speaker relationships.

"I've learnt how to connect with nature...and have met great people."

- ELP2 Participant

Report of the Trustees - continued
for the Year Ended 31 March 2024

Performance against strategic goals

Last year we set out six further strategic important goals: to expand access to the ELP2 programme; to secure funding for our other programmes; to trial an “understanding change” programme in London; to strengthen our partnerships further; to amplify the voices of our participants; to continue to invest our fundraising capabilities.

In terms of progress against these goals:

1. Expand access to ELP2

We believe the ELP2 programme has an important role to play in supporting young people to be able to take meaningful pro-environmental steps in their local area which contribute towards mitigating against climate change. Doing so has multiple well documented benefits: from the increased knowledge, skills, networks and confidence that have been at the heart of UpRising’s progress since we were founded in 2012, through to the mental health benefits of helping young people to better connect with nature. As such, we are keen to both to expand the ELP2 nationwide, and to increase reach:

- Nationwide delivery goals. We have identified a number of funders with whom to partner and are in active discussions about doing so.
- Expanding the reach of the ELP2 programme in the West Midlands. With our partners in Shropshire Wildlife Trust we have conducted a comprehensive review of our recruitment activity over Summer 2023 and will continue to build on our strengths for the next cohort.

2. Secure funding for our other programmes.

Having secured our work in the West Midlands just before the end of the last financial year, we entered this year with the key aim of securing funding for our other programmes – in particular those which don’t have a specific environmental focus but reflect local and regional needs more widely.

We were therefore pleased to win 3-years of support from the Worshipful Company of International Bankers towards 50% of the costs of delivering a programme in East London.

More widely, the funding landscape remains challenging. Increased competition for funds, shifting priorities, and funder prioritisation of partnerships has added complexity to our work, as has the fact that the majority of funders (in spite of experience during COVID) continue to restrict their grant-making.

Our future funding priorities therefore remain:

- An Environmental Leadership Academy for early-career environmental sector employees
- Building on our strong track-record of success in Wales, in particular building on our track record of relations with the Office of the Future Generations Commission (Wales) and our work with refugee communities in 2018. In respect of this, we have built a good relationship with the Welsh Refugee Council and have collaborated with them on a major bid to support refugees into green opportunities which we hope to hear about in July 2024.
- Securing matched funding for our Making Change Happen programme. We continue to actively seek funders willing to match the support provided to us by The Worshipful Company of International Bankers. Continuing to explore commissioned work opportunities. Over the past four years we’ve developed a strong track record in winning and delivering commissioned work that aligns closely with our mission, enables us to develop the skills of alumni or participants, and which puts the voices of our young people at the fore.

3. Trial “understanding change” programme in London.

Re-starting our work in London was a major strategic priority for the year. We wanted to do so not just because nearly 1 in 10 Londoners are between the ages of 18 – 25, but also because of our historic links in the capital and having been founded in East London.

As a result, we were pleased to secure support from WCIB to design, plan and deliver a series of 6-week long short-course programmes we’ve called “Making Change Happen.” The programmes themselves are designed to be an introduction to power and personal leadership values and styles, augmented with tangible employability support from WCIB volunteers and others. To deliver the programme, we have partnered with the University of Sunderland in London to host and recruit for the first cohort which will begin in May 2024.

Report of the Trustees - continued
for the Year Ended 31 March 2024

4. Strengthen our partnerships further.

Being able to re-start two programmes has enabled us to begin rebuilding our networks post-pandemic, and to rekindle our links to over 90 organisations in London, and more than 300 across the West Midlands. **This is just the start, and networking will be at the heart of our plans for the next few years.**

Additionally, we entered the year mindful of the opportunities we have to uniquely influence some of the environmental sector's work more widely. With this in mind we have:

- Developed our relationships with a range of student-centred and student led organisations such as Students Organising for Sustainability and the 93% Club.
- Driven the Share/Learn/Improve workstream of New Philanthropy Capital's #EveryonesEnvironment which exists to accelerate action on the social impacts of the environmental crises.

We've also invested heavily in our partnership with Shropshire Wildlife Trust. Previous experience has taught us the importance of developing robust frameworks for action with partners, and as lead partner on the National Lottery bid, we'd used this experience to good effect. However, during the mobilisation and early stages of the new ELP2 we've also invested heavily in building the culture of the cross-organisational team. We're excited by where this will lead over the next three cohorts and have also leveraged these experiences to apply to other funders to be lead partners for other bids.

5. Amplify the voices of our participants.

We have made good progress during the year on delivering three projects to amplify the voices of our participants:

- Building on our 2019 report (Recruiting and retaining diverse young talents, UpRising 2019) we've done further to explore the opportunities and barriers for young people from underrepresented and underserved communities in the green jobs arena. Funded by the Youth Futures Foundation (as a continuation of our work on Stand Out in 2021) we partnered with the Royal Wildlife Trusts to survey over 21,000 people to learn what advice they'd have for young people looking for a green career. Over 1,300 responded and early in the new financial year we will discuss these findings with UpRising alumni to shape our collective response. Our final report will be released by the end of the calendar year.
- We won a major piece of commissioned work from a significant nationwide environmental charity in a competitive tender. This work will explore how emerging adults (18 – 30) view nature, climate, and nature organisations as well as contributing to our financial flexibility. Working closely with UpRising alumna Samia Dumbuya we will engage c. 100 young people through paid research, developing their own skills and helping others to understand much more about the barriers and opportunities faced by young people who want to engage with nature.
- Understanding hybrid delivery. Following two years of online programme delivery during the pandemic, in 2022 we undertook a review of the available literature on the different ways in which young people engage in online programmes, to better contextualise the experiences of our participants. With the support of BlackRock, last year we built on this to review our learning environment and the information it provides. Now, as we're able to run our face-to-face programmes again, we will benefit from support from the Youth Futures Foundation to compare and contrast these experiences. Anecdotally, we know that participants continue to report the value of the flexibility of sessions being recorded to be watched on catch-up, while placing huge value on face-to-face sessions.

6. Continue to invest in securing UpRising's longer-term future.

We have submitted a steady stream of funding applications, invested time in understanding major funder priorities, and have continued to win grants and contracts to support core costs and expand programme offerings. Nonetheless, the fundraising landscape remains challenging and while we continue to pursue a diverse pipeline of opportunities and prioritise strategically aligned funders, our operating context (like that of so many others) has undoubtedly shifted post-pandemic. In this year, Trustees continued to invest an appropriate proportion of reserves in ongoing fundraising and will review the situation further in the next financial year.

Thank you!

We want to express our sincere gratitude to all our funders who have supported us during this year: The National Lottery Climate Action Fund, the Worshipful Company of International Bankers, the Youth Futures Foundation, the Chesterhill Foundation, the William Allen Young Charitable Trust, The Royal Wildlife Trusts, the Garfield Weston Foundation and a major donor who wishes to remain anonymous.

Report of the Trustees - continued
for the Year Ended 31 March 2024

OUTLOOK AND PLANS

The twin crises of climate and cost-of-living continue to underscore the importance of developing the next generation of leaders from communities most impacted by these issues: as such, the work of UpRising continues to be of critical importance. Alongside this, shifts in the funding landscape mean that we will need to continue to build on our experiences of responding with agility during the pandemic to keep a close eye on how we deliver our work over the next financial year and beyond.

Against that backdrop, our strategic priorities over the next year are to:

- **Exceed expectations in our leadership of the ELP2 partnership.** In Shropshire Wildlife Trust we have a strong partner. Next year we will: launch a series of daily nature connection activities for young people to strengthen recruitment; will expand our recruitment reach further; will build on our speaker and event panels; and will leverage all we've learnt from recruitment of the first cohort to bring 100 participants on to Cohort 2.
- **Expand our reach.** We will continue to seek support to enable us to offer our flagship environmental leadership programme in other regions, to match fund Making Change Happen in London, and to reinstate our Leadership Programme.
- **Strengthen our influence.** We will continue to co-operate closely with partners such as Students Organising for Sustainability, New Philanthropy Capital's #EveryonesEnvironment, and The Royal Wildlife Trusts to identify ways to centre the voices of our participants in national debates. For example, throughout our work this year we've heard from young people of the importance of providing paid-for environmental/nature opportunities, echoing campaigning work we undertook with our sister organisation 1MM at the start of the pandemic. We will explore this further.
- **Review our non-programme operations.** We reduced costs significantly in response to the pandemic. With senior staff, Trustees will review this in the new financial year.

One Million Mentors (1MM)

1MM is an exciting community-based mentoring programme, quickly growing roots around the UK. Our aim is to recruit train and deploy a million mentors in order to transform a million young lives.

This year we have deepened our engagement in our core regions as well as expanded our offer to new cities including Newport, Liverpool, Nottingham and Buckinghamshire.

In 2023/2024 we secured a second round of funding from the National Citizens Service (NCS) to support a further 225 young people (aged 16 and 17 year olds) via virtual, hybrid or face to face mentoring. We have commissioned an independent evaluator, Rocket Science, to compare and contrast the three models based on their effectiveness and impact.

We were also awarded one of the largest multi year grants from Propel via New Deal for Young People. In Year 1 we are looking to establish over 400 mentoring relationships across East and West London. In Year 2 we hope to expand across pan London. Corporate engagement has strengthened with Grant Thornton selecting 1MM as a partner charity, sponsoring 30 young people across Greater Manchester and London. Mayer Brown sponsored a programme at Morpeth School, and we also have two Liverpool schools signed up to launch, as will be sponsored by Princes Ltd.

In this financial year (April 2023/ March 2024) 1MM reached over 1000 **number of** young people. Based on the pre-mentoring evaluation submissions we can report the following breakdown; 65% are BAME, 64% are U18, 60% are disadvantaged, and there's a 56/41% split between female and male participants.

Only 27% feel they know how to go about getting the experience or training you need to get the job or qualification you want.

Only 55% are feeling satisfied with life

Only 54% are feeling positive about their future

Only 55% feel they can achieve what they want to

Only 30% felt pleased with themselves in the last week

63% are wanting help with building confidence

61% are wanting help with interview skills

Donors 2023/2024

National Citizenship Service (NCS), Cardiff City Council, Newport Council, Mayor of London New Deal for Young People, Mayer Brown, Veld Capital, Grant Thornton and our private donors who are members of 1MM's Funding Circle.

Report of the Trustees - continued
for the Year Ended 31 March 2024

FINANCIAL REVIEW

Total income received in the year ended 31 March 2024 amounted to £997k (2023: £924k), of which £881k was restricted income. Total expenditure amounted to £1,041k (2023: £846k) leaving accumulated funds of £228k (2023: £272k), of which £89k is unrestricted (2023: £139k).

The organisation's focus is to be stable and sustainable. The Board and Executive team have worked closely together to attract additional funds into the organisation. We have a Finance Committee of the Board and stronger internal financial management and oversight. There is a long-term financial plan to generate surpluses over the current and future financial years to build up free reserves to meet our reserves policy.

Costing model

We continue to leverage technology to deliver our programmes and this year have delivered in a hybrid format (online and face-to-face). We have received funds during the year to assess the opportunities and challenges hybrid presents and we expect to adapt our costs further to reflect these findings during the course of the financial year.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant multi-year grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that - even in the worst-case scenario - the Charity has adequate resources to continue in operational existence for the foreseeable future.

Reserves policy

The reserves policy is to build reserves to a level of free unrestricted reserves equivalent to between one and three months of regular operating expenditure. The Board regularly reviews the reserve policy and is committed to a cost management and income generation plan to ensure sufficient reserves are in place.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

UpRising is a company limited by guarantee and is a registered charity governed by its memorandum and articles of association. It was incorporated on 15 October 2012, under company registration number 08252639 and was registered with the Charity Commission on 26 November 2012, under charity number 1149905. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Recruitment and appointment of Trustees

The Trustees of UpRising, who are listed on page 1, also serve as company directors for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, the Trustees are elected annually at the annual general meeting to serve for a period of three years and may put themselves forward for re-election. Unless otherwise determined by a general meeting, the number of the members of the Board of Trustees shall be nine, and meetings will be quorate when one-third of members or three members (whichever is the greater) are present.

The UpRising Board of Trustees has met regularly across the year. In addition, the Finance Committee meets prior to each full Trustee meeting, to give further scrutiny and support as regards financial management, planning, and risk. The Trustees carry out a robust and open process to appoint new members to the Board and aim to recruit trustees based on the skills required to fill gaps on the Board.

Every effort is made to recruit a diverse group of Trustees and – as part of our commitment to opening up opportunities for power to our alumni - we have a regular programme of recruitment from our alumni body onto the Board, following a process of open recruitment against our usual skills-based criteria.

All new Trustees will receive ongoing support to help them contribute fully to their new roles. The process will be kept under review and developed, as necessary.

The Trustees have delegated day to day running of the charity to the Chief Executive.

Report of the Trustees - continued
for the Year Ended 31 March 2024

Senior Management Team and Remuneration

The senior management team during FY2023/24 consisted of the following staff: Chief Executive (Marc Whitmore) Head of Programmes (Rukaiya Jeraj) and Alveena Malik (Director of One Million Mentors).

UpRising has a remuneration policy for all staff which includes senior management. The policy considers both internal and external factors and is reflected in the following Statement of Policy:

- The salaries and benefits paid by UpRising will be fair and reasonable and in keeping with its position as a charitable organisation;
- Salary decisions will be influenced by the funding constraints placed upon UpRising as a charity.
- Salary levels are reviewed regularly and set based on decisions which reflect the overall movement in 'cost of living', pay trends in the marketplace (with reference to reference to charitable, voluntary, and other public sector comparisons) and the charity's ability to pay.

UpRising Leadership sets its own pay structure and considers arrangements in other sectors. Staff will understand how pay is determined and will be able to raise a grievance on pay and benefit decisions which directly affect them. Starting salaries for new posts are approved by the CEO and, at a senior leadership level, will be approved by the Trustees. The Trustee Board is responsible for setting (or increasing) the salary of the Chief Executive. All workers employed on a casual worker contract will be paid at least the minimum Living Wage hourly rate, as set out by the Living Wage Foundation, for the region in which they will be working.

As part of the restructure process in late Summer 2020 and in line with a review conducted in January 2020, salary brackets were amended (increasing junior staff members starting salaries) and set annual increases implemented for non SLT staff.

Employee information

UpRising employed 21 members of staff as at 31st March 2024, as well as additional sessional workers during the year. Regular all-staff meetings are held, in addition to project and programmes-based meetings. The format of meetings allows for information to be communicated to staff and for employee ideas and suggestions to be listened to.

Each employee is responsible for their own personal development and is provided with support from their manager and the senior management team. To aid this, we have introduced optional coaching for all staff through our pool of nearly 50 trained coaches and almost all staff have taken advantage of this opportunity during the year. Annual appraisals are held between employee and manager, as well as regular one-to-one meetings to discuss performance.

The trustees would like to thank every staff member for their dedicated service and hard work over the last 12 months.

Risk Management Process and Procedures

UpRising seeks to review and assess the risks it faces in all areas of its work and plans for the management of those risks. The implementation of an effective risk management policy ensures trustees and staff are able to make informed decisions, take timely action and operate effectively.

The responsibility for the governance of UpRising, and therefore its risk management, rests with the trustees. Their involvement in reviewing the risk management process and its associated outcomes is essential and needs to be taken into consideration in any business planning process.

UpRising defines risk as the uncertainty surrounding events and their outcomes that may have a significant effect, either enhancing or inhibiting any area of UpRising operations.

The purpose of this policy is to ensure that the major risks which UpRising is exposed to are identified and constantly reviewed, and that the correct systems have been established to manage those risks.

The process will involve careful consideration of:

- UpRising's objectives
- Any external factors which may influence the organisation; and
- Past mistakes and problems.

In the year, Trustees reviewed the organisation's policies and processes to ensure compliance with best practice post-pandemic.

In April 2023, Trustees revised the organisation's risk framework to further align with Charity Commission Guidance Note CC28 as follows:

Organisational risk register

Risk	Comment	Action
Delivery & Impact (quality, not meeting targets)	▪ Scaling up with new staff and a new hybrid programme will require careful attention. Over the past few years we've invested heavily in induction processes and our documentation is extensive. ▪ Responsibility for recruitment of young people is currently shared with partner organisations.	▪ 'Taster sessions' with local community partners, to generate interest ▪ Programme planning will begin early, involving local partners and alumni from the beginning.
Fundraising (partnerships and priorities)	▪ We have a clear fundraising plan and a comprehensive understanding of the fundraising landscape.	▪ Ongoing fundraising and securing commissioned work. ▪ Keeping in regular contact with new and old funders as well as employing the necessary resources to secure future funding.
Staffing (service quality; employment issues)	▪ Recruitment market continues to be competitive, in part driven by inflationary pressure. This is especially true for staff outside of programme delivery	▪ We will continue to use our 'agile' approach which enables us to be more flexible in our recruitment ▪ We will continue to use our HR advisor to ensure we tackle any performance issues early
Reputation (public perception; adverse publicity; government policy)	▪ We have rehearsed our response to any communications issues	▪ We will regularly review our comms response
Financial (adequacy of reserves; cashflow; use of funds; insufficient funds)	▪ We continue to use our reserves to manage cashflow and to invest in fundraising/core costs ▪ Accurate cashflow forecasting remains critical for us as an organisation	▪ Regularly forecasting budget in light of new information ▪ Identify cash flow needs. ▪ Over the course of the financial year, we have further strengthened our financial management systems by engagement with an external accountancy firm once more.
Governance (inappropriate organisational structure, health and safety issues)	▪ During the year we reviewed our policy framework, including root-and-branch review of our HR policies in the light of the post-pandemic working landscape (working from home etc.)	▪ Embed policies in culture and practice
External Threats (Cyber security)	▪ CRM is the main area of concern for potential cyber attacks.	▪ Ensure regular back-ups are taken and staff are trained on secure online working behaviours.
Operational (business operations)	▪ We have signed a lease on a base in London which gives us security for the next few years	▪ Keep under review

Report of the Trustees - continued
for the Year Ended 31 March 2024

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of Uprising Leadership for the purposes of Company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent,
- presume that the charity will continue in business.

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

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

In so far as the trustees are aware:

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

On behalf of the board of Trustees

Rushanara Ali MP (Chair of Trustees)

Date: 5 July 2024

Report of the Independent Auditor's to the Members of
Uprising Leadership

Opinion

We have audited the financial statements of Uprising Leadership (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 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 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 Financial Reporting Council's (FRC) 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The other information comprises the information included in the Trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Report of the Independent Auditor's to the Members of
Uprising Leadership - continued

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 directors' report included within the trustees' report.

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

- proper and adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The charitable company is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Report of the Independent Auditor's to the Members of
Uprising Leadership - continued

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.

Simon Goodridge (Senior Statutory Auditor)
For and on behalf of Knox Cropper LLP, Statutory Auditor
65 Leadenhall Street
London
EC3A 2AD
Date:

Uprising Leadership

Statement of Financial Activities
for the Year Ended 31 March 2024

	Notes	Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	108,873	654,478	763,351	453,998
Charitable activities	4				
Charitable activities		<u>6,569</u>	<u>226,586</u>	<u>233,155</u>	<u>470,252</u>
Total		<u>115,442</u>	<u>881,064</u>	<u>996,506</u>	<u>924,250</u>
 EXPENDITURE ON					
Raising funds	5	9,440	-	9,440	9,612
Charitable activities	6				
Charitable Activities - Programmes		<u>154,376</u>	<u>877,032</u>	<u>1,031,408</u>	<u>835,917</u>
Total		<u>163,816</u>	<u>877,032</u>	<u>1,040,848</u>	<u>845,529</u>
 NET INCOME/(EXPENDITURE)		(48,374)	4,032	(44,342)	78,721
 RECONCILIATION OF FUNDS					
Total funds brought forward		<u>137,591</u>	<u>134,532</u>	<u>272,123</u>	<u>193,402</u>
 TOTAL FUNDS CARRIED FORWARD		<u><u>89,217</u></u>	<u><u>138,564</u></u>	<u><u>227,781</u></u>	<u><u>272,123</u></u>

The notes form part of these financial statements

Uprising Leadership (Registered number: 08252639)

Balance Sheet
31 March 2024

	Notes	Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
CURRENT ASSETS					
Debtors	13	12,689	45,560	58,249	225,202
Cash at bank		<u>96,530</u>	<u>125,576</u>	<u>222,106</u>	<u>180,906</u>
		109,219	171,136	280,355	406,108
CREDITORS					
Amounts falling due within one year	14	(20,002)	(32,572)	(52,574)	(133,985)
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET CURRENT ASSETS		<u>89,217</u>	<u>138,564</u>	<u>227,781</u>	<u>272,123</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>89,217</u>	<u>138,564</u>	<u>227,781</u>	<u>272,123</u>
		<u> </u>	<u> </u>	<u> </u>	<u> </u>
NET ASSETS		<u>89,217</u>	<u>138,564</u>	<u>227,781</u>	<u>272,123</u>
FUNDS	16				
Unrestricted funds				89,217	137,591
Restricted funds				<u>138,564</u>	<u>134,532</u>
TOTAL FUNDS				<u>227,781</u>	<u>272,123</u>

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

The financial statements were approved by the Board of Trustees and authorised for issue on and were signed on its behalf by:

.....
Rushanara Ali MP (Chair of Trustees)

Uprising Leadership

Cash Flow Statement
for the Year Ended 31 March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	<u>41,200</u>	<u>(82,275)</u>
Net cash provided by/(used in) operating activities		<u>41,200</u>	<u>(82,275)</u>
Change in cash and cash equivalents in the reporting period		41,200	(82,275)
Cash and cash equivalents at the beginning of the reporting period		<u>180,906</u>	<u>263,181</u>
Cash and cash equivalents at the end of the reporting period		<u>222,106</u>	<u>180,906</u>

The notes form part of these financial statements

Uprising Leadership

Notes to the Cash Flow Statement
for the Year Ended 31 March 2024

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(44,342)	78,721
Adjustments for:		
Decrease/(increase) in debtors	166,953	(147,320)
Decrease in creditors	<u>(81,411)</u>	<u>(13,676)</u>
Net cash provided by/(used in) operations	<u>41,200</u>	<u>(82,275)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23 £	Cash flow £	At 31.3.24 £
Net cash			
Cash at bank and in hand	<u>180,906</u>	<u>41,200</u>	<u>222,106</u>
	<u>180,906</u>	<u>41,200</u>	<u>222,106</u>
Total	<u>180,906</u>	<u>41,200</u>	<u>222,106</u>

Uprising Leadership

Notes to the Financial Statements **for the Year Ended 31 March 2024**

1. STATUTORY INFORMATION

Uprising Leadership is a charitable company limited by guarantee, without share capital, incorporated in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office address and principle activities of the charity can be found in the Trustees' Report.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)' Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

There are no significant areas of judgements or key sources of estimation uncertainty.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Gifts in kind represent assets donated for use by the charity, predominantly premises. Gifts in kind are not assigned a value in these accounts and no income is included in the financial statements to represent the time donated by volunteers.

Revenue grants are credited to the Statement of Financial Activities when received or receipt is probable, whichever is earlier. Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Contract income is recognised in the Statement of Financial Activities as it is earned.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Allocation and apportionment of costs

All costs are allocated between the expenditure categories in the Statement of financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly. Support costs, including governance costs, are apportioned on the basis of estimated aggregate time expended on each activity.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

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.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Notes to the Financial Statements - continued
for the Year Ended 31 March 2024

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Financial instruments

The charity has minimal exposure to customer credit risk, liquidity risk and market risk. Please refer to the risk section of the trustees annual report for information on how risks are managed. The charity does not have and non basic financial instruments

Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

Bank and cash

Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short term deposits with an original maturity date of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method. Deferred income represents contract funding and training fees relating to future periods.

Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that - even in the worst-case scenario - the Charity has adequate resources to continue in operational existence for the foreseeable future

3. DONATIONS AND LEGACIES

	2024 £	2023 £
Donations and gift aid	163,896	199,523
Grants	<u>599,455</u>	<u>254,475</u>
	<u>763,351</u>	<u>453,998</u>

Uprising Leadership

Notes to the Financial Statements - continued
for the Year Ended 31 March 2024

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2024 £	2023 £
Other Income including Service Contracts	Charitable activities	<u>233,155</u>	<u>470,252</u>

5. RAISING FUNDS

Raising donations and legacies

	2024 £	2023 £
Fundraising	<u>9,440</u>	<u>9,612</u>

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 7) £	Support costs (see note 8) £	Totals £
Charitable Activities - Programmes	<u>843,670</u>	<u>126,129</u>	<u>61,609</u>	<u>1,031,408</u>

	2024 £	2023 £
Direct Costs	895,121	794,932
Grant funding of activities (see note 7)	126,129	-
Support costs (see note 8)	<u>61,609</u>	<u>40,986</u>
	<u>1,031,408</u>	<u>835,917</u>

7. GRANTS PAYABLE

	2024 £	2023 £
Charitable Activities - Programmes	<u>126,129</u>	<u>-</u>

The total grants paid to institutions during the year was as follows:

	2024 £	2023 £
Shropshire Wildlife trust	<u>126,129</u>	<u>-</u>

8. SUPPORT COSTS

	Management £	Governance costs £	Totals £
Charitable Activities - Programmes	<u>55,873</u>	<u>5,736</u>	<u>61,609</u>

Uprising Leadership

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

8. **SUPPORT COSTS - continued**

Support costs, included in the above, are as follows:

	2024 Total activities £	2023 Total activities £
IT and CRM	25,081	13,174
HR	2,136	3,709
Office	19,028	10,518
Finance and legal	4,136	2,602
Other staff costs	5,492	6,056
Auditors' remuneration	5,736	4,593
Trustees' expenses	-	334
	<u>61,609</u>	<u>40,986</u>

9. **NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	2024 £	2023 £
Auditors' remuneration	<u>5,736</u>	<u>4,593</u>

10. **TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

	2024 £	2023 £
Trustees' expenses	<u>-</u>	<u>334</u>

11. **STAFF COSTS**

	2024 £	2023 £
Wages and salaries	593,868	522,039
Social security costs	55,293	49,684
Other pension costs	<u>22,961</u>	<u>18,517</u>
	<u>672,122</u>	<u>590,240</u>

The average monthly number of employees during the year was as follows:

	2024	2023
Average Employee numbers	<u>19</u>	<u>17</u>

The key management personnel of the charity comprise the trustees, the Chief Executive and the Senior Management Team, including the Director of One Million Mentors.

The charity trustees do not receive remuneration. The total remuneration of the non-trustee key management personnel of the Charity, inclusive of employer pensions and employer National Insurance contributions, was £222,779 (2023: £219,745).

Two employees earned between £70,000 and £80,000 during the year, exclusive of employer pensions and employer National Insurance contributions (year to March 2023: two employees earned between £60,000 and £70,000). Employer pension contributions for these employees were £6,628 (2023: £4,415).

Uprising Leadership

Notes to the Financial Statements - continued
for the Year Ended 31 March 2024

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	86,791	367,207	453,998
Charitable activities			
Charitable activities	<u>470,252</u>	<u>-</u>	<u>470,252</u>
Total	<u>557,043</u>	<u>367,207</u>	<u>924,250</u>
EXPENDITURE ON			
Raising funds	7,177	2,435	9,612
Charitable activities			
Charitable Activities - Programmes	<u>542,720</u>	<u>293,197</u>	<u>835,917</u>
Total	<u>549,897</u>	<u>295,632</u>	<u>845,529</u>
NET INCOME	7,146	71,575	78,721
RECONCILIATION OF FUNDS			
Total funds brought forward	130,445	62,957	193,402
TOTAL FUNDS CARRIED FORWARD	<u>137,591</u>	<u>134,532</u>	<u>272,123</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade debtors	41,690	175,598
Other debtors	1,907	-
Prepayments and accrued income	<u>14,652</u>	<u>49,604</u>
	<u>58,249</u>	<u>225,202</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	4,437	102,200
Social security and other taxes	19,131	12,829
Other creditors	3,670	3,094
Accruals and deferred income	<u>25,336</u>	<u>15,862</u>
	<u>52,574</u>	<u>133,985</u>

Uprising Leadership

Notes to the Financial Statements - continued
for the Year Ended 31 March 2024

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024 £	2023 £
Within one year	7,853	-
Between one and five years	<u>4,674</u>	<u>-</u>
	<u><u>12,527</u></u>	<u><u>-</u></u>

16. MOVEMENT IN FUNDS

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	137,591	(48,374)	89,217
Restricted funds			
Stand Out	4,999	1,287	6,286
One Million Mentors	129,533	(48,395)	81,138
Making Change Happen	-	10,900	10,900
ELP2	<u>-</u>	<u>40,240</u>	<u>40,240</u>
	<u>134,532</u>	<u>4,032</u>	<u>138,564</u>
TOTAL FUNDS	<u><u>272,123</u></u>	<u><u>(44,342)</u></u>	<u><u>227,781</u></u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	115,442	(163,816)	(48,374)
Restricted funds			
Stand Out	10,000	(8,713)	1,287
One Million Mentors	530,262	(578,657)	(48,395)
Making Change Happen	15,000	(4,100)	10,900
ELP2	<u>325,802</u>	<u>(285,562)</u>	<u>40,240</u>
	<u>881,064</u>	<u>(877,032)</u>	<u>4,032</u>
TOTAL FUNDS	<u><u>996,506</u></u>	<u><u>(1,040,848)</u></u>	<u><u>(44,342)</u></u>

Uprising Leadership

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

16. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	130,445	7,146	137,591
Restricted funds			
Stand Out	-	4,999	4,999
Bedfordshire & Luton Leadership	10,800	(10,800)	-
One Million Mentors	<u>52,157</u>	<u>77,376</u>	<u>129,533</u>
	<u>62,957</u>	<u>71,575</u>	<u>134,532</u>
TOTAL FUNDS	<u><u>193,402</u></u>	<u><u>78,721</u></u>	<u><u>272,123</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	557,043	(549,897)	7,146
Restricted funds			
Stand Out	14,252	(9,253)	4,999
Bedfordshire & Luton Leadership	10,000	(20,800)	(10,800)
One Million Mentors	<u>342,955</u>	<u>(265,579)</u>	<u>77,376</u>
	<u>367,207</u>	<u>(295,632)</u>	<u>71,575</u>
TOTAL FUNDS	<u><u>924,250</u></u>	<u><u>(845,529)</u></u>	<u><u>78,721</u></u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	130,445	(41,228)	89,217
Restricted funds			
Stand Out	-	6,286	6,286
Bedfordshire & Luton Leadership	10,800	(10,800)	-
One Million Mentors	52,157	28,981	81,138
Making Change Happen	-	10,900	10,900
ELP2	<u>-</u>	<u>40,240</u>	<u>40,240</u>
	<u>62,957</u>	<u>75,607</u>	<u>138,564</u>
TOTAL FUNDS	<u><u>193,402</u></u>	<u><u>34,379</u></u>	<u><u>227,781</u></u>

Uprising Leadership

Notes to the Financial Statements - continued for the Year Ended 31 March 2024

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	672,485	(713,713)	(41,228)
Restricted funds			
Stand Out	24,252	(17,966)	6,286
Bedfordshire & Luton Leadership	10,000	(20,800)	(10,800)
One Million Mentors	873,217	(844,236)	28,981
Making Change Happen	15,000	(4,100)	10,900
ELP2	<u>325,802</u>	<u>(285,562)</u>	<u>40,240</u>
	<u>1,248,271</u>	<u>(1,172,664)</u>	<u>75,607</u>
TOTAL FUNDS	<u><u>1,920,756</u></u>	<u><u>(1,886,377)</u></u>	<u><u>34,379</u></u>

Purposes of restricted funds

Stand Out - to support a national, digital employability and mentoring programme for young people. Both our leadership programmes and 1MM are implementing specific aspects of the grant.

Bedfordshire & Luton Leadership - towards the UpRising leadership programme in Bedfordshire and Luton.

One Million Mentors - the aim of this programme is to recruit, train and connect mentors to young people in Britain to help them maximise their talents and get into the world of work. Our ambition is to build a movement of a million mentors in the next ten years. We are doing this through our online platform which connects mentors to mentoring opportunities.

Making Change Happen - Our new 6 week Leadership Programme for 18 - 25 year olds in East London. This collaborative programme is tailored for individuals eager to spark positive change within their community by enhancing their knowledge or power and leadership.

ELP2 - Our revised and revamped Environmental Leadership Programme is a free 9 month long programme for 18-25 year olds based in the West Midlands providing them with the tools they need to help tackle environmental issues in their area with social action.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2024 (year ended 31 March 2023: none)

Accounts

UpRising Leadership

Report and Accounts

Year ended 31 March 2023

Registered Charity Number: 1149905
Registered Company Number: 08252639

**UPRISING LEADERSHIP
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023
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**UPRISING LEADERSHIP
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023
REFERENCE AND ADMINISTRATIVE DETAILS**

Charity number	1149905
Company number	08252639
Registered Office and Principal Address	2nd Floor Central, 2.C.05, 35-47 Bethnal Green Road London E1 6LA
Trustees	Rushanara Ali MP (Chair) Lisa Aziz Afiya Begum Stephen Colegrave Jane Earl Amira Ismail (appointed July 2022) James Knight Madeleine Lewis Lena Patel Richard Sharp Grace Smith Nazrin Ysmailova (appointed July 2022)
Chief Executive	Marc Whitmore
Bank	The Co-operative 80 Cornhill London EC3V 3NU
Auditor	Knox Cropper LLP 65 Leadenhall Street London EC3A 2AD

OBJECTIVES AND ACTIVITIES

The Organisation

UpRising is a UK-wide youth leadership development organisation. Our mission is to open pathways to power and opportunities for a diverse range of talented young people. We equip them with the knowledge, networks, skills, and confidence to reach their potential and transform their communities for the better. The Board is responsible for setting the strategic direction of the organisation, policy development, staff recruitment and financial management.

Objectives

The objectives of the Charity are to act as a resource for young people aged up to 25 by providing advice and assistance and organising educational and employability programmes and other activities as a means of:

1. advancing in life and helping young people by developing their leadership skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals.
2. advancing education; and
3. relieving unemployment and under-employment.

Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission when reviewing the charity's objects, activities and plans for the future.

ACHIEVEMENTS AND PERFORMANCE

UpRising exists because our leaders don't reflect the communities they serve. In pursuit of our mission, our programmes improve the confidence, skills, networks and knowledge of young people from underserved and under-represented communities. In doing so, participants go on to make a difference to leadership in the UK - in their communities, through their employers and in wider civil society.

As a result of ongoing challenges in the funding landscape, we had to further scale back. Nonetheless, we were still able to support young people nationally on our Environmental Leadership Programme, mentoring platform and other activities, using the time to invest in solid foundations for the next few years ultimately leading a successful joint bid to The National Lottery Foundation's Climate Action Fund for five years' funding.

In FY2022/23 we supported **88 participants intensively**, over **700 young people** through our mentoring platform, and engaged **251 young people and alumni** to better understand how the world is shifting for them:

- **79 young people** took part in the National Lottery-funded Our Bright Futures Environmental Leadership Programme in 2022 which ran from March 2022 - July 2022.
- **9 participants** took part in the Bedford Leadership Programme that was delivered between April 2022 and September 2022 and funded by the Harpur Trust.
- In addition to this we have also engaged the following participants in training and other programmes we supported this year:
 - **180 young people** attended our 'Everyday Leadership' webinar for National Citizens Service
 - **34 young people** took part and graduated from the 2022 Future Generations Leadership Academy
 - **5 participants** received bespoke support on presentation and and interview skills as part of the Millennium Point scholarship competition
- We also interviewed **16 young people** as part of the Data and Impact Project we delivered for Our Bright Future, and **another 16** as part of our own UpRising at 15 storytelling project.

- **7 alumni** were engaged to take part in structured interviews as part of our ongoing focus understanding the wider context of our participants: why they choose UpRising, what they think of online learning and their perspective and behaviours around engagement.

"My experience of this programme got better and better each time we were able to listen to the speakers that took time out of their day to educate us on what they do and what they've learnt."

- Participant

We also undertook further development in two specific areas:

- **Equity, Diversity and Inclusion.** We have consistently prioritised our commitment to equality, diversity, and inclusion for both participants and staff. Key initiatives this year included refining our recruitment and induction processes for greater accessibility, introducing a handbook and resource collection, and launching a bi-weekly employee feedback group to address queries and suggest topics for broader discussion.
- **Safeguarding.** We have collaborated with experts from the Ann Craft Trust who specialise in working with 18 – 25 year olds to enhance our organisational approach to safeguarding – both for staff and participants. Notable outcomes include the creation of an annual safeguarding development plan, the formulation of a narrative about our overall pastoral work with young people (including safeguarding, access and welfare considerations) and the establishment of a clear communication strategy about our safeguarding practices both internally and externally.

Our work with **BlackRock** was also a key partnership during the year and from August to December 2022, we partnered with **42 volunteers** for a second time, focusing on five strategic areas:

- A. Exploring modular programme design and its potential benefits,
- B. Creating a presentation to assist with procuring commissioned work,
- C. Testing alternative programme delivery platforms to improve data collection and enhance our digital environments,
- D. Reviewing our social media strategy and impact, helping us capture our 15-year impact and strengthen our external communications, and
- E. Designing an interview and analysis framework for the Our Bright Futures impact project.

The volunteers and our team members collaborated on these projects, with their outcomes presented at a BlackRock showcase in January. The insights and ideas generated have been integrated into our programme resources, social media approach, and commissioned work packages, providing a robust foundation for 2023.

"My coach asked me lots of questions which I haven't thought about previously and it's given me a lot of time to reflect which has uncovered a lot! So it's generally been very eye opening in understanding myself and my interests/passions! One of the most valuable takeaways is when we discussed my mission statement or my elevator pitch - how I can describe to people what I'm passionate about and want to achieve at work and sell myself and my experience to someone, all quickly, concisely and using keywords."

- Programme participant

In addition, we made excellent progress against the strategic goals we set for ourselves last year:

1. We secured funding for our first post-pandemic multi-year programme

For three years of the pandemic we have been almost entirely dependent on short-term, in-year grants. This has restricted the extent and type of support we were able to provide young people and held back plans with partners. We were therefore thrilled in January to receive a three-year pledge towards our core costs and then to build on that in March 2023 by successfully leading a £1.5M joint bid to The National Lottery Climate Action Fund (£896k to UpRising over five years). In partnership with the Shropshire Wildlife Trust, we will support 400 emerging young leaders from diverse backgrounds across the West Midlands region to develop and lead their own nature connection campaigns.

Securing these first post-pandemic multi-year commitments brings welcome stability. We will build on this to:

- Seek other multi-year support to deliver our reimagined Environmental Leadership Programme in other regions and to continue our leadership and employability programmes in Cardiff, London, and Manchester.
- Seek funding for shorter, six-week in-person programmes designed to boost participants' understanding of local change dynamics and their role in driving it.

"With the friendly and welcoming atmosphere during every session, it really feels like a safe space to explore ideas about the environment and environmental protection without being judged."

- Participant

2. We will now be able to trial hybrid delivery in 2023-24

Through the pandemic we offered our programmes online, winning support from CAST/Catalyst and a Social Mobility Commission programme to develop our programmes to go beyond emergency remote provision. We therefore emerged from the pandemic with considerable learning about what works for the young people with whom we work – both the benefits that increased reach can provide to those who live outside of urban centres, and the challenges of engaging participants online.

With COVID-19 behind us, we have now taken the decision to commit to hybrid delivery in the future – and combine the best of both worlds. On the one hand, this will enable us to involve participants and speakers who might otherwise not be able to do so; on the other, it means right from the outset of each programme we will be able to leverage our fifteen years' experience building the sense of cohort and camaraderie that our young people value so much on our programmes.

The Environmental Leadership Programme 2 will be our first opportunity to put this into practice. Across the West Midlands, participants will meet one other for intensive days in The Cut in Shrewsbury (Shropshire Wildlife Trust's base) and in person in Birmingham (UpRising's traditional base in the region). In addition, fortnightly sessions online sessions and our online learning environment will provide a "home" for participants when they're not meeting in person.

Our experience has also shown us the importance of offering programmes where access isn't determined by transport links or work shifts. As such, we remain committed to seeking funding to support those young people who apply to the Environmental Leadership Programme but who – either through distance or other barriers – cannot attend. We are specifically seeking 18-24 months of developmental funding to support delivery of a national online cohort of the Environmental Leadership Programme 2. This will enable us to work with young people to tackle important questions such as how – when online participants are far further afield – we can support participants from different locations to work together on local issues which matter to them and their communities.

"I really enjoy the diversity of speakers, it's always good to hear new and engaging ideas even if they come from perspectives I don't fully agree with!"

- Participant

3. We diversified our income

Revenue from contract work showed a marked rise this year, increasing from £69k in FY2021/22 to £158k in FY2022/23. Significant projects included our work for The Office of the Future Generations Commissioner (Wales) and the Our Bright Futures consortium:

- For the Office of the Future Generations Commissioner (Wales), we helped build the foundations of their leadership development project, creating a formal curriculum, a monitoring and evaluation framework, an alumni offer, and an Equality, Diversity, and Inclusion plan.
- With the Our Bright Futures Consortium, we conducted a data and impact project from September to December 2022, culminating in a targeted communication campaign featuring impact narratives and infographics.

We value income from contract work not only because it helps us further our mission but also because of the flexibility it affords us. As such, we will continue to seek further opportunities to deliver it. In support of this, we worked with BlackRock to invest in materials which outline how commissioning partners can best engage UpRising in the future (see <https://uprising.org.uk/what-we-do/bespoke-projects/commission-us>) and how we will approach this work. Importantly, we have committed to evaluating each piece of contract work we do to understand where and how alumni and participants can meaningfully contribute on a paid-for basis.

Developing this income further now requires investment. We will therefore seek 2-year funding to allow us to dedicate staff resource to this task.

4. We renewed regional partnerships – and laid foundations for new ones

During the year, we worked hard to strengthen our partnership working:

- In October 2022 we began engagement with Shropshire Wildlife Trust with a view to developing a partnership with them for our application to The National Lottery's Climate Action Fund. As a result of success with this bid, over the next four years we will be building relationships with organisations from Shrewsbury via Telford and Wrekin through to Birmingham.
- We have been an active partner in New Philanthropy Capital's pan-sector initiative #EveryonesEnvironment which exists to support the third sector to become greener itself.
- We've worked with partners across the Our Bright Futures consortium with a view to strengthening the understanding of "every job's a green job."

"Through this programme I have found incredible people such as Kimberle Crenshaw and Leah Thomas who have completely changed how I view a lot of prevalent issues in the world"

- Participant

5. We investigated our longer-term impact and refined our measurement framework

Since our foundation, we've placed a premium on monitoring, evaluation and measuring our impact (ME&I). We do so for a very clear reason: the more we can gather and share the stories of the young people who participate in our programmes, the more we can advocate with them and the more we underline the critical importance of ensuring leadership development opportunities and programmes exist. In this endeavour, we've been fortunate to work with organisations such as Demos, the #iwill fund, the Cabinet Office who've helped us to refine and strengthen our "theory of change" and the ways in which we can collect evidence of impact.

Over the past 24 months, we have doubled-down on our monitoring, evaluation and impact work:

- With the support of the Youth Futures Foundation we were able to invest in a Data and Insight Officer for the whole period of Stand Out. Through this, we further strengthened our monitoring, evaluation and impact (ME&I) framework and built valuable digital infrastructure to support this.
- In June 2022, drawing on two years' experience of online programme delivery, we undertook focus-groups, surveys, and an in-depth review of the available literature on the different ways in which young people engage in online programmes, so as to better contextualise the experiences of our own participants on our programmes. The resulting report (<https://uprising.org.uk/our-research/understanding-young-peoples-engagement-online-programmes>) covers our literature review, insights and reflections from our programmes team, and recommendations about how any organisation delivering digital programmes can approach the question of measuring online engagement.
- As a result of our ongoing investment in best-in-class safeguarding, access, pastoral and welfare provision on our programmes, we'd identified a growing number of participants who were sharing with us their personal experiences of neurodiversity. As such, in Summer 2022 we undertake a review of our provision to better understand how to strengthen our programmes to support neurodivergent participants.
- In October 2022, we undertook an Impact Project for the Our Bright Futures consortium. We interviewed 16 young people who'd been a part of the programme with a particular focus on highlighting the experiences of young people from underrepresented and underserved communities. Case studies from this project were shared throughout the final months of the multi-year consortium programme, highlighting its transformative nature.
- At the same time, we began a special project highlight evidence of the longer-term impact of our programmes. We invited a wide range of alumni to share their experiences with UpRising and invited them to tell us how participation had affected them, their communities, and their paths in life. We recorded these conversations, transcribed and analysed them, identifying common themes, such as changes to the environment, society, and systems; impact on the community and the individual; social mobility; leadership, and wellbeing. We collected 25 in-depth case studies in total and – over the next 12 months – we'll publish them, showcasing our impact and role in promoting youth representation, leadership, equality, diversity, and inclusion.
- In early 2023, we completed a piece of commissioned work for the Office of the Future Generations Commissioner (Wales) to support them to develop their own Monitoring, Evaluation and Impact framework, including objectives, methods, metrics, timelines and targets.

Looking ahead, our Climate Action Fund grant will support us to lead the monitoring, evaluation and impact assessment across the lifetime of the programme. In addition, the Youth Futures Foundation offered a 12-month grant to be accessed within a year of their support for Stand Out ending (June 2022). This support will enable us to continue our data and insight journey. We will build on our 2020 report into recruiting and retaining diverse young talent (funded by Comic Relief and The Queen's Young Leaders – see <https://uprising.org.uk/our-research/recruiting-and-retaining-diverse-young-talent>) and will fund to look specifically at the barriers to young people from underrepresented and underserved communities in green jobs.

"It's been great to meet so many other people with varying interests in this field and to hear from those with experience in different roles. It's made what has felt like an abstract idea feel like there are achievable things to be done and that there are lots of different routes to making a difference."

- Participant

6. We continued to support and engage our alumni

In addition to showcasing participant stories over the past fifteen years, as part of our work for the **#iWill** movement (funded by the **Paul Hamlyn Foundation** and **Esmée Fairbairn Foundation**) and work with **The Harpur Trust**, over Summer 2022 we delivered a range of activities for our alumni network, including:

- **Intersectional environmentalism** - In this session alumni heard from two UpRising alumni on this theme, Francisca Rockey founder of Black Geographers, and Aleena Khan, Commissioner at National Infrastructure Commission for Wales. These talks were followed by opportunities for asking questions to the two speakers and networking with the wider group.
- **Interview with innovator Ashley Bale** - Ashley is an alum of the Future Generations Leadership Academy and spoke with the journey of using innovation to create digital inclusivity, and how the development of the Insight app has transformed the lives of people with disabilities by fostering a vibrant, safe, and collaborative online community. You can read the interview with Ashley at <https://uprising.org.uk/news/innovation-change-uprising-conversation-developer-ashley-bale>.
- **Event exploring financial literacy with Open Palm** - We were delighted to be joined by the founders of Open Palm in September for alumni to hear about their mission and discover what we mean by financial literacy. This was followed by a masterclass on negotiating your salary.

"It's been great to meet so many other people with varying interests in this field and to hear from those with experience in different roles. It's made what has felt like an abstract idea feel like there are achievable things to be done and that there are lots of different routes to making a difference."

- UpRising alum

7. We continued our work to raise the concerns of our participants and UpRising's profile

Throughout the year, across both our programmes and One Million Mentors, we engaged with hundreds of corporates and businesses, charities, public sector organisations, local and regional authorities, and with devolved and national government.

We also continue to share the experiences, views and concerns of our young people through our communities: on LinkedIn (3,408 followers), on Twitter (10,200 followers) and on Instagram (2,051 followers).

THANK YOU!

We are extremely grateful to the following organisations for supporting our work in this financial year:

Blackrock, the Chesterhill Charitable Trust Limited, the European Social Fund, the Millennium Point Trust, the National Citizens Service Trust (NCS Trust), the Office of the Future Generations Commissioner (Wales), the National Lottery Fund, The Harpur Trust, The Royal Wildlife Trusts, the University of Sheffield, the Valesco Foundation, and the Youth Futures Foundation.

OUTLOOK AND PLANS

At a time described by some as a “permacrisis” we know that – again – young people will bear the brunt. In our work throughout the year, we’ve heard repeatedly from participants that it’s during such times that it’s essential that we continue to provide practical, tangible ways for young people to develop their leadership skills, their networks, their confidence and their knowledge. If we want the Britain of 2033 to better reflect our diverse communities, then this is particularly critical and our focus on supporting young people from underrepresented and underserved communities to maximise their potential remains as relevant now as it did in 2008 at our foundation.

With this in mind, our plans for 2023-24 are to:

- **Expand access to ELP2.** In particular, we will seek support to enable us to offer the programme in other regions, as well those who might otherwise struggle to attend.
- **Secure funding for our other programmes.** We will continue to seek multi-year funding to support our wider leadership programme, as well as our employability offer.
- **Trial an “understanding change” programme in London.** We will trial a 6-week programme focused on deepening knowledge of London’s city-wide strategic challenges and giving participants the confidence change can happen. Subject to funding, we aim to deliver three cohorts of this programme each year.
- **Strengthen our partnerships further.** We will expand our regional networks across the West Midlands and – as national priorities shift behind ‘nature connection’ – we will further build on our already-strong environmental networks. Through our “understanding change” programme, we will further strengthen our existing networks in London.
- **Amplify the voices of our participants.** Our continued investment in data and insight, and the recruitment of a dedicated communications resource for the ELP2 will enable us to position the voices of our young people front-and-centre in our work over the next four years.
- **Continue to invest in raising funds.**

One Million Mentors (1MM)

One Million Mentors (1MM) is an exciting community-based mentoring programme, quickly growing roots around the UK. Our aim is to recruit, train and deploy a million mentors in order to transform a million young lives.

This year we celebrated our 5th Anniversary and have continued to deepen our engagement across West Midlands, Greater Manchester, East London, and the Cardiff City Region.

In FY2022/2023 we secured an exciting partnership with the National Citizens Service (NCS) to support 400 young people aged 16- and 17-year-olds in order to explore engaging in local volunteering/social action opportunities through mentoring support. This pilot has recently been extended to an additional 200 additional young people with the aim of assessing the benefits of virtual, face to face and hybrid mentoring in encouraging young people to take up wider opportunities.

This year 1MM has re-established its presence back in the West Midlands. We are currently supporting 100 young people to be mentored by a trained mentor. In addition, we have been working closely with the Birmingham Chambers of Commerce to pilot an internal mentoring scheme to support employees in the workplace. We intend to build on this work in the coming year.

We continue to deepen our work in East London through New Deal for Young People STEAM (STEM plus Arts) funding. We are engaging with over 30 local employers to hundreds of young Londoners and are partnering with large youth partners such as New City College to provide mentoring across multiple sites.

1MM secured match funding from Manchester City Council to deepen its engagement across the city and support 400 young people including those not in education, employment, or training (NEET). Manchester City Council have been an early adopter of 1MM and through the 5-year partnership have enabled over one thousand young people to access 1MM mentoring support. The senior management team at the Council are now looking to become the first employer in the UK to have all of their senior leadership mentoring with 1MM and setting the standard for other employers in terms of senior buy in and commitment to investing in young people.

Based on the success of our work in Cardiff over the past 5 years, 1MM were able to secure funding for an exciting pilot with Newport City Council to extend mentoring to 120 young people across all of the secondary schools in Newport.

In this financial year (April 2022/ March 2023) 1MM reached over 700 young people. Of all their pre-mentoring evaluation submissions we can report the following breakdown: 64% identified as Black, Asian or minority ethnic backgrounds, 59% are U18, 56% reported some level of disadvantage, and mentees split 61%/39% female:male.

When young people start their mentoring journey with us, only 39% report feeling satisfied with life, 56% are feeling positive about their future, and 57% feel they can achieve what they want to; 55% want help building confidence and 64% want help with career options. Over the course of their mentoring year, we work with young people to tackle these issues: to build their confidence, build their connections to world of work, and help them to achieve more positive outcomes.

Donors 2022/2023

National Citizenship Service (NCS), Manchester City Council, Newport Council, Mayor of London New Deal for Young People, Mayer Brown, Bloomberg, Shearman and Sterling and our private donors who are members of 1MM's Funding Circle.

FINANCIAL REVIEW

Total income received in the year ended 31 March 2023 amounted to £924k, of which £367k was restricted income. Total expenditure amounted to £846k, leaving accumulated funds of £272k, of which £138k is unrestricted.

The organisation's focus is to be stable and sustainable. The Board and Executive team have worked closely together to attract additional funds into the organisation. We are actively fundraising from new and former donors and have a significant fundraising effort under way. We have a Finance Committee of the Board and stronger internal financial management and oversight. There is a long-term financial plan to generate surpluses over the current and future financial years to build up free reserves to meet our reserves policy.

Costing model

The COVID 19 pandemic led to us moving our programme delivery online, in order to best serve the young people we work with. Through this, we've seen how online can support young people who would not otherwise be able to access our programmes (for geographical, work, care or educational reasons). We've also seen how the camaraderie and sense of cohort that are built through face-to-face work take far longer to achieve online. As a result, we will move to a hybrid model of delivery next year and will continue to explore the right balance between in-person and online sessions. The impact of this on our costing model will be an increase in direct delivery costs compared to purely online.

In continuing to offer a digital learning environment to support young people's varied and complex lives, our investment and development decisions are guided by two firm principles:

- We will select tools on our programmes which mirror those widely used in the world of work. We will do so, so that participants on our programmes improve their readiness for the post-pandemic hybrid world of work.
- We will use tools which require "no code" to implement or use e.g., Notion and Zapier. This is to ensure we focus staff time on supporting young people and not on technology, even though we operate online.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant multi-year grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that – even in the worst-case scenario – the Charity has adequate resources to continue in operational existence for the foreseeable future.

Reserves policy

The reserves policy is to build reserves to a level of free unrestricted reserves equivalent to between one and three months of operating expenditure. The Board regularly reviews the reserve policy and is committed to a cost management and income generation plan to ensure sufficient reserves are in place. The reserves policy will be kept under review and developed as the circumstances facing the organisation change.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

UpRising is a company limited by guarantee and is a registered charity governed by its memorandum and articles of association. It was incorporated on 15 October 2012, under company registration number 08252639 and was registered with the Charity Commission on 26 November 2012, under charity number 1149905. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Recruitment and appointment of Trustees

The Trustees of UpRising, who are listed on page 1, also serve as company directors for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, the Trustees are elected annually at the annual general meeting to serve for a period of three years and may put themselves forward for re-election. Unless otherwise determined by a general meeting, the number of the members of the Board of Trustees shall be nine, and meetings will be quorate when one-third of members or three members (whichever is the greater) are present.

The UpRising Board of Trustees has met regularly across the year. In addition, the Finance Committee meets prior to each full Trustee meeting, to give further scrutiny and support as regards financial management, planning, and risk.

The Trustees carry out a robust and open process to appoint new members to the Board and aim to recruit trustees based on the skills required to fill gaps on the Board. Every effort is made to recruit a diverse group of Trustees and – as part of our commitment to opening up opportunities for power to our alumni – we have a regular programme of recruitment from our alumni body onto the Board, following a process of open recruitment against our usual skills-based criteria.

All new Trustees will receive ongoing support to help them contribute fully to their new roles. The process will be kept under review and developed, as necessary.

The Trustees have delegated day to day running of the charity to the Chief Executive.

Senior Management Team and Remuneration

The senior management team during FY2022/23 consisted of the following staff: Chief Executive (Marc Whitmore) Head of Programmes (Rukaiya Jeraj), Head of Finance & Operations (Chanade Bandaranayake to June 2022; Laura Ryder as Interim from July 2022) and Alveena Malik (Director of One Million Mentors)

UpRising has a remuneration policy for all staff which includes senior management. The policy considers both internal and external factors and is reflected in the following Statement of Policy:

The salaries and benefits paid by UpRising will be fair and reasonable and in keeping with its position as a charitable organisation; salary decisions will be influenced by the funding constraints placed upon UpRising as a charity. Salary levels are reviewed regularly and set based on decisions which reflect the overall movement in 'cost of living', pay trends in the marketplace (with reference to reference to charitable, voluntary, and other public sector comparisons) and the charity's ability to pay. UpRising Leadership sets its own pay structure and considers arrangements in other sectors. Staff will understand how pay is determined and will be able to raise a grievance on pay and benefit decisions which directly affect them.

Starting salaries for new posts are approved by the CEO and, at a senior leadership level, will be approved by the Trustees. The Trustee Board is responsible for setting (or increasing) the salary of the Chief Executive. All workers employed on a casual worker contract will be paid at least the minimum Living Wage hourly rate, as set out by the Living Wage Foundation, for the region in which they will be working.

**UPRISING LEADERSHIP
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

As part of the restructure process in late Summer 2020 and in line with a review conducted in January 2020, salary brackets were amended (increasing junior staff members starting salaries) and set annual increases implemented for non SLT staff.

Employee information

UpRising employs 16.6FTE members of staff as at 31st March 2023, as well as additional sessional workers during the year. Regular all-staff meetings are held, in addition to project and programmes-based meetings. The format of meetings allows for information to be communicated to staff and for employee ideas and suggestions to be listened to.

Each employee is responsible for their own personal development and is provided with support from their manager and the senior management team. To aid this, we have introduced optional coaching for all staff through our pool of nearly 50 trained coaches and almost all staff have taken advantage of this opportunity during the year. Annual appraisals are held between employee and manager, as well as regular one-to-one meetings to discuss performance.

The trustees would like to thank every staff member for their dedicated service and hard work over the last 12 months.

Risk Management Process and Procedures

UpRising seeks to review and assess the risks it faces in all areas of its work and plans for the management of those risks. The implementation of an effective risk management policy ensures trustees and staff are able to make informed decisions, take timely action and operate effectively.

The responsibility for the governance of UpRising, and therefore its risk management, rests with the trustees. Their involvement in reviewing the risk management process and its associated outcomes is essential and is taken into consideration in all business planning processes.

UpRising defines risk as the uncertainty surrounding events and their outcomes that may have a significant effect, either enhancing or inhibiting any area of UpRising operations.

The purpose of this policy is to ensure that the major risks to which UpRising is exposed to are identified and constantly reviewed, and that the correct systems have been established to manage those risks.

The process involves careful consideration of:

- UpRising's objectives
- Any external factors which may influence the organisation; and
- Past mistakes and problems.

In the year, Trustees began a review of the organisation's policies and processes in order to ensure compliance with emerging best practice post-pandemic. This included (in April 2023) reviewing the organisation's risk framework to further update it in line with Charity Commission Guidance Note CC28 as follows:

Organisational risk register

Risk	Comment	Action
Delivery & Impact (quality, not meeting targets)	- Ensuring hybrid delivery (face-to-face and online) combines the best of our experience of delivery before and during the pandemic. - Partnership working with a new partner - Historic recruitment partners are still dealing with the impact of the pandemic	- Ongoing refinement of our engagement measures across different aspects of the programme; - Increased investment in direct support for participants 'Taster sessions' with local community partners, to generate interest - Programme planning will begin early, involving local partners and alumni from the beginning.
Fundraising (partnerships and priorities)	We have a clear fundraising plan and a comprehensive understanding of the fundraising landscape.	- Ongoing fundraising and securing commissioned work. - Keeping in regular contact with new and old funders as well as employing necessary resource to secure future funding.
Staffing (service quality; employment issues)	Recruitment market continues to be competitive, in part driven by inflationary pressure. This is especially true for staff outside of programme delivery	- We will continue to use our 'agile' approach which enables us to be more flexible in our recruitment - We will continue to use our HR advisor to ensure we tackle any performance issues early
Reputation (public perception; adverse publicity; government policy)	We have rehearsed our response to any communications issues	We will regularly review our comms response
Financial (adequacy of reserves; cashflow; use of funds; insufficient funds)	- We continue to use our reserves to manage cashflow and to invest in fundraising/core costs - Accurate cashflow forecasting remains critical for us as an organisation	- Regularly forecasting budget in light of new information - Identify cash flow needs.
Governance (inappropriate organisational structure, health and safety issues)	Like most charities, we had to adapt our policy framework (e.g. working-from-home, health-and-safety at work etc.) flexibly during the pandemic.	We have begun a measured process to refresh our policy framework in light of post-COVID working realities

**UPRISING LEADERSHIP
TRUSTEES' REPORT
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External Threats (Cyber security)	We use common cloud-based solutions for day-to-day activity and maintain two CRM system to support our work with young people.	Ensure regular back-ups are taken and staff are trained on secure online working behaviours.
Operational (business operations)	During the pandemic we ended our fixed lease on our London HQ and took flexible working options at Rich Mix.	We have once more signed a lease on our London HQ for a smaller, more flexible space and share it now with another organisation who similarly benefits from the security of multi-year funding.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of Uprising Leadership for the purposes of Company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent,
- presume that the charity will continue in business.

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

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

In so far as the trustees are aware:

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

On behalf of the board of Trustees



Rushanara Ali MP

Date: 08/08/23

Independent auditor's report to the members of Uprising Leadership

Opinion

We have audited the financial statements of Uprising Leadership (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and 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 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (FRC) 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The other information comprises the information included in the Trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- proper and adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The charitable company is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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

Knox Cropper LLP

Simon Goodridge (Senior Statutory Auditor)
For and on behalf of Knox Cropper LLP, Statutory Auditor
65 Leadenhall Street
London
EC3A 2AD

24/08/22

UPRISING LEADERSHIP STATEMENT OF FINANCIAL ACTIVITIES
STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2023

				2023	2022
	Note	Unrestricted	Restricted	Total	Total
		£	£	£	£
Income					
Grants and donations		86,791	367,207	453,998	1,040,667
Charitable activities		470,252	-	470,252	86,252
Total income	2	557,043	367,207	924,250	1,126,919
Expenditure					
Charitable activities - Programmes		542,720	293,197	835,917	1,165,003
Raising funds		7,177	2,435	9,612	11,193
Total expenditure	3	549,897	295,632	845,529	1,176,196
Net income / (expenditure)					
Net movement in funds		7,146	71,575	78,721	(49,277)
Reconciliation of funds					
Fund balances brought forward		130,445	62,957	193,402	242,679
Funds balances carried forward		137,591	134,532	272,123	193,402

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

All income and expenditure derive from continuing activities

UPRISING LEADERSHIP (Registered Company number 08252639)
BALANCE SHEET AS AT 31 MARCH 2023

	Note	2023 £	2023 £	2022 £	2022 £
Current assets					
Debtors	7	225,202		77,882	
Cash at bank and in hand		<u>180,906</u>		<u>263,181</u>	
		406,108		341,063	
Creditors: amounts due	8	(133,985)		(147,661)	
Net current assts		<u>272,123</u>		<u>193,402</u>	
Total assets less current liabilities			<u>272,123</u>		<u>193,402</u>
Restricted funds	10		134,532		62,957
Unrestricted funds	10		137,591		130,445
Total funds			<u>272,123</u>		<u>193,402</u>

The financial statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies. They were approved, and authorised for issue, by the Trustees on 27 July 2023 and signed on their behalf by:-



Rushanara Ali MP

Chair of the Board of Trustees

UPRISING LEADERSHIP
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2023 £	2022 £	2022 £
Cash flows from operating activities:				
Net income for the year	78,721		(49,277)	
Adjustments for:				
Decrease / (increase) in debtors	(147,320)		16,339	
(Decrease) in creditors	<u>(13,676)</u>		<u>(11,998)</u>	
Net cash provided by / (used in)		(82,275)		(44,936)
equivalents in the year		<u>(82,275)</u>		<u>(44,936)</u>
beginning of the year		263,181		308,117
end of the year		<u>180,906</u>		<u>263,181</u>

-

1. Accounting policies

Basis of Preparation

These financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the financial statements in accordance with the 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 (The FRS 102 Charities SORP Second edition - October 2019) and the Charities Act 2011.

Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that – even in the worst-case scenario – the Charity has adequate resources to continue in operational existence for the foreseeable future.

Functional Currency

The functional currency is considered to be in pounds sterling because that is the currency of the primary economic environment in which the charity operates. The financial statements are also presented in pounds sterling, rounded to the nearest £1.

Income

Income received by way of donations is included when the charity is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy.

Gifts in kind represent assets donated for use by the charity, predominantly premises. Gifts in kind are not assigned a value in these accounts and no income is included in the financial statements to represent the time donated by volunteers.

Revenue grants are credited to the Statement of Financial Activities when received or receipt is probable, whichever is earlier. Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Contract income is recognised in the Statement of Financial Activities as it is earned.

1. Accounting policies (continued)

Expenditure

Charitable expenditure includes costs associated with particular projects in furtherance of the charity's objects.

Direct costs comprise costs that are wholly attributable to that activity. Staff costs are apportioned on a time weighted basis. Support costs (including governance costs) are central functions allocated on a time weighted basis.

Governance costs include items such as audit fees and statutory costs.

Expenditure includes attributable VAT which cannot be recovered.

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 support costs.

Unrestricted funds are donations and other income received or generated for the charitable purposes.

Pensions

The charity provides a defined contribution pension scheme, the assets of which are held separately from those of the company in an independently administered fund with the pension trust. Contributions are charged to expenditure as they fall due.

Operating leases

Rentals applicable to the operating lease are charged to the income and expenditure account over the period in which the cost is incurred.

Financial instruments

The charitable company 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. With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Bank and cash

Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short term deposits with an original maturity date of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method. Deferred income represents contract funding and training fees relating to future periods.

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Total Income

Analysis of Income	2023 £	2022 £
Grant Income	254,475	955,808
Donations and Gift Aid	199,523	84,859
Grants & Donations Subtotal	453,998	1,040,667
Other Income Inc. Service Contracts	470,252	72,090
Government Furlough Scheme		14,161
Total Income	924,250	1,126,918

Income in year to 31 March 2023 includes zero from Government furlough scheme (2022: £14,161).

3. Total expenditure

a) Analysis of total expenditure	2023 £	2022 £
Staff costs (Note 5)	590,240	847,701
Direct programme costs	204,692	242,111
Support costs	40,986	75,191
Charitable activities - Programmes	835,917	1,165,003
Raising funds	9,612	11,193
Total expenditure	845,529	1,176,196

b) Analysis of support costs

	2023 £	2022 £
Other Staff Costs	6,056	3,409
ICT	13,174	10,902
Finance & Legal	2,602	27,471
HR	3,709	3,024
Office Costs	10,518	25,602
Governance	4,927	4,783
	40,986	75,191

4. Net expenditure for the period

This is stated after charging:	2023 £	2022 £
Operating lease rentals - premises	3,576	20,091
Auditors' remuneration	4,593	4,765
Trustees' expenses	334	18

In the year to 31 March 2023, there were £334 in trustees expenses for the attendance of events. In the year to 31 March 2022, there was £18 Trustee reimbursements.

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. Staff costs and numbers

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	521,193	756,406
Social security costs	49,684	67,119
Pension contributions	18,517	24,176
Redundancy	846	-
	<u>590,240</u>	<u>847,701</u>

Two employees earned between £60,000 and £70,000 during the year, exclusive of employer pensions and employer National Insurance contributions (year to March 2022: two employees). Employer pension contributions for these employees were £4,415 (2022: £4,225)

5. Staff costs and numbers (continued)

The key management personnel of the charity comprise the trustees, the Chief Executive and the Senior Management Team, including the Director of One Million Mentors.

The charity trustees do not receive remuneration. The total remuneration of the non-trustee key management personnel of the Charity, inclusive of employer pensions and employer National Insurance contributions, was £219,745 (2022: £270,161).

The average number of employees on a headcount basis during the year (including sessional workers) was as

2023	2022
No.	No.
<u>17.3</u>	<u>28.7</u>

6. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for

7. Debtors

	2023	2022
	£	£
Trade debtors	175,598	30,000
Other debtors	-	168
Prepayments	44,138	7,018
Accrued income	5,466	40,696
	<u>225,202</u>	<u>77,882</u>

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

8. Creditors: amounts due within one year

	2023	2022
	£	£
Trade creditors	102,200	45,880
Taxation and social security	12,829	16,199
Pension	3,094	9,842
Other creditors and accruals	15,862	17,830
Deferred income	-	57,910
	<u>133,985</u>	<u>147,661</u>

	2023	2022
	£	£
Deferred income		
Balance at 1 April	57,910	76,871
Amount released from previous years	(57,910)	(76,871)
Amount deferred in the year: grant income	-	57,910
Balance at 31 March	<u>-</u>	<u>57,910</u>

9. Analysis of net assets between funds

Current year	Unrestricted	Restricted	Total funds
	£	£	£
Net current assets	137,591	134,532	272,123
Net assets at 31 March 2023	<u>137,591</u>	<u>134,532</u>	<u>272,123</u>
<i>Prior year</i>			
	£	£	£
Net current assets	130,445	62,957	193,402
Net assets at 31 March 2022	<u>130,445</u>	<u>62,957</u>	<u>193,402</u>

10. Movements in funds

	As at 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
Restricted funds:					
1. Stand Out	-	14,252	9,253	-	4,999
2. Bedfordshire & Luton Leadership	10,800	10,000	20,800	-	-
3. One Million Mentors	52,157	342,955	265,579	-	129,533
Total restricted funds	<u>62,957</u>	<u>367,207</u>	<u>295,632</u>	<u>-</u>	<u>134,532</u>
Total unrestricted funds	<u>130,445</u>	<u>557,043</u>	<u>549,897</u>	<u>-</u>	<u>137,591</u>
Total funds	<u>193,402</u>	<u>924,250</u>	<u>845,529</u>	<u>-</u>	<u>272,123</u>
	-	-	-	-	-

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Purposes of restricted funds

1. **Stand Out** - to support a national, digital employability and mentoring programme for young people. Both our leadership programmes and 1MM are implementing specific aspects of the grant.
2. **Bedford programme** - towards the UpRising leadership programme in Bedfordshire and Luton.
3. **One Million Mentors** - the aim of this programme is to recruit, train and connect mentors to young people in Britain to help them maximise their talents and get into the world of work. Our ambition is to build a movement of a million mentors in the next ten years. We are doing this through our online platform which connects mentors to mentoring opportunities.

Prior year movements in funds

	As at 1 April				At 31 March
	2021	Income	Expenditure	Transfers	2022
	£	£	£	£	£
Restricted funds:					
1. Act for Change	-	62,913	62,913	-	-
2. Stand Out	-	599,567	599,567	-	-
3. Manchester Fastlaners	-	2,422	2,422	-	-
4. Bedfordshire & Luton Leadership	-	44,418	33,618	-	10,800
5. Environmental leadership	-	67,058	67,058	-	-
6. One Million Mentors	73,438	250,423	271,704	-	52,157
Total restricted funds	73,438	1,026,801	1,037,282	-	62,957
Total unrestricted funds	169,241	100,118	138,914	-	130,445
Total funds	242,679	1,126,919	1,176,196	-	193,402

10. Related party transactions

There were no transactions with related parties during the year ended 31 March 2023 (year ended 31 March 2022: none).

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

11. Prior year Statement of Financial Activities

	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>2022 Total</i> £
<i>Income</i>			
<i>Grants and donations</i>	26,387	1,014,280	1,040,667
<i>Charitable activities</i>	73,731	12,521	86,252
<i>Total income</i>	<u>100,118</u>	<u>1,026,801</u>	<u>1,126,919</u>
<i>Expenditure</i>			
<i>Charitable activities - Programmes</i>	132,938	1,032,065	1,165,003
<i>Raising funds</i>	5,976	5,217	11,193
<i>Total expenditure</i>	<u>138,914</u>	<u>1,037,282</u>	<u>1,176,196</u>
<i>Net income / (expenditure)</i>			
<i>Net movement in funds</i>	(38,796)	(10,481)	(49,277)
<i>Reconciliation of funds</i>			
<i>Fund balances brought forward</i>	169,241	73,438	242,679
<i>Funds balances carried forward</i>	<u>130,445</u>	<u>62,957</u>	<u>193,402</u>

Accounts

UpRising Leadership

Report and Accounts

Year ended 31 March 2022

**Registered Charity Number: 1149905
Registered Company Number: 08252639**

**UPRISING LEADERSHIP
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022
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**UPRISING LEADERSHIP
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022
REFERENCE AND ADMINISTRATIVE DETAILS**

Charity number	1149905
Company number	08252639
Registered Office and Principal Address	Unit 2.E.03, 35-47 Bethnal Green Road London E1 6LA
Trustees	Rushanara Ali MP (Chair) Lisa Aziz Afiya Begum Stephen Colegrave Jane Earl James Knight (appointed December 2021) Madeleine Lewis Lena Patel (appointed December 2021) Bobby Seagull (resigned July 2021) Richard Sharp Grace Smith
Chief Executive	Marc Whitmore
Bank	The Co-operative 80 Cornhill London EC3V 3NU
Auditor	Knox Cropper LLP 65 Leadenhall Street London EC3A 2AD

OBJECTIVES AND ACTIVITIES

The Organisation

UpRising is a UK-wide youth leadership development organisation. Our mission is to open pathways to power and opportunities for a diverse range of talented young people. We equip them with the knowledge, networks, skills, and confidence to reach their potential and transform their communities for the better. The Board is responsible for setting the strategic direction of the organisation, policy development, staff recruitment and financial management.

Objectives

The objectives of the Charity are to act as a resource for young people aged 18 to 25 by providing advice and assistance and organising educational and employability programmes and other activities as a means of:

1. advancing in life and helping young people by developing their leadership skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals.
2. advancing education; and
3. relieving unemployment and under-employment.

Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission when reviewing the charity's objects, activities and plans for the future.

ACHIEVEMENTS AND PERFORMANCE

UpRising exists because our leaders don't reflect the communities they serve. In pursuit of our mission, our programmes improve the confidence, skills, networks and knowledge of young people from underserved and under-represented communities. In doing so, participants go on to make a difference to leadership in the UK - in their communities, through their employers and in wider civil society.

This past year – in spite of lockdowns and restrictions – we've achieved a great deal. We've supported more young people than before, re-designed all our programmes and sessions to ensure they achieve impact when delivered online, we've built the processes needed to ensure young peoples' welfare, safety and access needs are at the heart of our programmes; we've further developed our impact framework so we can continue to measure what matters.

We achieved this alongside making significant reductions of 30 – 50% in our core costs, with a smaller delivery team and while increasing income from commissioned work. We moved our financial and HR systems in-house and adopted online tools such as Xero and Breathe, ending our permanent office spaces and moving to flexible co-working spaces.

Highlights from the past year include:

1. We were able to support more young people, in new ways and new places

In spite of further lockdowns and restrictions, 771 individual young people applied to join our programmes, **672** of whom completed or were still on a programme on 31 March 2022. Specifically, we supported:

- **450** young people through our employability programme Stand Out funded by the **Youth Futures Foundation**,
- **55** young people across 4 cohorts took part in our Leadership Programme (LP). Our work in Bedford Borough and Bedford more widely was supported by the **Harpur Trust** and **Wixamtree Trust** (in Bedford Borough and Bedford more widely); our work in Wales was supported by the **BBC** and **Welsh Government**.
- **173** young people joined one of three cohorts of our Environmental Leadership Programme (ELP) funded by **BBC Children in Need**, the **Joseph Rowntree Charitable Trust**, and **Our Bright Futures consortium**.

- We supported an additional **55** young people through 7 pieces of commissioned work with **St David's College, Millennium Point, and Feedback Global**. In addition, UpRising alumni were paid to contribute their lived experience to commissioned work we undertook with project staff and youth forum members from the Our Bright Futures consortium. Our commissioned work focused on issues from diversity and inclusion in the workplace, to leadership, teamwork, self-management, and resilience.
- Through Act for Change (funded by the **Paul Hamlyn Foundation** and **Esmée Fairbairn Foundations**) we continued to support our alumni, communicating monthly with **2,861 of the 3,837 alumni** for whom we have active records, running speaker events, exploring an Ambassador programme, and listening carefully to our alumni needs through a series of focus groups and surveys.
- We continued to support the **Office of the Future Generations Commissioner** to deliver the Future Generations Academy in Wales.

"Stand Out really did make a big effort in appealing towards - and making sure it is comfortable for - people of colour, ethnic minorities, and those of lower classes. that was definitely appreciated."

- Programme participant

We invest significant effort in creating a welcoming, supportive and safe environment and young people value the diversity of the cohorts we recruit and. Across the year:

- **55%** of programme participants identified as Black, Asian, or minority ethnic (67% for Stand Out) and **55%** were from the lowest two categories of the Social Mobility Commission's measurement framework (for further explanation see - <https://socialmobilityworks.org/toolkit/measurement/>). **32%** of participants were eligible for free school meals when they were at school, compared to a national average of 21%.
- the average age of participants on our programme was 22
- **72%** were female, **25%** were male, **2%** were non-binary, **1%** preferred to self-describe, and **1%** preferred not to say.
- **11%** of participants disclosed a disability.
- **18%** were LGBTQ+.
- **56%** identified themselves as belonging to a faith.
- **Over a third** of participants spoke a second language and participants spoke a combined total of **77 different languages**.
- **1 in 4** of our participants lived outside of our core cities of Bedford, Birmingham, Cardiff, London and Manchester.

The social action campaigns on which young people focused ranged from promoting sustainable food consumption to championing active travel; from increasing awareness of the lived experience of refugees in Wales to improving mental health services and increasing reporting of sexual assault and cat calling among students in and around Cardiff universities; from bringing awareness to vital life skills not being taught in schools to focussing on issues which disproportionately affect women and marginalised genders.

"I think it was really good giving us access to that world and those types of people because they were really inspirational and helpful in getting us on that path ... people who were successful in their chosen career field. A lot of us are from working class backgrounds with parents that didn't go to university – my parents did not."

- Programme participant

We also created opportunities for young people within the team – from recruitment assistants to dedicated trainees. One trainee supported our work in and around Manchester (part-supported by **Siemens Plc**), and the other supported our work in and around Bedford (supported by the **Gale Family Trust**). In addition, we were able to offer two paid internships over Easter 2021 as part of the **Crankstart programme** at the University of Oxford. Paid interns also researched the employment landscape for young people in and around Manchester and London and the future of youth social action, leadership, and employability. These reports fed directly into our programmes and was supported by **AMX**.

We also benefited from support from the **G W J Turner Trust** and **Chesterhill Trust**

2. In adapting to digital, we paid close attention to participants' welfare, safety and access needs

"I always had an email, someone was always checking in, I never felt like I was floating around or confused about anything. there was always somebody to speak to catching up with things, making sure I was on track, making sure I was okay. I never felt like I was being pushed to do things."

- Programme participant

Every participant on all of our programmes completes a Digital Access Needs survey before the programme. From this, we learnt that:

- **31%** of participants on Stand Out said they were feeling anxious before the programme when asked on a scale of 0-10 'Overall, how anxious did you feel yesterday?' After the programme at the 3-month point, this had decreased to **17%**.
- **132 (25%)** participants told us they had specific additional needs or requirements, including a lack of access to quiet/private space, difficulty accessing a digital device, and unreliable or no access to wifi or data.
- **80%** of participants on our programmes had other working, studying, or volunteering commitments with **31 (5%)** participants having caring responsibilities.
- **1 in 10 (12%)** planned to use their phone to access our programmes and 12 participants identified digital access challenges. As a result, we offered support which included facilitating access at a local library through reimbursement of travel expenses and purchasing add-on data for the duration of the programme.

"They're very good about making sure you can balance your personal life with the course."

- Programme participant

We paid close attention to the safeguarding, welfare and pastoral needs of our online communities and retained safeguarding consultants from the Ann Craft Trust to provide support, reviewing and refreshing our internal safeguarding policies (previously refreshed in January 2021). Ahead of each programme:

- All participant applications are reviewed, and their safeguarding and pastoral support needs assessed before being offered a place on the programme.
- We speak with each participant over the phone as part of the onboarding process to understand the level of support needed.
- We refresh our risk register
- We refresh internal safeguarding training for all staff, so they feel confident of their role and responsibilities as it relates to safeguarding and pastoral support.

Over the course of the year, we've provided support to **89 (24%)** participants who self-identified as requiring more extensive engagement/support needs than others. Of those, 9 participants had the most significant support needs.

'I wasn't expecting there to be so much emphasis on mental well-being and making sure I was okay which was very reassuring... making sure I was able to engage my full capacity.'

- Programme participant

3. Young people rated our digital programmes highly

"An accessible, approachable supportive environment where there is no judgement involved, and employers are willing to help you in any way. You gain a lot of insight."

- Programme participant

In addition to quantitative measures, we conduct interviews and focus groups to understand more about participant perspectives, feedback, and experiences. This year, we've benefited from feedback from the 60 in-depth hour-long participant interviews conducted by external evaluators. In 2021-2022, highlights included:

- **9 out of 10** of participants on Stand Out agreed or strongly agreed that the speaker engaged their interest during the session and **9 out of 10** of participants on Stand Out agreed or strongly agreed that the session was pitched at the right level and pace.

- **95%** of those being coached on Stand Out rated their coaching experience as good or very good and **100%** would recommend coaching to others.
- Participants are asked whether they would recommend the programme to others (the so-called "Net Promoter Score"). **75% of respondents awarding the programme an 8, 9, or 10 giving Stand Out an NPS rating of "great" with a score of 36.**

4. Our programmes continued to achieve impact for our participants

'What helped me the most was the programme helped me build confidence in myself and my abilities and it gave me that knowledge that helped me, then feeling better applying for jobs.'

- Programme participant

Our Theory of Change (evaluated by Demos in 2016 and updated in 2019 as part of a Quality Practice Workstream supported by the #iwill Fund Learning Hub) focuses on developing participants' knowledge, skills, networks, and confidence. We measure these outcomes across all our programmes. In 2021-2022 we continued to see strongly positive outcomes across all these areas:

On our Leadership and Environmental Leadership Programmes, participants' knowledge, skills, networks, and confidence improved as follows:

Outcome measure	<u>2021/22</u>	<u>Average across 2019 – 21</u>
Networks	39%	39%
Knowledge	24%	25%
Skills	18%	23%
Confidence	14%	15%

On Stand Out, outcomes against the nine outcomes measured by the independent evaluator - IFF Research (IFF) - were as follows:

Outcome measure	% reporting positive response before	% reporting positive response after	Percentage point increase in positive response
Tacit skills*	39%	73%	34
Professional networks*	44%	73%	29
Confidence*	53%	79%	26
Social networks*	55%	77%	22
Wellbeing*	41%	62%	21
Resilience during job search*	66%	79%	14
Competitiveness in labour market	18%	30%	12
Personal effectiveness	66%	75%	9
Self-perception of what's achievable	74%	82%	8

In addition, the external evaluator IFF tracked hard outcomes for Stand Out participants. While 6-month data will be finalised over Summer 2022, at the 3-month point IFF reported changes in the number of participants who are:

- in either part- or full-time employment (+28pp)
- in full-time employment (+20pp)
- unemployed (-16pp)

There was a significantly higher proportion working full time 6 months after the programme vs. application stage"

- Stand Out evaluation interim findings, IFF May 2022

5. Volunteers and corporate partners help us achieve more than we could ever deliver on our own.

In addition to those who supported One Million Mentors (1MM) during the year we worked with **233 unique volunteers** and coaches who **contributed over 671 hours of their time** to support the young people with whom we work:

- On Stand Out, **73 individuals from 31 companies provided 1:1 sessions for programme participants**, providing CV and covering letter guidance, holding practice interviews and offering sector guidance. We are grateful to individual staff members from the following companies who volunteered for their support: 1MM, AB Inbev, AMX, ARUP, Balfour Beatty, Barclays, Birmingham City Council, Bruntwood, Budweiser Brewing Group, credit suisse, EGIS RAIL, HSBC UK, IFS, J McCann & Co Ltd, KPMG, Lexis Nexis, Loreal, M3 Consulting, Manchester City Council, Mayer Brown, MUFG, Multiverse, Oxfam GB, PA Consulting, Procter & Gamble, Project People Ltd, PwC, Siemens, SocGen, This Place, and the West Midlands Combined Authority. We are particularly grateful to **PwC, Procter and Gamble, AMX, Siemens, This Place and Balfour Beatty** for supporting our volunteer recruitment needs at scale
- We are also grateful to the individual coaches who continue to support our work, providing nearly 200 participants with support over the course of the year. Thanks too, to the **International Coaching Federation** and **Barefoot Coaching** for helping us recruit others into our network.
- Across all our programmes, **108 individuals volunteered as speakers** to discuss a wide variety of topics with participants, including creating political change, what leadership means, the green economy, personal branding and maintaining resilience in the job hunt.

6. We continued to develop our programmes in spite of reduced resources

Alongside our core work of delivering our programmes, we have continued to develop our programmes more widely. Over the course of the year, we have:

- honed our digital delivery approach
- refreshed our wider curriculum and Theory of Change in the light of reports such as "Making change: what works?" (published by the Runnymede Trust/IPPR)
- further embedded Agile project management, beginning the work to adapt our policies and processes to align with our established practice
- increased the extent of our commissioned work and provided paid opportunities for young leaders on our programmes to plan, develop and deliver aspects of this work.
- continued our focus in the team on Equality, Diversity and Inclusion
- developed our use of data considerably, enhancing our capabilities across data collection, data analysis and data processes, and data reporting. We've achieved this while ensuring the participant journey remains clear and easy.
- Deepened our understanding of what engagement means in online programmes. We will publish the results of our research in Summer 2022 and will revise our engagement framework accordingly.

"I think it was really good giving us access to that world and those types of people because they were really inspirational and helpful in getting us on that path ... people who were successful in their chosen career field. A lot of us are from working class backgrounds with parents that didn't go to university – my parents did not"

- Programme participant

One Million Mentors (1MM)

One Million Mentors (1MM) is an exciting community-based mentoring programme, quickly growing roots around the UK. Our aim is to recruit, train, and deploy a million mentors in order to transform a million young lives.

1MM has piloted its offer in some of the most deprived areas in Greater Manchester, Cardiff Capital Region, West Midlands, and East London. To date 1MM has engaged with over 200 employers, 100 youth partners (educational institutions, charities, employment programmes) and established 3,000+ mentoring relationships.

As a consequence of the COVID pandemic and social distancing measures 1MM has developed a new safe and secure virtual mentoring offer for both mentors and mentees (18 to 25 years old). Our ability to connect people across geographical boundaries has been transformational as has our ability to offer mentoring to young people in places that seemed too difficult to reach in our early years such as in Llandrindod Wells, Rotherham, Wigan, Dagenham and Sunderland.

We have engaged with over 1000 young people aged 18- to 25-year-olds during the pandemic. Over 60% are classed as disadvantaged and also come from Black and ethnic minority communities. Only 36% of young people pre mentoring knew how to get experience or job training. This rose to 81% after the 1MM mentoring programme.

In October 2021 1MM launched its independent research report into the benefits of face-to-face and in-person mentoring vis a vis virtual mentoring by video calls. 80% of the 1MM mentors and mentees consulted said they would prefer a hybrid approach to mentoring with intermittent opportunities to meet in person, conducting the remaining sessions online.

This research, our strong community and employer networks and significant investment in our technology has put us in a unique and exciting position to provide choice to our mentees to have face-to-face mentoring, hybrid mentoring or then virtual mentoring. This is a real game changer for 1MM positioning us strongly to reach our ambition of achieving a million mentors.

In the coming year 1MM is looking forward to achieving an uplift of 20% on last year's targets through re-engaging young people (aged 14- to 25-year-olds) from schools and colleges, who we worked with pre pandemic, and delivering an improved scale up quality mentoring experience from the new academic year in September 2022.

1MM donors 2021/2022

Thank you to the following organisations who supported 1MM during the year: Cardiff City Council, Manchester City Council, Newport Council, Young Manchester, YFF, ESF, Spirit 2012, Almacantar, Ab-inBev, Mayor of London New Deal for Young People (funding came in mid-March 2022) and our private donors who have joined 1MM's Funding Circle.

OUTLOOK AND PLANS

Throughout the year we've had the privilege of talking about the future with the young people on our programmes – and hearing their hopes, dreams, fears, and worries. From this, we know that issues around employability, social justice and the climate crisis remain central concerns. Add to this the backdrop of a cost-of-living crisis and war on the edges of Europe and we know that providing practical, tangible ways in which young people can develop their leadership skills remains essential. It's essential not just because of the knowledge, skills, networks, and confidence that participants on our programmes develop, but because providing young people from underrepresented and underserved backgrounds with agency to shape the future not only leads to a country in which our leaders better reflect the communities they serve, but also ensures that individual participants remain resilient and optimistic for the future.

With this in mind, our plans for 2022/23 are to:

- Secure multi-year funding for our core programmes. The youth funding environment remains challenging and with our last set of major multi-year grants having ended at the beginning of COVID, we continue to seek support for our flagship Environmental Leadership Programme, Leadership Programme, and employability programme – Stand Out. We hope also to work with the Office of the Future Generations Commissioner in Wales on developing plans for the Future Generations Academy over the next few years.
- Deliver hybrid programmes. We will combine all we've learnt from digital delivery over the past two years – especially through Stand Out and the Environmental Leadership Programme – with our decade+ experience of delivering high quality face-to-face programmes. Doing so will enable us to support the complex, varied, and evolving lives of the ambitious young people with whom we work, enabling them to engage with us around their study, employment, caring and other commitments.
- Increase revenue from our contracted work. In particular, we will develop our model of working with partners to deliver tried-and-tested programmes and thematic sessions.
- Restore our regional presence. With a smaller team, we've reduced the number of staff in each of our core areas (Bedford, Birmingham, Cardiff, London, and Manchester).
- Develop our partnerships further. We're keen to work beyond our traditional city centre bases, especially where our 'digital first' model can support those who would otherwise be prohibited from participating in our programmes due to cost or distance. We will seek to develop our networks further, building partnerships with like-minded organisations who share our vision and values.
- Further refine our measurement and impact framework. We will adapt the ways we track engagement on our programmes in the light of the research we will publish in Summer 2022.
- Continue to increase engagement for alumni in all activities including fundraising and national events.
- Raise both UpRising's profile and the needs and concerns of our participants through our ongoing communications.

FINANCIAL REVIEW

Total income received in the year ended 31 March 2022 amounted to £1.13M of which £1.03K was restricted income. Total expenditure amounted to £1.18M, leaving accumulated funds of £193K of which £130K is unrestricted.

The organisation's focus is to be stable and sustainable. The Board and Executive team have worked closely together to attract additional funds into the organisation. We are actively fundraising from new and former donors and have a significant fundraising effort under way. We have a Finance Committee of the Board and stronger internal financial management and oversight. There is a long-term financial plan to generate surpluses over the current and future financial years to build up free reserves to meet our reserves policy.

Costing model

As we adjusted to COVID19 we moved our programs to deliver online. Success in this has prompted us to strive become 'digital first' – delivering programmes online unless there is no practical alternative. Doing so has increased our reach and widened the group of young people who can access our programmes, with more young people being able to fit our programmes around existing care, work or study commitments.

The move to 'digital first' has also impacted our costing model: we now have lower locational costs but proportionally higher staffing and communications costs. Given this, and as a result of the support and advice we received from CAST/Catalyst, we have committed to two major principles in delivering and developing our programmes online:

- We will use tools on our programmes that mirror those most widely used in the world of work so that young people gain skills valuable in the workplace as they participate.
- We will use tools which require "no code" to implement or use e.g., Notion and Zapier. This is so that we can focus staff time on supporting young people and not on technology, even though we operate online.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. The trustees have considered the ongoing impact of the COVID-19 outbreak, rolling lockdowns and any resulting wider economic impact.

The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that – even in the worst-case scenario – the Charity has resources to continue in operational existence for the foreseeable future.

Reserves policy

The reserves policy is to build reserves to a level of free unrestricted reserves equivalent to between one and three months of operating expenditure. The Board regularly reviews the reserve policy and is committed to a cost management and income generation plan to ensure sufficient reserves are in place. The reserves policy will be kept under review and developed as the circumstances facing the organisation change.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

UpRising is a company limited by guarantee and is a registered charity governed by its memorandum and articles of association. It was incorporated on 15 October 2012, under company registration number 08252639 and was registered with the Charity Commission on 26 November 2012, under charity number 1149905. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Recruitment and appointment of Trustees

The Trustees of UpRising, who are listed on page 1, also serve as company directors for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, the Trustees are elected annually at the annual general meeting to serve for a period of three years and may put themselves forward for re-election. Unless otherwise determined by a general meeting, the number of the members of the Board of Trustees shall be nine, and meetings will be quorate when one-third of members or three members (whichever is the greater) are present.

The UpRising Board of Trustees has met regularly across the year. In addition, the Finance Committee meets prior to each full Trustee meeting, to give further scrutiny and support as regards financial management, planning, and risk.

The Trustees carry out a robust and open process to appoint new members to the Board and aim to recruit trustees based on the skills required to fill gaps on the Board. Every effort is made to recruit a diverse group of Trustees and – as part of our commitment to opening up opportunities for power to our alumni – we have a regular programme of recruitment from our alumni body onto the Board, following a process of open recruitment against our usual skills-based criteria. Two new Trustees were appointed during the year (James Knight and Lena Patel) and we will recruit two further young alumni Trustees in 2022-23.

All new Trustees will receive ongoing support to help them contribute fully to their new roles. The process will be kept under review and developed, as necessary.

The Trustees have delegated day to day running of the charity to the Chief Executive.

Senior Management Team and Remuneration

The senior management team during 2021/22 consisted of: the Chief Executive (Marc Whitmore), Head of Finance & Operations (Chanade Bandaranayake), Head of Programmes (Alex Wrack to Oct 2021; Rukaiya Jeraj from Nov 2021 onwards) and Head of Development (Amy Drake, to Oct 2021).

UpRising has a remuneration policy for all staff which includes senior management. The policy considers both internal and external factors and is reflected in the following Statement of Policy:

The salaries and benefits paid by UpRising will be fair and reasonable and in keeping with its position as a charitable organisation; salary decisions will be influenced by the funding constraints placed upon UpRising as a charity. Salary levels are reviewed regularly and set based on decisions which reflect the overall movement in 'cost of living', pay trends in the marketplace (with reference to reference to charitable, voluntary, and other public sector comparisons) and the charity's ability to pay. UpRising Leadership sets its own pay structure and considers arrangements in other sectors. Staff will understand how pay is determined and will be able to raise a grievance on pay and benefit decisions which directly affect them.

Starting salaries for new posts are approved by the CEO and, at a senior leadership level, will be approved by the Trustees. The Trustee Board is responsible for setting (or increasing) the salary of the Chief Executive. All workers employed on a casual worker contract will be paid at least the minimum Living Wage hourly rate, as set out by the Living Wage Foundation, for the region in which they will be working.

As part of the restructure process in late Summer 2020 and in line with a review conducted in January 2020, salary brackets were amended, increasing junior staff members starting salaries. Annual salary increases will be given for commitment to the organisation, with staff receiving a set annual increase, rather than a performance-based decision.

Staffing changes during the year

We continue to operate a lean staffing model and to keep ongoing non-delivery costs to a minimum. We made further changes to reduce our fixed costs and increase our flexibility, with a focus on bringing more of our finance function in-house and (in our London office) moving to a flexible working space to reduce costs. As a result of this we re-structured our Finance and Operations team and made two roles redundant. In doing so, we recruited a Project Support Officer to improve the link between the various teams, and a Finance Officer. In addition, grant funding in support of the Head of Development role came to an end in December 2021.

Employee information

UpRising currently employs 19.6 FTE members of staff, as well as additional sessional workers during the year. Regular all-staff meetings are held, in addition to project and programmes-based meetings. The format of meetings allows for information to be communicated to staff and for employee ideas and suggestions to be listened to.

Each employee is responsible for their own personal development and is provided with support from their manager and the senior management team. To aid this, we have introduced optional coaching for all staff through our pool of nearly 50 trained coaches and almost all staff have taken advantage of this opportunity during the year. Annual appraisals are held between employee and manager, as well as regular one-to-one meetings to discuss performance.

The trustees would like to thank every staff member for their dedicated service and hard work over the last 12 months.

Diversity and Inclusion

UpRising continues to champion diversity, equity and inclusion in all we do and since the charity's foundation over 2/3rds of all programme participants have come from underrepresented and underserved ethnically and culturally diverse backgrounds; during the year, 4 out of 10 of our Trustee board and 2 out of 3 of our Senior Leadership Team identify as Black, Asian or minority ethnic.

Over the course of the year therefore, through staff-led Diversity and Inclusion meetings, we looked at topics such as power and privilege, wellbeing at work, and how we can further strengthen the inclusivity of our workplace. While keeping a strong focus on our purpose and what we need to do to deliver for the young people we support, we have: **reviewed diary and calendar practice** to ensure we accommodate differing personal circumstances, part-time staff and staff returning from parental leave as we moved to work from home – this included moving all-staff meetings to the same day each week and introducing a monthly town hall; ensured we **provide support, equipment and facilities** staff need to be effective and thrive, regardless of personal circumstances; **implemented staff networks** to ensure that we are not only recruiting but including diverse perspectives on the questions we're facing; recognising that not all of our staff celebrate the same days, we asked everyone what days and events in the year are important to them and have included these in a shared calendar so that everyone can be celebrated and supported by their colleagues.

Staff have also used their own experiences to work with external organisations to support their journey to better understand diversity and inclusion. For example, we were tasked with increasing the knowledge and understanding of the projects and programmes staff within the Our Bright Future partner organisations, given that the environment and sustainability sector is the second least diverse out of 202 professions in the UK: only 3.1% of environment professionals are ethnically and culturally diverse, compared to 19.9% in all occupations. This piece of commissioned consultancy work involved surveying staff, developing a set of workshops themed around key topics such as privilege and inclusion, the co-production of a manifesto for change and a final report. By design, the work also enabled us to employ a number of recent programme graduates to share – with our support – their experiences with participants. The goal for each participant was to empower and encourage them to dismantle modes of behaviour detrimental to an inclusive and fair workplace.

Fundraising Policy

UpRising continues to focus on building long-term relationships with Trusts and Foundations and statutory providers, which forms the bedrock of our income. This has served us well during the pandemic through an emergency COVID-19 related grant from one trust and a level of flexibility and understanding offered from many other trusts. We continue to seek multi-year, multi-regional funding for programmes where possible, and this remains our goal. Where this is not possible, we will continue to run programmes funded from multiple funding pots.

With the move to online delivery, the cost per person on our programmes has shifted, as we can deliver to a larger group from more geographically diverse locations. Although our base costs remain the same, this shift enables us to increase our impact. We have worked hard to retain the quality of the experience for our beneficiaries, with a focus on building strong communities online through digital platforms such as Zoom, Slack and Notion.

Risk Management Process and Procedures

The Trustees acknowledge that risk is an inherent feature of all UpRising's activity and therefore needs to be taken into consideration in the business planning process. Trustees commit to a policy of identifying potential risks, and ensuring the structures are in place to ensure that all relevant risks are managed effectively.

The responsibility for conducting risk assessment rests with the Chief Executive. All risks are classified according to the following categories:

- Finance (insufficient funds, adequacy of reserves and cash flow)
- Operational (safeguarding; health and safety issues; employment issues; IT and data protection)
- External (quality, not meeting targets; partnerships and priorities; public perception, adverse publicity; government policy)
- Governance (insufficient oversight, inappropriate organisational structure)

The major risks to which the charity is exposed, as identified by the Board, are reviewed periodically, and the systems and procedures have been established to manage those risks.

Organisational risk register

Risk/Uncertainty	Risk category	Controls/Mitigation
Reduced capacity at Senior Management Team level	Operational / Governance	Permanent CEO appointed; SLT of Head of Finance and Operations, Head of Programmes and Head of Development (to Oct 2021) remain the same. SLT weekly meetings.
Loss of institutional knowledge due to staff turnover	Operational	Detailed handover documents and early recruitment to enable handover, use of online tool, Slack, where conversations, decisions and documents are recorded. Standard operating process for contact management to maintain knowledge. New staff structure ensures information is shared across the team, rather than regionally. Process maps being developed for major programmes and processes.
Safeguarding issue for young person under 18 or vulnerable adult	Operational / External	Safeguarding policy developed and reviewed annually. Designated Safeguarding Officer and Safeguarding Trustee continue to be in place. Retained support of the Ann Craft Trust. No programmes for under-18s without board approval. Mentors complete an online training course, attend facilitated session and provide a reference. DBS checks are used for mentors working with under 18s and adults at risk.
Loss of business continuity from an external threat	Organisational	Cloud based storage. All staff have laptops and can work from home. Programme delivery sessions via Zoom.
Failure to promote services effectively and raise profile of charity	External	Development of systematic and centralised recruitment processes. Web and social media content delivered with support from external volunteers. Advisory Boards in place in Cardiff and Manchester, with plans to develop into other regions as funding allows. External relationships captured using Salesforce CRM software.
Failure to ensure sufficient reserves - associated cash flow risks	Finance	Continued development of revenue model to diversify income to increase unrestricted income. Ongoing focus on budget and cash flow management, with a rolling 12-month cash flow forecast.
Failure to raise sufficient funds to cover committed delivery	Finance	Regular review of planned delivery based on current funding position. Maintaining tight control on expenditure whilst balancing the need to invest to grow income.
Lack of financial oversight across the charity	Governance/ Finance	Finance Committee in place at a board level. Continue to implement and strengthen financial management processes through regular meetings and training with managers.
Disengagement of alumni	Operational	Head of Development, External Relations Officer and Engagement Trainee were funded by Act for Change to Dec 2021. Staff have managed a reduced alumni programme subsequently.

Risk/Uncertainty	Risk category	Controls/Mitigation
Poor management of key programme stakeholders, including mentors, coaches and other volunteers	External	New volunteer management programme is being created and implemented as part of investment through Stand Out programme External stakeholders invited to events.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of Uprising Leadership for the purposes of Company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent,
- presume that the charity will continue in business.

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

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

In so far as the trustees are aware:

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

On behalf of the board of Trustees



Rushanara Ali MP

Date: 22/07/2022

Independent auditor's report to the members of Uprising Leadership

Opinion

We have audited the financial statements of Uprising Leadership (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and 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 2022 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 Financial Reporting Council's (FRC) 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The other information comprises the information included in the Trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 13, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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.

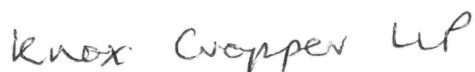
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting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

- The Charitable Company is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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



31 August 2022

Simon Goodridge (Senior Statutory Auditor)
For and on behalf of Knox Cropper LLP, Statutory Auditor
65 Leadenhall Street
London
EC3A 2AD

UPRISING LEADERSHIP
STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Income					
Grants and donations	2	26,387	1,014,280	1,040,667	878,108
Charitable activities		73,731	12,521	86,252	293,174
Investment income receivable					
Total income		100,118	1,026,801	1,126,919	1,171,282
Expenditure					
Charitable activities - Programmes		132,938	1,032,065	1,165,003	1,070,676
Raising funds		5,976	5,217	11,193	35,806
Total expenditure	3	138,914	1,037,282	1,176,196	1,106,482
Net income / (expenditure) before transfers		(38,796)	(10,481)	(49,277)	64,800
Transfers between funds		-	-	-	-
Net income / (expenditure)					
Net movement in funds		(38,796)	(10,481)	(49,277)	64,800
Reconciliation of funds					
Fund balances brought forward		169,241	73,438	242,679	177,879
Funds balances carried forward		130,445	62,957	193,402	242,679

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

All income and expenditure derive from continuing activities

UPRISING LEADERSHIP (Registered Company number 08252639)
BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2022 £	2021 £	2021 £
Current assets					
Debtors	7	77,882		94,221	
Cash at bank and in hand		<u>263,181</u>		<u>308,117</u>	
		341,063		402,338	
Creditors: amounts due within one year	8	(147,661)		(159,659)	
Net current assts			<u>193,402</u>		<u>242,679</u>
Total assets less current liabilities			<u>193,402</u>		<u>242,679</u>
Restricted funds	10		62,957		73,438
Unrestricted funds	10		130,445		169,241
Total funds			<u>193,402</u>		<u>242,679</u>

The financial statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies. They were approved, and authorised for issue, by the Trustees on 22 July 2022 and signed on their behalf by:-



Rushanara Ali MP
Chair of the Board of Trustees

UPRISING LEADERSHIP
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2022 £	2021 £	2021 £
Cash flows from operating activities:				
Net income for the year	(49,277)		64,800	
Adjustments for:				
Investment income receivable	-		-	
Decrease / (increase) in debtors	16,339		52,736	
(Decrease) in creditors	(11,998)		(40,315)	
Net cash provided by / (used in) operating activities		(44,936)		77,221
Change in cash and cash equivalents in the year		(44,936)		77,221
Cash and cash equivalents at the beginning of the year		308,117		230,896
Cash and cash equivalents at the end of the year		263,181		308,117

1. Accounting policies

Basis of Preparation

These financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the financial statements in accordance with the 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 (The FRS 102 Charities SORP Second edition - October 2019) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following "Accounting and Reporting by Charities for charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014" rather than the "Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005" which has since been withdrawn.

Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. The trustees have considered the ongoing impact of the COVID-19 outbreak, rolling lockdowns and any resulting wider economic impact.

The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that – even in the worst-case scenario – the Charity has adequate resources to continue in operational existence for the foreseeable future.

Functional Currency

The functional currency is considered to be in pounds sterling because that is the currency of the primary economic environment in which the charity operates. The financial statements are also presented in pounds sterling, rounded to the nearest £1.

Income

Income received by way of donations is included when the charity is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy.

Gifts in kind represent assets donated for use by the charity, predominantly premises. Gifts in kind are not assigned a value in these accounts and no income is included in the financial statements to represent the time donated by volunteers.

1. Accounting policies (continued)

Revenue grants are credited to the Statement of Financial Activities when received or receipt is probable, whichever is earlier. Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Contract income is recognised in the Statement of Financial Activities as it is earned.

Expenditure

Charitable expenditure includes costs associated with particular projects in furtherance of the charity's objects.

Direct costs comprise costs that are wholly attributable to that activity. Staff costs are apportioned on a time weighted basis. Support costs (including governance costs) are central functions allocated on a time weighted basis.

Governance costs include items such as audit fees and statutory costs.

Expenditure includes attributable VAT which cannot be recovered.

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 support costs.

Unrestricted funds are donations and other income received or generated for the charitable purposes.

Pensions

The charity provides a defined contribution pension scheme, the assets of which are held separately from those of the company in an independently administered fund with the pension trust. Contributions are charged to expenditure as they fall due.

Operating leases

Rentals applicable to the operating lease are charged to the income and expenditure account over the period in which the cost is incurred.

Financial instruments

The charitable company 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. With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

Bank and cash

Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short term deposits with an original maturity date of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method. Deferred income represents contract funding and training fees relating to future periods.

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Grants and donations income

Income in the year to 31 March 2022 includes £14,161 relating to the Government furlough scheme (2021: £156,850).

3. Total expenditure

a) Analysis of total expenditure

	2022	2021
	£	£
Staff costs (Note 5)	847,701	866,887
Direct programme costs	242,111	124,449
Support costs	75,191	79,340
Charitable activities - Programmes	1,165,003	1,070,676
Raising funds	11,193	35,806
Total expenditure	1,176,196	1,106,482

b) Analysis of support costs

	2022	2021
	£	£
Other staff costs	3,409	3,063
Premises	26,341	26,821
Office expenses	40,658	44,456
Governance - audit fee	4,765	5,000
Governance - trustee expenses	18	-
	75,191	79,340

4. Net expenditure for the period

This is stated after charging:

	2022	2021
	£	£
Operating lease rentals - premises	20,091	21,881
Operating lease rentals - equipment		
Auditors' remuneration	4,765	5,000
Trustees' expenses	18	-

In the year to 31 March 2022, there were £18 Trustees expenses for the attendance of a meeting. In the year to 31 March 2021, there were no Trustee reimbursements.

5. Staff costs and numbers

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	756,406	764,470
Social security costs	67,119	69,256
Pension contributions	24,176	30,202
Redundancy	-	2,959
	847,701	866,887

Two employee earned between £60,000 and £70,000 during the year, exclusive of employer pensions and employer National Insurance contributions (year to March 2021: one employee).

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

5. Staff costs and numbers (continued)

The key management personnel of the charity comprise the trustees, the Chief Executive and the Senior Management Team, including the Director of One Million Mentors.

The charity trustees do not receive remuneration. The total remuneration of the non-trustee key management personnel of the Charity, inclusive of employer pensions and employer National Insurance contributions, was £270,161 (2021: £272,438).

The average number of employees on a headcount basis during the year (including sessional workers) was as follows:

2022	2021
No.	No.
28.7	28.2

6. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. Because of its current activities the charity is not registered for VAT and therefore cannot recover VAT on its expenses.

7. Debtors

	2022	2021
	£	£
Trade debtors	30,000	27,000
Other debtors	168	832
Prepayments	7,018	10,498
Accrued income	40,696	55,891
	77,883	94,221

8. Creditors: amounts due within one year

	2022	2021
	£	£
Trade creditors	45,880	37,870
Taxation and social security	16,199	15,074
Pension	9,842	3,799
Other creditors and accruals	17,830	26,045
Deferred income	57,910	76,871
	147,661	159,659

	2022	2021
	£	£
Deferred income		
Balance at 1 April	76,871	114,257
Amount released from previous years	(76,871)	(114,257)
Amount deferred in the year- grant income	57,910	76,871
Balance at 31 March	57,910	76,871

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. Analysis of net assets between funds

Current year	Unrestricted funds	Restricted funds	Total funds at 31 March 2022
	£	£	£
Net current assets	130,445	62,957	193,402
Net assets at 31 March 2022	130,445	62,957	193,402
<i>Prior year</i>	<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Total funds at 31 March 2021</i>
	£	£	£
Net current assets	169,241	73,438	242,679
Net assets at 31 March 2021	169,241	73,438	242,679

10. Movements in funds

	As at 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
Restricted funds:					
1. Act for Change	-	62,913	62,913	-	-
2. Standout	-	599,567	599,567	-	-
3. Manchester Programme	-	2,422	2,422	-	-
4. Bedfordshire & Luton Programme	-	44,418	33,618	-	10,800
5. Environmental Leadership	-	67,058	67,058	-	-
6. One Million Mentors	73,438	250,423	271,704	-	52,157
Total restricted funds	73,438	1,026,801	1,037,282	-	62,957
Total unrestricted funds	169,241	100,118	138,914	-	130,445
Total funds	242,679	1,126,919	1,176,196	-	193,402

With support of funders, throughout the period in question we continued to offer our programmes online. We have engaged extensively with the young people with whom we work, testing that all we're doing expands and strengthens the support we can offer. As a result of all that we've learnt we will continue to develop our digital programmes, incorporating face-to-face support where appropriate and if a digital approach cannot achieve the same results. Our costing model has therefore shifted, with fewer location-based costs and a greater emphasis on staffing costs.

Purposes of restricted funds

1. **Act for Change** - this is a fund to encourage youth led social action amongst our alumni (those that have graduated previous programmes).
2. **Standout** - to support a national, digital employability and mentoring programme for young people. Both our leadership programmes and 1MM are implementing specific aspects of the grant.
3. **Manchester Programme** - towards the UpRising leadership programme in Manchester.
4. **Bedfordshire & Luton Programme** - towards the UpRising leadership programme in Bedfordshire and Luton.

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10. Movements in funds (continued)

5. **Environmental Leadership** - this new programme follows the same curriculum as our nine-month Leadership Programme and offers participants a unique first-hand view of the way that political, business, public sector and community organisations work together to shape our environment and build a sustainable future. The programme is funded by the National Lottery and in conjunction with the Our Bright Future consortium. It will be delivered in London, Birmingham, Manchester and Cardiff over the next five years.

6. **One Million Mentors** - the aim of this programme is to recruit, train and connect mentors to young people in Britain to help them maximise their talents and get into the world of work. Our ambition is to build a movement of a million mentors in the next ten years. We are doing this through our online platform which connects mentors to mentoring opportunities.

Prior year movements in funds

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
<i>Restricted funds:</i>					
1. Trust for London	5,696	29,750	(35,446)	-	-
2. Act for Change	2,814	37,087	(39,901)	-	-
3. Bedford and Luton Programme	13,496	42,301	(55,797)	-	-
4. Birmingham Programme	2,021	39,064	(41,085)	-	-
5. Manchester Programme	1,112	8,333	(9,445)	-	-
6. Cardiff Programme	-	36,167	(36,167)	-	-
7. Fastlaners	-	7,578	(7,578)	-	-
8. Environmental Leadership	7,354	200,041	(207,395)	-	-
9. One Million mentors	24,684	354,514	(305,760)	-	73,438
10. Find your Power	414	-	(414)	-	-
11. Future Generations Leadership Academy	8,114	21,274	(29,388)	-	-
12 YFF	-	194,681	(194,681)	-	-
Total restricted funds	65,705	776,109	(768,376)	-	73,438
Total unrestricted funds	112,174	200,492	(143,425)	-	169,241
Total funds	177,879	976,601	(911,801)	-	242,679

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10. Related party transactions

There were no transactions with related parties during the year ended 31 March 2022 (year ended 31 March 2021: none).

11. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases (all for property) is as follows for each of the following periods:

	Property 2022 £	<i>Property 2021 £</i>
Less than one year	-	13,577
One to five years	-	-
	<u>-</u>	<u>13,577</u>

12. Prior year Statement of Financial Activities

	<i>Unrestricted £</i>	<i>Restricted £</i>	<i>2021 Total £</i>
Income			
Grants and donations	110,839	767,269	878,108
Charitable activities	89,653	203,521	293,174
Total income	<u>200,492</u>	<u>970,790</u>	<u>1,171,282</u>
Expenditure			
Charitable activities - Programmes	109,655	961,021	1,070,676
Raising funds	33,770	2,036	35,806
Total expenditure	<u>143,425</u>	<u>963,057</u>	<u>1,106,482</u>
Net income before transfers	57,067	7,733	64,800
Transfers between funds	-	-	-
Net income / (expenditure)			
Net movement in funds	57,067	7,733	64,800
Reconciliation of funds			
Fund balances brought forward	112,174	65,705	177,879
Funds balances carried forward	<u>169,241</u>	<u>73,438</u>	<u>242,679</u>

Accounts

UpRising Leadership

Report and Accounts

Year ended 31 March 2021

**Registered Charity Number: 1149905
Registered Company Number: 08252639**

**UPRISING LEADERSHIP
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
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**UPRISING LEADERSHIP
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
REFERENCE AND ADMINISTRATIVE DETAILS**

Charity number	1149905
Company number	08252639
Registered Office and Principal Address	Unit 2.E.03, 35-47 Bethnal Green Road London E1 6LA
Trustees	Rushanara Ali MP (Chair) Lisa Aziz Afiya Begum Stephen Colegrave Jane Earl Madeleine Lewis Bobby Seagull Richard Sharp Grace Smith
Chief Executive	Marc Whitmore (from 1 April 2020)
Bank	The Co-operative 80 Cornhill London EC3V 3NU
Accountants	JS2 Ltd 1 Crown Square Woking Surrey GU21 6HR
Auditor	Knox Cropper LLP 65 Leadenhall Street London EC3A 2AD

OBJECTIVES AND ACTIVITIES

The Organisation

UpRising is a UK-wide youth leadership development organisation. Our mission is to open pathways to power and opportunities for a diverse range of talented young people. We equip them with the knowledge, networks, skills, and confidence to reach their potential and transform their communities for the better. The Board is responsible for setting the strategic direction of the organisation, policy development, staff recruitment and financial management.

Objectives

The objectives of the Charity are to act as a resource for young people aged 18 to 25 by providing advice and assistance and organising educational and employability programmes and other activities as a means of:

1. advancing in life and helping young people by developing their leadership skills, capacities, and capabilities to enable them to participate in society as independent, mature and responsible individuals.
2. advancing education; and
3. relieving unemployment and under-employment.

Public Benefit

The Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission when reviewing the charity's objects, activities and plans for the future.

ACHIEVEMENTS AND PERFORMANCE

2020/21 saw young people dealing with more difficulty, confusion, and uncertainty than any other time in recent history, with research from The Prince's Trust (Jan 2021) showing that 1 in 4 young people have felt 'unable to cope' during the pandemic, under-35s accounting for almost 80% of jobs lost in the past year (ONS, April 2021) and over half a million young people out of work (ONS, March – May 2021). Uprising has been determined to continue our work delivering services to young people. We were delighted that in 2020/21 we were able to directly support 433 young people, on 14 programmes, delivered nationally across England and Wales, with a focus on Bedfordshire, Birmingham, Cardiff, London, and Manchester.

In response to a survey of our beneficiaries in the immediate aftermath of the outbreak of COVID, we increased pastoral support through regular virtual catch ups and check-ins. Over the year, we won funding to engage digital delivery experts to develop our understanding of how to deliver excellent digital programmes. As a result, we have focused on building strong online communities and invested in enhancing participants' learning experiences so that participants actively engage not only with content in-session but also through structured reflection before and after. The decision to deliver our programmes nationally – alongside funding from Act for Change – also enabled us to engage a range of high-profile national speakers from whom everyone on our programmes and alumni could benefit, including anti-upskirting campaigner Gina Martin, and Trustee and numeracy campaigner, Bobby Seagull.

Like many other charities, we have not been immune to challenges and the COVID-19 pandemic presented several obstacles to the delivery of our work. However, during the past financial year, we moved all our programme delivery online and became a 'digital first' organisation. This work was supported by funding from CAST-Catalyst who helped the organisation develop the skills needed to deliver an excellent digital experience for the young people on our programmes. Having developed highly impactful face-to-face sessions over the past decade, we were able to redevelop and deliver them for maximum impact online, with the needs of our participants firmly in mind and involved throughout. To do so, we undertook extensive surveys of participant needs, gathered significant feedback on every online session we ran over the course of the year, and ran a series of over 30 focus groups.

**UPRISING LEADERSHIP
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

This move online had the bonus of allowing us to recruit participants from across England and Wales in a way we hadn't previously been able to and make the programme more accessible, either to those who previously were outside of our geographical locations, or through accessibility issues, would not have been able to attend an in-person programme. We are now able to connect participants to a national cohort as well as a range of national leaders, yet keeping a presence rooted in the communities where we are based.

In March 2021, staff and Trustees looked in depth at the emerging evidence from our programmes about the impact of the move online for participants. Emerging findings suggested:

- most participants had very positive experiences of online delivery, had sufficient technology to access our "low tech" programmes and enjoyed mixing with cohorts nationally.
- 1 in 4 participants did, however, experience some sort of issue with their technology at some point during the programme. These ranged from slow or challenging connection (47%) to audio cutting out.
- where challenges related to a particular choice of tool e.g., Mural, staff have adapted programmes to take this into account.
- the design of programmes and sessions is therefore a critical component in our work.

Our team, previously based in regional offices, embraced remote working to become one collective national team. They worked diligently - despite the ongoing external challenges brought about by COVID-19 - to provide a lifeline for young adults aged 18-25 and a community on which they could rely, to improve and develop their skills, knowledge, networks, and confidence, to become more community-minded, and to improve their professional skills.

After four years of building our Environmental Leadership programme as part of the Our Bright Future consortium, we received new funding from two funders, Joseph Rowntree Charitable Trust and Children in Need, to help continue and develop this programme, including bringing in employability elements to support young adults across the UK. We were also commissioned by Our Bright Future to deliver 8 bespoke training sessions for members of the youth forum and project staff working across the 32 commissioned projects within the consortium around diversity in relation to the environmental sector, as a recognition of the success we have had in recruiting a diverse cohort into a traditionally less diverse sector.

With the recognition of how adversely affected younger people were in employment terms because of the pandemic, we focussed on developing and growing our Fastlaners employability programme, delivering 3 digital programmes nationally and with a focus on Greater Manchester. This work led us to win a large bid from the Youth Futures Foundation to deliver this programme (now known as Stand Out) to support 400 young people into work from across England in 2021.

We continued to grow our commissioned work too, supporting the Future Generations Commissioner in Wales to deliver the Future Generations Leadership Academy (see below) and working with a range of new and existing partners to share our expertise on leadership and social action, and to support them to embed issues relating to diversity, inclusion, and participation.

Despite these achievements, we continue to operate in an uncertain financial landscape with limited unrestricted funding at our disposal. As a result, we are reliant on the generosity of a limited number of statutory funders, trusts and foundations and companies, without whom we simply could not support the hundreds of young people we do each year through our leadership and employability programmes and through One Million Mentors.

We'd therefore like to say a very big "thank you" to: ABinBev, Act For Change (Paul Hamlyn and Esmée Fairbairn Foundations), Almacantar Limited, BBC Children In Need, BBC Wales Trust & Foundation, Bedford And Luton Community Trust, Cardiff City Council, CAST/Catalyst, Chesterhill Charity, Esmée Fairbairn Foundation (COVID support), Feedback Global, Future Generations Commission of Wales, Gale Foundation, Garfield Weston Foundation, Groundworks, Joseph Rowntree Charitable Trust, KPMG, Manchester City Council, Millennium Point, N Power, NESTA, Our Bright Futures (National Lottery), Prism Charitable Trust, Purpose Foundation, Queens Young Leaders, Rangoonwala Foundation, Shearman & Sterling, Siemens, Silver Crescent, Silverbean, Spirit Of 2012, the European Social Fund, The Harpur Trust, The National Lottery Communities Fund - Reaching Communities, The Rotary Club, Tower Hamlets Council, Trebinshun House, Trust for London, the Welsh Government, the Worshipful Company of International Bankers, the Young Manchester - Steering Group, and the Youth Futures Foundation.

**UPRISING LEADERSHIP
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

We would also like to record our gratitude to the private donors who provided individual support over the course of such a difficult year.

Our impact

2020/21 Leadership Programmes

Three sets of Leadership Programmes have taken place in 2020/21, engaging 180 participants in total. So far, 95 of those have graduated, with a further 20 set to graduate in summer 2021. Due to the remote nature of the programme, participants have been based across England and Wales, with the majority coming from Bedford, Birmingham, Manchester, and Wales. On average, 62% of Leadership Programmes participants were from Black, Asian or minority ethnic backgrounds and 7% had a disability. 18 digital social action campaigns were completed.

Participants reported 21% improvement in confidence, 22% development in their skills, 29% increase in knowledge and 37% average increase in networks, because of the programmes.

UpRising's first six-month online Leadership Programmes was launched in Autumn 2020 with participants from Bedford and Wales. With training from digital delivery experts, the UpRising team adapted the launch event and campaign weekend and added a 'Social Action Saturday' event, all of which took place online.

Social action planning commenced in January, with 7 campaigns across the cohort. Most participants on the programmes benefitted from a trained mentor through One Million Mentors, and most participants were also part of reflection and development 'home groups' which were run fortnightly by a trainee or accredited coach.

Graduation ceremonies took place online as a joint celebration with the Environmental Leadership Programme in March. A new Leadership Programme cohort started in February 2021 and will conclude their programme with a graduation in July 2021.

2020/21 Environmental Leadership Programmes

2020 saw the completion of our Environmental Leadership Programmes (ELP) funded through the Our Bright Future Consortium, with programmes delivered in Bedfordshire, Birmingham, Cardiff, London and Manchester. 143 participants started and 108 participants completed the programmes.

We were pleased to secure new funding to deliver a digital ELP across the West Midlands, starting in Autumn 2020 for 60 young people of which 42 completed the programme.

Across the 2020/21 programmes participants reported an 21% increase in their skills, 28% increase in knowledge, 13% increase in confidence and an impressive 45% increase in networks. to help shape their environments and influence community, local, and national policy. The 2020/21 ELPs delivered 31 digital Social Action Campaigns.

A new national Environmental Leadership Programme cohort of 60 participants started in February 2021 and will commence their programme with a graduation in July 2021, with an expectation of 50 participants graduating.

Of the starting participants, between 20%-83% (depending on the region of delivery) were from Black, Asian or minority ethnic backgrounds, 74% identified as female and 9% reported a disability.

Fastlaners

We made the key decision to focus on our employability programme during the year, in recognition that COVID-19 would have a disproportionate impact on young people, in particular those from ethnically diverse and working-class backgrounds. Prior to COVID-10, Fastlaners had run over 5 - 8 days in person but as we moved all delivery online, we extended the programme to a month of delivery, followed by up to twelve months of one-to-one mentoring support. We ran a digital pilot in Summer 2020 for 30 participants, selected from more than 150 applications. We then received funding from the European Social Fund and ran two smaller programmes for 19 unemployed young adults from Great Manchester.

Stand Out

After winning a substantial grant from the Youth Futures Foundation in December 2020, we have worked to develop, refine and scale up the programme, which will see us support hundreds of young people aged 18 – 25 in the next financial year. YFF exists to improve employment outcomes for young people from marginalised backgrounds and their financial support has been accompanied by a major investment in formal evaluation of the programme. Planning for delivery of the programme began immediately.

Future Generations Leadership Academy

In 2019 we began a partnership with The Office of the Future Generations Commissioner for Wales to deliver a pilot pan-Wales Leadership Academy, for ambitious young people working across different sectors and industries in Wales who could become champions of the Well-being of Future Generations Act (2015). 14 of Wales' most significant organisations made up an advisory board which contributed financially and to the development of the programme.

UpRising played a pivotal role as lead delivery partner, in the development of new and innovative content for the programme such as the Reverse Mentoring scheme (where the participants mentored CEOs from across Wales) and the development of an online learning platform to support distance learning during the 10-month programme.

The programme had 20 places, 15 of which were filled by employees of the consortium. UpRising's recruitment received more than 100 applications for 5 places on the programme. An external evaluator was commissioned to produce an evaluation of the programme, showing UpRising's role to be hugely significant in the success of the programme. As such, we are now in the process of agreeing a second partnership for a 2021 Academy programme with the Commissioner.

The contribution of volunteers to our work

Our programmes simply could not run without the support of our community of hundreds of volunteers each year: from the speakers on our programmes, to our accredited coaches, to the volunteers who contribute their time and insight to provide 1:1 interview preparation or CV support, to the hundreds of mentors who give their time through One Million Mentors. None of what we do would be possible without them.

One Million Mentors (1MM)

One Million Mentors (1MM) is a unique community-based mentoring programme, quickly growing roots around the UK. The aim is to transform young lives by connecting one million young people with one million mentors. This ambitious programme backs the talents of young people to improve their career chances while at the same time strengthening local communities. 1MM was founded on the belief that through personal, one-to-one mentoring, more young people can grow the knowledge, networks, skills and confidence they need to succeed.

By April 2021 1MM had established over 2,000 mentoring relationships across Greater Manchester, West Midlands, Cardiff City region and East London. 1MM has established strategic partnerships with Mayors Mentors in the West Midlands, the Cardiff Commitment and Cardiff City Council, and Manchester City Council to ensure mentoring meets the key strategic priorities of the regions. Across the regions we have worked with approximately 119 youth partners (schools, colleges, universities and charities). 200 employers are represented across our community of trained volunteers.

In March 2020 we made the right decision to pivot our offer from face-to-face to virtual mentoring, working with the 18–25-year-old age group only. 36% of the mentees we have worked with since March 2020 come from disadvantaged backgrounds and 53% come from ethnic minority backgrounds. 58% of mentoring relationships (March 2020 – present) are between a mentor and mentee from different ethnic backgrounds.

Working with the Behavioural Insights Team in 2019 we developed a rigorous evaluation framework to measure the distance travelled by our mentees. Initial findings from our surveys supported the impact that our mentoring offer has on young people. Only 29% of mentees felt confident in securing the training or experience they need to succeed before mentoring, rising to 70% post-mentoring. Similarly, less than half of young people (47%) felt confident they could achieve their ambitions pre-mentoring, rising to 71% post-mentoring.

**UPRISING LEADERSHIP
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

Survey data from our June 2020 virtual mentoring pilot indicates that our online offer has been similarly impactful for young people. Before mentoring, only 35% of mentees felt confident in securing the training or experience they need to succeed. This rose to 79% after mentoring. Furthermore, only 33% of mentees knew someone they could call on for employment advice before mentoring, rising to 79% post-mentoring.

1MM has commissioned Mobilise UK to explore what a 'blended' mentoring approach might look like going forward (incorporating a mix of face-to-face and virtual mentoring sessions).

OUTLOOK AND PLANS

Although the funding environment is likely to remain challenging, with the projected end of the Job Retention Scheme in September 2021, we anticipate our work supporting young people from ethnically and culturally diverse backgrounds to stand out in their job search will be of critical importance. Our primary goal in the first half of next year is therefore to deliver our YFF-funded employment support programme – Stand Out. Successfully doing so will – we hope – open the route to multi-year funding.

Alongside this, we know from all our conversations with young people that as well as finding a job, their other great concern remains the climate crisis. Over the course of 2020/21 we have piloted delivering our Environmental Leadership Programme online with the support of the Joseph Rowntree Charitable Trust and Children in Need. Our goal in the next year is therefore to begin to scale this programme in the same way we have done so with our employment work, and we are in active conversations with existing funders and the Our Bright Future coalition to consider what this might look like over the next 12 – 18 months.

In addition, our wider organisational objectives for the year 2021/22 are to:

- Develop our partnerships further, especially outside of our traditional city centre bases, where our digital programmes can open routes to leadership and opportunities that might not otherwise be available
- Learn all we can from delivering Stand Out to hundreds of young people across England, ensuring the quality of our programmes remains high and that we apply all that we learn across our programmes.
- Develop our network of partnerships with employers of all sizes who share our aims. We are particularly keen to develop our partnerships in 'green industries,' given their historic lack of diversity.
- Broaden our revenue streams and increase funding from sources other than traditional trusts and foundations, especially where we can build the skills and expertise of our alumni in doing so.
- Continue to increase engagement for alumni in all activities including fundraising and national events.
- Raise the organisation's profile through ongoing strategic communications.

FINANCIAL REVIEW

Total income received in the year ended 31 March 2021 amounted to £1.17M of which £971K was restricted income. Total expenditure amounted to £1.1M, leaving accumulated funds of £243K of which £169K is unrestricted.

The organisation's focus is to be stable and sustainable. The Board and Executive team have worked closely together to attract additional funds into the organisation. We are actively fundraising from new and former donors and have a significant fundraising effort under way. We have a Finance Committee of the Board and stronger internal financial management and oversight. There is a long-term financial plan to generate surpluses over the current and future financial years to build up free reserves to meet our reserves policy.

Costing model

As we adjusted to COVID19 we moved our programs to deliver online. Success in this has prompted us to strive become 'digital first' – delivering programmes online unless there is no practical alternative. Doing so has increased our reach and widened the group of young people who can access our programmes, with more young people being able to fit our programmes around existing care, work or study commitments.

**UPRISING LEADERSHIP
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

The move to “digital first” has also impacted our costing model: we now have lower locational costs but proportionally higher staffing and communications costs. Given this, and as a result of the support and advice we received from CAST/Catalyst, we have committed to two major principles in delivering and developing our programmes online:

- We will use tools on our programmes that mirror those most widely used in the world of work so that young people gain skills valuable in the workplace as they participate.
- We will use tools which require “no code” to implement or use e.g., Notion and Zapier. This is so that we can focus staff time on supporting young people and not on technology, even though we operate online.

Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. The trustees have considered the ongoing impact of the COVID-19 outbreak, rolling lockdowns and any resulting wider economic impact.

The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that – even in the worst-case scenario – the Charity has adequate resources to continue in operational existence for the foreseeable future.

Reserves policy

The reserves policy is to build reserves to a level of free unrestricted reserves equivalent to between one and three months of operating expenditure. The Board regularly reviews the reserve policy and is committed to a cost management and income generation plan to ensure sufficient reserves are in place. The reserves policy will be kept under review and developed as the circumstances facing the organisation change.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

UpRising is a company limited by guarantee and is a registered charity governed by its memorandum and articles of association. It was incorporated on 15 October 2012, under company registration number 08252639 and was registered with the Charity Commission on 26 November 2012, under charity number 1149905. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Recruitment and appointment of Trustees

The Trustees of UpRising, who are listed on page 1, also serve as company directors for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, the Trustees are elected annually at the annual general meeting to serve for a period of three years and may put themselves forward for re-election. Unless otherwise determined by a general meeting, the number of the members of the Board of Trustees shall be nine, and meetings will be quorate when one-third of members or three members (whichever is the greater) are present.

The UpRising Board of Trustees has met regularly across the year and in addition a Finance Committee of the board meets periodically to give further scrutiny and support regarding financial management, planning, and risk.

The Trustees carry out a robust and open process to appoint new members to the Board and aim to recruit trustees based on the skills required to fill gaps on the Board. Every effort is made to recruit a diverse group of Trustees and – as part of our commitment to opening up opportunities for power to our alumni – we have a regular programme of recruitment from our alumni body onto the Board, following a process of open recruitment against our usual skills-based criteria.

All new Trustees will receive ongoing support to help them contribute fully to their new roles. The process will be kept under review and developed, as necessary.

The Trustees have delegated day to day running of the charity to the Chief Executive.

Senior Management Team and Remuneration

The senior management team during 2020/21 consisted of the following staff: Chief Executive, Head of Finance & Operations, Head of Programmes and Head of Development.

UpRising has a remuneration policy for all staff which includes senior management. The policy considers both internal and external factors and is reflected in the following Statement of Policy:

The salaries and benefits paid by UpRising will be fair and reasonable and in keeping with its position as a charitable organisation; salary decisions will be influenced by the funding constraints placed upon UpRising as a charity. Salary levels are reviewed regularly and set based on decisions which reflect the overall movement in 'cost of living', pay trends in the marketplace (with reference to reference to charitable, voluntary, and other public sector comparisons) and the charity's ability to pay. UpRising Leadership sets its own pay structure and considers arrangements in other sectors. Staff will understand how pay is determined and will be able to raise a grievance on pay and benefit decisions which directly affect them.

Starting salaries for new posts are approved by the CEO and, at a senior leadership level, will be approved by the Trustees. The Trustee Board is responsible for setting (or increasing) the salary of the Chief Executive. All workers employed on a casual worker contract will be paid at least the minimum Living Wage hourly rate, as set out by the Living Wage Foundation, for the region in which they will be working.

As part of the restructure process in late Summer 2020 and in line with a review conducted in January 2020, salary brackets were amended, increasing junior staff members starting salaries. Annual salary increases will be given for commitment to the organisation, with staff receiving a set annual increase, rather than a performance-based decision.

Restructuring

In response to the COVID-19 pandemic as well as the ending of several large funding grants, UpRising senior leadership team undertook a restructure and redundancy process that concluded in September 2020. As a result of the process 11 staff took new roles at the organisation, 4 staff took redundancy or decided to leave.

The new structure allows more flexibility within the organisation, with staff working across projects and programmes rather than being regionally focussed. Despite the challenges this created, we have developed a stronger, more efficient and nationally collective team who have embraced the changes. Symptomatically of this – and with support from CAST/Catalyst and a volunteer from PwC – in early 2021 we embedded an Agile methodology to our Programmes Team.

Employee information

UpRising currently employs 25.7FTE members of staff, as well as additional sessional workers during the year. Regular all-staff meetings are held, in addition to project and programmes-based meetings. The format of meetings allows for information to be communicated to staff and for employee ideas and suggestions to be listened to.

Each employee is responsible for their own personal development and is provided with support from their manager and the senior management team. To aid this, we have introduced optional coaching for all staff through our pool of nearly 50 trained coaches and almost all staff have taken advantage of this opportunity during the year. Annual appraisals are held between employee and manager, as well as regular one-to-one meetings to discuss performance.

The trustees would like to thank every staff member for their dedicated service and hard work over the last 12 months.

Diversity and Inclusion

UpRising champions diversity and inclusion in all we do and since the charity's foundation over 2/3rds of all programme participants have come from ethnically and culturally diverse backgrounds. Nevertheless, as questions of diversity and inclusion rose to the top of the national agenda, charities were no exception and movements such as #CharitySoWhite and #BAMEOver are driving change across the sector.

Over the course of the year therefore, through staff-led Diversity and Inclusion meetings, we looked at topics such as power and privilege, wellbeing at work, and how we can further strengthen the inclusivity of our workplace. While keeping a strong focus on our purpose and what we need to do to deliver for the young people we support, we have: **reviewed diary and calendar practise** to ensure we accommodate differing personal circumstances, part-time staff and staff returning from parental leave as we moved to work from home – this included moving all-staff meetings to the same day each week and introducing a monthly townhall; ensured we **provide support, equipment and facilities** staff need to be effective and thrive, regardless of personal circumstances; **implemented staff networks** to ensure that we are not only recruiting but including diverse perspectives on the questions we're facing; recognising that not all of our staff celebrate the same days, we asked everyone what days and events in the year are important to them and have included these in a shared calendar so that everyone can be celebrated and supported by their colleagues.

Staff have also used their own experiences to work with external organisations to support their journey to better understand diversity and inclusion. For example, we were tasked with increasing the knowledge and understanding of the projects and programmes staff within the Our Bright Future partner organisations, given that the environment and sustainability sector is the second least diverse out of 202 professions in the UK: only 3.1% of environment professionals are ethnically and culturally diverse, compared to 19.9% in all occupations. This piece of commissioned consultancy work involved surveying staff, developing a set of workshops themed around key topics such as privilege and inclusion, the co-production of a manifesto for change and a final report. By design, the work also enabled us to employ a number of recent programme graduates to share – with our support – their experiences with participants. The goal for each participant was to empower and encourage them to dismantle modes of behaviour detrimental to an inclusive and fair workplace.

Fundraising Policy

UpRising continues to focus on building long-term relationships with Trusts and Foundations and statutory providers, which forms the bedrock of our income. This has served us well during the pandemic through an emergency COVID-19 related grant from one Trust and a level of flexibility and understanding offered from many other trusts. We continue to seek multi-year, multi-regional funding for programmes where possible, and this remains our goal. Where this is not possible, we will continue to run programmes funded from multiple funding pots.

With the move to online delivery, the cost per person on our programmes has shifted, as we can deliver to a larger group from more geographically diverse locations. Although our base costs remain the same, this shift enables us to increase our impact. We have worked hard to retain the quality of the experience for our beneficiaries, with a focus on building strong communities online through digital platforms such as Zoom, Slack and Notion.

Risk Management Process and Procedures

The Trustees acknowledge that risk is an inherent feature of all UpRising's activity and therefore needs to be taken into consideration in the business planning process. Trustees commit to a policy of identifying potential risks, and ensuring the structures are in place to ensure that all relevant risks are managed effectively.

The responsibility for conducting risk assessment rests with the Chief Executive. All risks are classified according to the following categories:

- Finance (insufficient funds, adequacy of reserves and cash flow)
- Operational (safeguarding; health and safety issues; employment issues; IT and data protection)
- External (quality, not meeting targets; partnerships and priorities; public perception, adverse publicity; government policy)
- Governance (insufficient oversight, inappropriate organisational structure)

The major risks to which the charity is exposed, as identified by the Board, are reviewed periodically, and the systems and procedures have been established to manage those risks.

Organisational risk register

Risk/Uncertainty	Risk category	Controls/Mitigation
Reduced capacity at Senior Management Team level	Operational / Governance	SMT stable. Permanent CEO appointed. Head of Finance and Operations, Head of Programmes and Head of Development remain the same. SLT weekly operations call and 6-weekly strategy meeting.
Loss of institutional knowledge due to staff turnover	Operational	Detailed handover documents and early recruitment to enable handover, use of online tool, Slack, where conversations, decisions and documents are recorded. Standard operating process for contact management to maintain knowledge. New staff structure ensures information is shared across the team, rather than regionally. Process maps being developed for major programmes and processes.
Safeguarding issue for young person under 18 or vulnerable adult	Operational / External	Safeguarding policy developed and reviewed annually. Designated Safeguarding Officer and Safeguarding Trustee continue to be in place. No programmes for under-18s without board approval. Mentors complete an online training course, attend facilitated session and provide a reference. DBS checks are used for mentors working with under 18s and adults at risk.
Loss of business continuity from an external threat	Organisational	Cloud based storage. All staff have laptops and can work from home. Programme delivery sessions via Zoom.
Failure to promote services effectively and raise profile of charity	External	Improved website and social media content being delivered, and we have appointed an External Relations Officer. New 'Alumni Ambassadors' appointed to represent UpRising in a voluntary capacity. Advisory Boards in place in Cardiff and Manchester, with plans to develop into other regions. External relationships captured using Salesforce CRM software.
Failure to ensure sufficient reserves - associated cash flow risks	Finance	Continued development of revenue model to diversify income to increase unrestricted income. Ongoing focus on budget and cash flow management, with a rolling 12-month cash flow forecast.
Failure to raise sufficient funds to cover committed delivery	Finance	Regular review of planned delivery based on current funding position. Maintaining tight control on expenditure whilst balancing the need to invest to grow income.
Lack of financial oversight across the charity	Governance/ Finance	Finance Committee in place at a board level. Continue to implement and strengthen financial management processes through regular meetings and training with managers.

**UPRISING LEADERSHIP
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)**

Risk/Uncertainty	Risk category	Controls/Mitigation
Disengagement of alumni	Operational	Head of Development, External Relations Officer and Engagement Trainee in post, using social media, focus groups, events, and programmes for engagement.
Poor management of key programme stakeholders, including mentors, coaches and other volunteers	External	New volunteer management programme created and implemented. External stakeholders invited to events. Implemented improved systems on Salesforce.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of Uprising Leadership for the purposes of Company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent,
- presume that the charity will continue in business.

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

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

In so far as the trustees are aware:

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

This report was approved by the board of Trustees on 22 July 2021 and signed on their behalf by:



Rushanara Ali MP

Opinion

We have audited the financial statements of Uprising Leadership (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and 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 2021 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 Financial Reporting Council's (FRC) 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The other information comprises the information included in the Trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF UPRISING LEADERSHIP (CONTINUED)

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF UPRISING LEADERSHIP (CONTINUED)

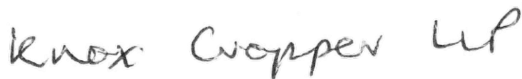
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting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

- The Charitable Company is required to comply with both company law and charity law and, based on our knowledge of its activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with its legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

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

Use of our report

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



Simon Goodridge (Senior Statutory Auditor)
For and on behalf of Knox Cropper LLP, Statutory Auditor
65 Leadenhall Street
London
EC3A 2AD

Date: 13 September 2021

UPRISING LEADERSHIP
STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2021

				2021	<i>2020</i>
	Note	Unrestricted	Restricted	Total	<i>Total</i>
		£	£	£	£
Income					
Grants and donations	2	110,839	767,269	878,108	<i>1,271,553</i>
Charitable activities		89,653	203,521	293,174	<i>50,742</i>
Total income		200,492	970,790	1,171,282	<i>1,322,295</i>
Expenditure					
Charitable activities - Programmes		109,655	961,021	1,070,676	<i>1,274,378</i>
Raising funds		33,770	2,036	35,806	<i>23,994</i>
Total expenditure	3	143,425	963,057	1,106,482	<i>1,298,372</i>
Net income / (expenditure) before transfers		57,067	7,733	64,800	<i>23,923</i>
Transfers between funds		-	-	-	-
Net income / (expenditure) Net movement in funds		57,067	7,733	64,800	<i>23,923</i>
Reconciliation of funds					
Fund balances brought forward		112,174	65,705	177,879	<i>153,956</i>
Funds balances carried forward		169,241	73,438	242,679	<i>177,879</i>

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

All income and expenditure derive from continuing activities

UPRISING LEADERSHIP (Registered Company number 08252639)
BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2021 £	2020 £	2020 £
Current assets					
Debtors	7	94,221		146,957	
Cash at bank and in hand		308,117		230,896	
		<u>402,338</u>		<u>377,853</u>	
Creditors: amounts due within one year	8	(159,659)		(199,974)	
Net current assts			<u>242,679</u>		<u>177,879</u>
Total assets less current liabilities			<u>242,679</u>		<u>177,879</u>
Restricted funds	10		73,438		65,705
Unrestricted funds	10		169,241		112,174
Total funds			<u>242,679</u>		<u>177,879</u>

The financial statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies. They were approved, and authorised for issue, by the Trustees on 22 July 2021 and signed on their behalf by:-



Rushanara Ali MP

Chair of the Board of Trustees

UPRISING LEADERSHIP
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities:				
Net income for the year	64,800		23,923	
Adjustments for:				
Decrease / (increase) in debtors	52,736		(121,674)	
(Decrease) in creditors	<u>(40,315)</u>		<u>(35,180)</u>	
Net cash provided by / (used in) operating activities		77,221		(132,931)
Change in cash and cash equivalents in the year		<u>77,221</u>		<u>(132,931)</u>
Cash and cash equivalents at the beginning of the year		230,896		363,827
Cash and cash equivalents at the end of the year		<u>308,117</u>		<u>230,896</u>

1. Accounting policies

Basis of Preparation

These financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the financial statements in accordance with the 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 (The FRS 102 Charities SORP Second edition - October 2019) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following "Accounting and Reporting by Charities for charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014" rather than the "Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005" which has since been withdrawn.

Going Concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. The trustees have considered the ongoing impact of the COVID-19 outbreak, rolling lockdowns and any resulting wider economic impact.

The trustees have taken an active role through the past year on monitoring finances and actively ensuring that the charity is able to continue to deliver. Significant grant funding has been raised and relationships formed with new funders.

A thorough approach to scenario planning has also been taken to ensure that as a board we are aware of what decisions need to be taken and when in the year were any of our larger funding assumptions for the future not achieved. We have created a plan about what we would do under the circumstances and therefore Trustees have concluded that there is a reasonable expectation that – even in the worst-case scenario – the Charity has adequate resources to continue in operational existence for the foreseeable future.

Functional Currency

The functional currency is considered to be in pounds sterling because that is the currency of the primary economic environment in which the charity operates. The financial statements are also presented in pounds sterling, rounded to the nearest £1.

Income

Income received by way of donations is included when the charity is legally entitled to the income, it is probable that the income will be received and the amount can be quantified with reasonable accuracy.

Gifts in kind represent assets donated for use by the charity, predominantly premises. Gifts in kind are not assigned a value in these accounts and no income is included in the financial statements to represent the time donated by volunteers.

Revenue grants are credited to the Statement of Financial Activities when received or receipt is probable, whichever is earlier. Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the income is deferred.

Contract income is recognised in the Statement of Financial Activities as it is earned.

1. Accounting policies (continued)

Expenditure

Charitable expenditure includes costs associated with particular projects in furtherance of the charity's objects.

Direct costs comprise costs that are wholly attributable to that activity. Staff costs are apportioned on a time weighted basis. Support costs (including governance costs) are central functions allocated on a time weighted basis.

Governance costs include items such as audit fees and statutory costs.

Expenditure includes attributable VAT which cannot be recovered.

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 support costs.

Unrestricted funds are donations and other income received or generated for the charitable purposes.

Pensions

The charity provides a defined contribution pension scheme, the assets of which are held separately from those of the company in an independently administered fund with the pension trust. Contributions are charged to expenditure as they fall due.

Operating leases

Rentals applicable to the operating lease are charged to the income and expenditure account over the period in which the cost is incurred.

Financial instruments

The charitable company 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. With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102.

Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

Bank and cash

Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short term deposits with an original maturity date of three months or less. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method. Deferred income represents grants, contract funding and training fees relating to future periods.

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

2. Grants and donations income

Income in the year to 31 March 2021 includes £156,850 relating to the Government furlough scheme (2020: £Nil).

3. Total expenditure

a) Analysis of total expenditure

	2021	2020
	£	£
Staff costs (Note 5)	866,887	882,980
Direct programme costs	124,449	316,667
Support costs	79,340	74,731
Charitable activities - Programmes	1,070,676	1,274,378
Raising funds	35,806	23,994
Total expenditure	1,106,482	1,298,372

b) Analysis of support costs

	2021	2020
	£	£
Other staff costs	3,063	5,299
Premises	26,821	16,237
Office expenses	44,456	48,474
Governance - audit fee	5,000	4,650
Governance - trustee expenses	-	71
	79,340	74,731

4. Net expenditure for the period

This is stated after charging:

	2021	2020
	£	£
Operating lease rentals - premises	21,881	39,142
Auditors' remuneration:	5,000	4,650
Trustees' expenses	-	71

In the year to 31 March 2021, there were no Trustees expenses. In the year to 31 March 2020, £71 was reimbursed to three trustees relating to attendance at Board and other meetings of the trustees.

5. Staff costs and numbers

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	764,470	792,111
Social security costs	69,256	66,343
Pension contributions	30,202	24,526
Redundancy	2,959	-
	866,887	882,980

One employee earned between £60,000 and £70,000 during the year, exclusive of employer pensions and employer National Insurance contributions (year to March 2020: one employee).

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

5. Staff costs and numbers (continued)

The key management personnel of the charity comprise the trustees, the Chief Executive and the Senior Management Team, including the Director of One Million Mentors.

The charity trustees do not receive remuneration. The total remuneration of the non-trustee key management personnel of the Charity, inclusive of employer pensions and employer National Insurance contributions, was £272,438 (2020: £233,297).

The average number of employees on a headcount basis during the year (including sessional workers) was as follows:

2021	2020
No.	No.
28.2	31.3

6. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. Because of its current activities the charity is not registered for VAT and therefore cannot recover VAT on its expenses.

7. Debtors

	2021	2020
	£	£
Trade debtors	27,000	82,215
Other debtors	832	7,253
Prepayments	10,498	2,803
Accrued income	55,891	54,686
	94,221	146,957

8. Creditors: amounts due within one year

	2021	2020
	£	£
Trade creditors	37,870	35,876
Taxation and social security	15,074	20,200
Pension	3,799	4,311
Other creditors and accruals	26,045	25,330
Deferred income	76,871	114,257
	159,659	199,974

	2021	2020
	£	£
Deferred income		
Balance at 1 April	114,257	151,206
Amount released from previous years	(114,257)	(151,206)
Amount deferred in the year: grant income	76,871	114,257
Balance at 31 March	76,871	114,257

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

9. Analysis of net assets between funds

Current year

	Unrestricted funds	Restricted funds	Total funds at 31 March 2021
	£	£	£
Net current assets	169,241	73,438	242,679
Net assets at 31 March 2021	169,241	73,438	242,679

Prior year

	Unrestricted funds	Restricted funds	Total funds at 31 March 2020
	£	£	£
Net current assets	112,174	65,705	177,879
Net assets at 31 March 2020	112,174	65,705	177,879

10. Movements in funds

	At 1 April 2020	Income	Expenditure	Transfers	At 31 March 2021
	£	£	£	£	£
Restricted funds:					
1. Trust for London	5,696	29,750	(35,446)	-	-
2. Act for Change	2,814	37,087	(39,901)	-	-
3. Bedford and Luton Programme	13,496	42,301	(55,797)	-	-
4. Birmingham programme	2,021	39,064	(41,085)	-	-
5. Manchester Programme	1,112	8,333	(9,445)	-	-
6. Cardiff Programme	-	36,167	(36,167)	-	-
7. Fastlaners	-	7,578	(7,578)	-	-
8. Environmental leadership	7,354	200,041	(207,395)	-	-
9. One Million mentors	24,684	354,514	(305,760)	-	73,438
10. Find your Power	414	-	(414)	-	-
11. Future Generations Leadership Academy	8,114	21,274	(29,388)	-	-
12. YFF	-	194,681	(194,681)	-	-
Total restricted funds	65,705	776,109	(768,376)	-	73,438
Total unrestricted funds	112,174	200,492	(143,425)	-	169,241
Total funds	177,879	976,601	(911,801)	-	242,679

As a result of COVID19 and with funder support, we have begun to translate our programme to support online delivery. Throughout the year, we have engaged extensively with the young people with whom we work, testing that all we're doing expands and strengthens the support we can offer. As a result of all that we've learnt we will continue to develop our digital programmes, incorporating face-to-face support where appropriate and if a digital approach cannot achieve the same results. Our costing model has therefore shifted, with fewer location-based costs and a greater emphasis on staffing costs.

Purposes of restricted funds

- Trust for London programme** - a fund to support developing pathways to move young people from unemployment to meaningful work.
- Act for Change programme** - this is a fund to encourage youth led social action amongst our alumni (those that have graduated previous programmes).
- Bedford programme** - towards the UpRising leadership programme in Bedfordshire and Luton.

**UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021**

10. Movements in funds (continued)

4. **Birmingham programme** - towards the UpRising leadership programme in the Birmingham area.
5. **Manchester programme** - towards the UpRising leadership programme in Manchester.
6. **Cardiff** - towards the UpRising leadership programme in Cardiff.
7. **Fastlaners** - the programmes work with young people in London, Birmingham and Manchester to equip them with the knowledge, networks, skills and confidence to help them to secure employment. The programmes are run for 16-18 year olds and unemployed graduates.
8. **Environmental Leadership** - this new programme follows the same curriculum as our nine-month Leadership Programme and offers participants a unique first-hand view of the way that political, business, public sector and community organisations work together to shape our environment and build a sustainable future. The programme is funded by the National Lottery and in conjunction with the Our Bright Future consortium. It will be delivered in London, Birmingham, Manchester and Cardiff over the next five years.
9. **One Million Mentors** - the aim of this programme is to recruit, train and connect mentors to young people in Britain to help them maximise their talents and get into the world of work. Our ambition is to build a movement of a million mentors in the next ten years. We are doing this through our online platform which connects mentors to mentoring opportunities.
10. **Find your Power** – a pre-UpRising leadership programme that has delivered to 185 young people in geographical areas with lower levels of political understanding, engagement and social action. These young people will be supported to progress on to the core UpRising Leadership Programme.
11. **Future Generations Leadership Academy** – a new pan-Wales leadership programme supporting young people with opportunities to learn and enhance their skills to ensure strong leadership in Wales today and in the future.
12. **YFF** - to support a national, digital employability and mentoring programme for young people. Both our leadership programmes and 1MM are implementing specific aspects of the grant.

Prior year movements in funds

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
<i>Restricted funds:</i>					
Trust for London	3,281	38,250	(35,835)	-	5,696
Act for Change	(570)	50,000	(46,616)	-	2,814
Bedford and Luton Programme	3,577	36,983	(27,064)	-	13,496
Birmingham programme	(192)	54,519	(52,306)	-	2,021
Manchester Programme	15,360	35,000	(49,248)	-	1,112
Cardiff Programme	2,965	50,833	(53,798)	-	-
Fastlaners	34,854	61,875	(96,729)	-	-
Environmental leadership	1,112	281,080	(274,838)	-	7,354
One Million mentors	19,122	512,273	(506,711)	-	24,684
Find your Power	5,993	103,493	(109,072)	-	414
Future Generations Leadership Academy	-	25,417	(17,303)	-	8,114
Total restricted funds	85,502	1,249,723	(1,269,520)	-	65,705
Total unrestricted funds	68,454	72,572	(28,852)	-	112,174
Total funds	153,956	1,322,295	(1,298,372)	-	177,879

UPRISING LEADERSHIP
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

10. Related party transactions

There were no transactions with related parties during the year ended 31 March 2021 (year ended 31 March 2020: none).

11. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases (all for property) is as follows for each of the following periods:

	Property 2021 £	<i>Property 2020 £</i>
Less than one year	13,577	30,569
One to five years	-	54,387
	<u>13,577</u>	<u>84,956</u>

12. Prior year Statement of Financial Activities

	<i>Unrestricted £</i>	<i>Restricted £</i>	<i>2020 Total £</i>
Income			
<i>Grants and donations</i>	58,597	1,212,956	1,271,553
<i>Charitable activities</i>	13,975	36,767	50,742
Total income	<u>72,572</u>	<u>1,249,723</u>	<u>1,322,295</u>
Expenditure			
<i>Charitable activities - Programmes</i>	28,852	1,269,520	1,298,372
Total expenditure	<u>28,852</u>	<u>1,269,520</u>	<u>1,298,372</u>
Net income before transfers	43,720	(19,797)	23,923
<i>Transfers between funds</i>	-	-	-
Net income / (expenditure)			
Net movement in funds	43,720	(19,797)	23,923
Reconciliation of funds			
<i>Fund balances brought forward</i>	68,454	85,502	153,956
Funds balances carried forward	<u>112,174</u>	<u>65,705</u>	<u>177,879</u>