

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.

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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.

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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.

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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.

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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.

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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)

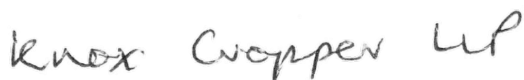
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting 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><u>308,117</u></u>		<u><u>230,896</u></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>