

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.

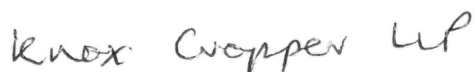
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting 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			
<i>Grants and donations</i>	110,839	767,269	878,108
<i>Charitable activities</i>	89,653	203,521	293,174
Total income	<u>200,492</u>	<u>970,790</u>	<u>1,171,282</u>
Expenditure			
<i>Charitable activities - Programmes</i>	109,655	961,021	1,070,676
<i>Raising funds</i>	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
<i>Transfers between funds</i>	-	-	-
Net income / (expenditure)			
Net movement in funds	57,067	7,733	64,800
Reconciliation of funds			
<i>Fund balances brought forward</i>	112,174	65,705	177,879
Funds balances carried forward	<u>169,241</u>	<u>73,438</u>	<u>242,679</u>