

~ The Advocacy Academy's ~

# State of the Movement 2023/24

Building the Collective Power of Young People to  
Create a More Fair, Just, and Equal Society for All

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INTRODUCTION



Daniel Taylor MBE FRSA, Chair of the Board of Trustees

Reflecting on the past year at The Advocacy Academy, I am immensely proud of our achievements in empowering young activists and enhancing community engagement. Our efforts to integrate campaigns and membership strategies have deepened connections within our alumni network, ensuring that members feel valued and supported.

Our community and programme work has been instrumental in creating spaces for dialogue and growth. Initiatives like the Marhaba Space and Open Houses have engaged diverse community voices, strengthening our collective impact.

This year, our Fellowship saw the launch of impactful campaigns like BFAIR, Medsogyny, and Homes Not Houses, demonstrating the creativity and passion of our young changemakers. The success of our first campaigns fellowship weekend marked a turning point in nurturing campaign skills and amplifying the voices of our members. Our HOST programme continues to pave the way for youth-led initiatives, providing essential infrastructure and support for campaigns tackling vital social issues, ensuring that our young activists have the tools they need to effect real change.

Closing our Vining Street location was a significant step for us, allowing for a fresh start in a space designed to foster collaboration, creativity, and inclusivity. We hope that the Liberation Centre will become a vibrant place, based in the heart of Brixton, where the wider community and young people can access resources, engage in political education, and build lasting connections that drive community mobilisation.

I would like to take this opportunity to extend my heartfelt gratitude to my fellow trustees - Marjorie, Thishani, Abimbola, Michelle, Mark, Jack, and Calum - for your dedication and support. Your expertise and passion are invaluable to our mission, and together, we are making a lasting impact on the lives of young people across our communities.

As we move forward, let us continue to embrace our shared vision and remain steadfast in our commitment to equity and social justice. Thank you for your ongoing support and belief in the transformative power of youth activism.



**Saba Shafi, CEO**

As we reflect on the past year at The Advocacy Academy, I am struck by the resilience and tenacity that defines our community. In the face of challenges and change, our young activists, staff, and trustees have demonstrated the power of commitment and collective action. Each step forward has been a testament to what we can achieve when we believe in our vision and support each other.

The 2023-24 period has been a transformative time for TAA, marked by significant staff growth and a strategic pivot towards deeper community engagement. Our new Head of Campaigns, Pascale, has revitalised our approach to campaign development, ensuring our young advocates are better equipped and more deeply supported. Further, Darcey's expanded role as Head of Member-Led Governance has spearheaded the development of a governance model that truly reflects the voices of our members. We've also deliberately invested in our development and HR teams to support our growth.

In the realm of campaigns, we have made substantial strides. Our Fellowship programme restructured its campaigns pathway, allowing for deeper engagement and more comprehensive learning experiences. This shift led to the successful launch of three new campaigns: BFAIR, targeting immigration raids in Brixton; This is Medsogyny, addressing neurodiversity and medical racism; and Homes Not Houses, advocating for better social housing conditions in Southwark. Moreover, our new Host programme has provided crucial infrastructure support to ongoing campaigns like Halo and LatinXcluded, further bolstering their capacity to drive change.

Our Programmes Department has also seen remarkable growth. We recruited 58 young people for our redesigned Fellowship programme, despite facing a COVID outbreak during the summer residential. We adapted swiftly, introducing the innovative Campaign Weekender to maintain momentum. The Spark programme, led by our newly promoted Spark Development Lead, Betty, successfully onboarded 13 young changemakers and integrated them into our broader membership activities.

The Changemaker Development Programme (CMDP) expanded significantly, training 17 Changemakers, the largest cohort to date, with impressive satisfaction ratings averaging over 9/10 for support and development feedback. We are excited to build on this foundation, introducing community organising modules and exploring accreditation models to further professionalise our training.

Community engagement remains at the heart of our mission. As we bid farewell to Vining Street and prepare to open The Liberation Centre in Brixton, we are committed to creating a hub for organising, education, and community-building. This new space will facilitate our open access initiatives and serve as a beacon for collective liberation, supporting young people and community members alike.

Looking ahead, we face the dual challenge of a polarised political landscape and the pressing need for collective care amid social and economic pressures. However, our focus on community safety, political education, and intergenerational learning that help foster resilient communities gives us confidence. Together, we will continue to champion a youth organising movement, where young people ages 16-30, with lived experiences of injustice, build their collective power to take

action and drive systemic change in their communities and contribute to the waves of change we need to bring about a more fair, just and equal society.

## WELCOME TO THE ADVOCACY ACADEMY

We are youth organisers working to create a more fair, just, and equal society, by building the collective power of young people to bring about change. We train young people with lived experience of injustice to achieve long-term systemic change for themselves and the communities they live in. We combine formal instruction in social and economic systems, practical training in community organising, with the heart and soul of radical youth work. We equip young people with the knowledge, skills and confidence to become active agents for change in the community.

Our work to date has focused on three core areas:

1. The delivery of a highly regarded community organising, training programmes for young people (the Fellowship, Spark and Changemaker Development programmes).
2. The development of young people's campaigning work, helping them build campaigns that shake the nation, supporting them through a membership model.
3. The bringing together of young people and local civic leaders in our community hub in the heart of Brixton, rooting our work in community and solidarity.

At our heart we believe that young people are best able to create the futures they want to see in this world. Looking ahead, we want to ensure The Advocacy Academy matches the scale and ambition of our 200+ members, providing them, their campaigns and our allies the support they will require over the coming years.

### OUR VISION FOR A MORE FAIR JUST AN EQUAL WORLD

- Our vision has been kept the same. In conversation with partners, we often reflect on how many charities and activists would agree with a simple aim. This underlines our commitment to work in solidarity with communities and recognise that we are one of many.
- The vision is more open ended than other groups, to recognise the uncertainty of the work we are doing in field building youth organising in this country. It underlines our commitment to hope and humility.

### OUR MISSION

Build the power of young people aged 16 – 25 with lived experience of injustice to take action to realise systemic change for themselves and their communities.

- We very deliberately framed the mission of The Advocacy Academy as our role in furthering the vision. Being the tip of the spear in youth organising can leave us vulnerable to solving every problem we encounter even when the scale far outstrips our resources. This framing underlines the joy of naming our constraints and staying focused on the problems we can tackle, thinking carefully about our role in a wider ecosystem.
- We have adjusted our mission in some key areas. Most important, we have added in the framing of “building power”. This was previously not explicitly named even though we are an organising institution.
- We have kept (but played around with the wording) the focus on “lived experience” and “systemic change”, which are our key differentiators and value adds in the youth action space.
- We have added explicit mention of “communities” to emphasise our commitment to rooting ourselves in the communities we support.



## OUR STRATEGIC FRAMEWORK

We have a clear view of our destination. But with no precedent in the UK, we're tackling through uncharted waters to reach it. We don't have a map or ten-point plan to follow - so instead, in 2020 we created a Compass for Change to guide us. Our compass orientates us across four poles, with every choice we make guided by our Advocates Charter and our Theory of Social Change.

The core thinking we developed in 2020 remains true. Our Compass for Change (see left) reflects the 'known knowns' of this work. Achieving our vision and delivering on our mission requires investment in these four quadrants. Critically through the restructure it has become clear that the historic focus on entry programmes, on the "developing leaders" quadrant while important initially has not over time prevented us from delivering on the promises we made to our young people and to our funders and partners.

True growth and scale come from more balanced investment across all four areas:

**1st phase of growth - Developing Leaders:** To build the minimum scale for organising, investing in this initial activation point was necessary, but at a certain scale it is no longer sufficient. Increasing the number of young people entering our movement doesn't help if they aren't supported once they're in!

**2nd phase of growth – Organising the Community & Campaigning for Change:** With enough numbers in membership, it is critical to invest in building institutional power with local (geographic, sector, values) communities, and to focus on our membership and campaigns. Focus here allows us to rapidly scale our national impact.

**3rd phase of growth – Activating new Allies:** At some point our impact and power will be limited unless we bring in new partnerships, allies, and expansions. This can come through online materials, hosting for non-membership groups, etc. expansion of our activation programmes.

### OUR COMPASS FOR CHANGE



**DEVELOPING LEADERS: WE ARE TRAINING YOUNG PEOPLE WITH LIVED EXPERIENCE**

We believe that those with lived experience are the best placed to lead change, so we focus on building the skills, experience, connections, and confidence of young people to organise in their communities and become life-long agents of change. Our young people learn to analyse socio-political conditions, identify innovative solutions to problems they have experienced, and run their own grassroots campaigns which seek specific policy changes that will benefit their communities.

We have two main entry programmes: the Fellowship, a

six-month leadership programme, and Spark, a one week introduction. These are supported by the Changemaker Development Programme, which trains graduates from our entry programmes in activist youth work allowing them to lead our programmes.

We measure our success through pre-and post-questionnaires which assess young people's experience, their learning of key skills and knowledge, and their confidence and intention to continue their journey as activists.

## CAMPAIGNING FOR CHANGE: WE ARE BUILDING OUR IMPACT AS A POLITICAL MOVEMENT

Every Movement has a campaigning arm and a training arm, and The Advocacy Academy is no different. Most movements focus on their campaigns in the beginning, and then later develop their training and membership absorption arms. Because our Theory of Change holds that young people with lived experience should be leading our campaigns, it was critical for us to start by building the best social justice training programme in the country.

We support our young people to deliver Campaigns. More information on the campaigns delivered are provided later in the report.

We work with young people to incubate and explore justice issues and develop campaigns. Once a campaign is stabilised and ready to launch, they are hosted within our governance structures and provided with steady support through their expansion. We also support our young people in creating their own organising and governance structures, accessing training and employment in activist organisations, as well as helping them socialise.

We measure the success of our work through turn-out and participation, number of campaigns in incubation and being hosted, and through the impact our campaigns have on the world.

## ORGANISING OUR COMMUNITY: WE ARE GROWING OUR COMMUNITY

The power we are building is relational (among and between people) because history has shown us more times than we can count that well-organised people can challenge dominant power (power over people) and win. We work closely with schools, community groups, activists, and youth workers to grow our impact. We also open our Brixton Campus for Young Activists to other grassroots organisations in South London, building bridges between movements and offering much-needed space to organise our community. We have moved away from using volunteers and offer all our supporters' honorariums for their time.

We work with local grassroots organisations to access our Hub in Brixton also supporting them with needs on an adhoc basis. We also host open houses and solidarity events connecting our young people with local activists. The programmes here are in development as we explore the communities' needs and interests.

We measure the success of our work through turn-out and participation, and Campus usage. KPIs will develop as we further develop programmes.

## ACTIVATING NEW ALLIES: WE ARE SUPPORTING NEW AND EXISTING ALLIES IN THE UK

We want youth organising to flourish in every corner of the UK, but we have always been a locally rooted movement. Putting a Campus in every town has never been our goal. Instead, we want to invest in the infrastructure that will allow us to activate new allies and support them to unleash the power of the young people in their orbit. Through our train-the-trainer work, we will share our learnings, experience, energy, tools, and resources with other grassroots movements as they develop their own young leaders and campaigns.

We are not actively developing programmatic work in this department and are pursuing things adhoc for the time being.

# **PART ONE: WHAT WE ACHIEVED IN 2023-24**

# STEERING OUR SHIP TOWARDS A MORE FAIR, JUST AND EQUAL FUTURE

## DEVELOPING OUR CULTURE: TRANSFORMATIVE JUSTICE APPROACH

As we grow our team, we want to ensure that we build an internal culture which actively seeks to avoid replicating harm. We have decided to manage this process through a transformative justice framework. In essence, transformative justice is a radical, abolitionist approach to addressing harms that occur to, or within communities, that seeks to address the root causes of harm and respond in a way that prevents further harm. Instead of punishment, transformative justice seeks understanding, meaningful apologies, and healing. Transformative justice is a political framework that “actively cultivate[s] the things we know prevent violence such as healing, accountability, resilience, and safety for all involved”<sup>1</sup>.

For us, this has meant changing the way that we relate to each other - from the micro interactions we have day to day, to the macro structures and policies that guide and enable our work.

“We will tell each other we hurt people, and who. We will tell each other why, and who hurt us and how. We will tell each other what we will do to heal ourselves and heal the wounds in our wake. We will be accountable, rigorous in our accountability, all of us unlearning, all of us crawling towards dignity. We will learn to set and hold boundaries, communicate without manipulation, give, and receive consent, ask for help...” Adrienne Maree Brown, *We Will Not Cancel Us*, 2021.

## BUILDING A VALUES-LED CULTURE

Through the TCCP that we began last year, our staff team agreed that our culture should not be a fixed point but rather a set of values that will guide us as we reimagine our Movement. These are:

- Bravery and Boldness
- Creativity
- Openness
- Joy
- Curiosity
- Care and Kindness
- Radical Hope
- Determination
- Purpose

We will be continuously working on how we evolve these into a set of behaviours, in areas including how we prioritise, line manage, address conflict, communicate, hold meetings, and how we take responsibility.

The journey - for ourselves as a Movement, and for our wider communities towards a more fair, just and equal society - has not been, and was never going to be, a smooth one. By acknowledging this and placing focus on how we can heal and keep going, we can feel confident in setting a course for change.

## LOOKING AHEAD

We are shifting into our 2nd phase of growth. With our campaigns gaining momentum and visibility, the size of our membership growing rapidly, and the power of our institution now tangible, we are steadily shifting into our 2nd phase of growth. TAA is now not only stabilised but also better aligned

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<sup>1</sup> “Transformative Justice: A brief description” Mia Mingus, 2018: <https://transformharm.org/transformative-justice-a-brief-description/>

to deliver on our mission and see through our strategic framework. In the next three years, we must invest in critical infrastructure which enables us, prepares, and protects us for national visibility and widespread systemic impact. The key areas of investment are:

- Bringing our Governance and Risk Management to beyond reproach
- Development of the Campaigns and Community quadrants of our strategic framework
- Building a more robust data management framework and updating our monitoring, evaluation, and impact systems to match.
- Growing a commercial team which can develop a long-term pipeline of steady income generation.
- Developing a communications department and strategy to align with our broader mission.
- Ongoing improvement in how we support our staff team and how we build policies and processes to support their work.

Campaigning and activism has its risks, but all risk is manageable with the right preparation and investment... and of course with no risk there is no reward!

Below you will find our starting point for our three-year strategy. These represent critical areas of growth, in place of a comprehensive set of annual objectives.

### **Investing in our Governance, Finance, HR and Operations:**

Over the next three years, the main thrust of our work will centre on five critical areas of growth. Our strategic plan is designed to prioritise the following key objectives:

#### **Financial Stability and Control:**

To set the framework for financial resilience and security. We will:

- Emphasise achieving and maintaining robust financial stability and transparency.
- Implement stringent financial control measures to ensure financial responsibility.

#### **Process and system improvement:**

Clear and efficient internal systems and processes and excellent IT underpin our work, culture, and help us fulfill our aspiration to our young people. We will:

- Implement new processes and systems to streamline TAA operations and prepare us to deliver the quality and needs of our new Liberation Centre, including health and safety.
- Enhance navigability and readiness of our processes and policies to pay attention to regulatory compliance, audits requirements, and our transformative justice culture.

#### **Governance**

The governance goals aim to identify priority areas of governance and address any skills gaps through recruitment or committee co-option. We will:

- The target is to have governance structures that are beyond reproach, with attention paid to charity commission requirements.
- Additionally, governance frameworks are in place to respond to emerging needs.

#### **Proactive Risk Management:**

Our goal is to start tracking and monitoring key areas of risk at TAA. We will:

- Integrate risk management and mitigation into TAA's operations and governance to cultivate a culture of proactive risk management.
- Identify, assess, and mitigate risks to protect the TAA's and our young people's interests.

#### **Supportive People Management**

We want the TAA to be a great place to work. We will:

- Develop and support the workforce to help people fulfill their learning and development needs through access to a learning platform and a staff training programme across priority areas including line management, community organising, and pastoral care.
- Strengthen employee engagement by valuing and listening to staff while establishing talent retention and succession planning. We are committed to developing staff members with the aim of creating a positive reputation for TAA as an employer and ensuring the staff team works effectively and efficiently and their well-being is prioritised.
- Invest in the development and growth of finance, HR, and operations staff to support TAA's growth strategy efficiently.

## **Investing in our Fundraising:**

- Invest in immediate commercial team expansion to fund our growth.
- Development of FY25 and FY26 pipeline.
- Commercial team is actively managing the pipeline with a three-year time horizon.
- Income is de-risked across multiple streams.

# **CAMPAIGNING FOR CHANGE**

## **CAMPAIGNS & MEMBERSHIP DEPARTMENTAL STRATEGY UPDATE**

During 2023-24, the campaigns department continued working on the strategy to shift our focus from solely supporting Fellowship & Alumni Campaigns to integrating this work with our wider Alumni support function.

We hired Ivie as our Head of Membership Development and Support to develop the “Membership” offering for those who have completed their programs but want to remain active in the TAA community and campaigning work both with TAA and beyond. We also recognised the need to build links between new members and the older member community ensuring we are more than the sum of our parts, and to rethink how we support young people to build effective relationships with external experts and activists.

This year, 2023-24, we developed Darcey's role of Head of Member-Led Governance and she has been working with the Member Working Group to develop what Member-led Governance could and will look like at The Advocacy Academy.

We also hired Pascale, our new Head of Campaigning to help us develop and refocus the role of campaigns in the fellowship, review the curriculum and role of campaigns in the young people's overall learning journey.

## **CAMPAIGN UPDATES: THE FELLOWSHIP**

The Fellowship Team implemented the new pathway for Advocates to develop their campaigning experience as part of the Fellowship. This has included:

- The redesigned campaigns journey for a young person shifted the emphasis on the Fellowship to a chance to practice campaign skills rather than as the primary generator for new TAA campaigns.
- We slowed down the campaigns development process to allow for greater support and depth of learning by moving from a focus on launching campaigns at the end of the

residential to forming them and then 'launching' with actions in December 2023 and graduation in January 2024.

- In 2023, we had our first campaigns fellowship weekend - piloting a campaigns incubator approach went excellently with three strong new campaigns emerging. The new campaign groups are:
  - BFAIR (Brixton Friends Against Immigration Raids) - is a campaign started by a group of young changemakers from the Fellowship Class of 2024. They aim to build community resistance against inhumane immigration raids in Brixton by raising people's awareness of their rights when experiencing hostile immigration raids, working with business and members of the community to share information and improving our safety in Brixton.
  - This is Medsogyny - a campaign started by a group of young changemakers from the Fellowship Class of 2024 tackling Medsogyny and Medical Racism. They are campaigning to raise awareness about neurodiversity in schools, and for teacher training courses to incorporate an intersectional awareness of neurodiversity in their courses, so that neurodivergent women, genderqueer and non-conforming people and people of colour can be engaged in a more supportive learning environment at school.
  - Homes Not Houses - their campaign was started by a group of young changemakers from the Fellowship Class of 2024. They aim to help raise the standard of Southwark social housing and are calling for Southwark Council to repair homes more quickly and thoroughly to end disrepair and mould.



*\*Photos of the Campaign Groups from Fellowship Graduation 2024*

## CAMPAIGN UPDATES: HOST PROGRAMME

### ABOUT THE HOST PROGRAMME:

**HOST** is the name of our campaign's infrastructure offer for youth led campaigns. This means that we will act as the legal entity responsible for the campaign or project and provide support for groups to manage their money, develop effective systems to self organise and provide strategic and pastoral support as needed. We see this as an important piece of infrastructure currently missing in the youth campaigning space and we are still working through some aspects of the policy.

### CURRENT HOSTED CAMPAIGNS:

**Halo:** The Halo campaign works to end hair discrimination. There are currently more than 1000 organisations who have signed up to the Halo code. HALO received £20K for three years to further develop their work. They have also secured an administrator to manage their inbox and support the young people to find space to think more strategically. Significantly more funding is needed to support the campaign in moving beyond their first win into developing a longer-term strategy.

**Choked Up:** Choked Up continues to campaign on air pollution. They are developing their strategy following their initial success in influencing the Mayor's ULEZ policy.



**LatinXcluded:** Following a stellar response to the awareness campaign MUINPE (My Uncle is Not Pablo Escobar), it was the first time Brixton House had a sold out week and was a huge success for the campaign. Interest from production companies in developing a series. Valentina secured funding to continue the LatinXcluded campaign around data collection in the LatinX communities. She will be developing a strategic plan for the year to build on her initial successes in local councils.

## **MORE CAMPAIGNS & ACTIVIST PROJECTS AT TAA**

**Collective Punishment:** This is a new campaign being led by Jemmar Samuels to tackle the issues childrens of prisoners face when their parents are imprisoned. We supported Jemmar with a successful application to Blaggrave's Challenge & Change Fund which will allow her to spend 2 days a week working on early campaign development. We are supporting this through fortnightly supervision sessions.

**ReRoot.Ed:** They continue with the Voices project in partnership with Decolonising Geography. The VoicesProject is a collaboration between teachers, students and institutions aiming to create a more inclusive, critical and anti-racist curriculum. The project uses oral histories to talk about geographical themes and historical moments, whilst centring the voices of cultural groups who don't usually get to be heard in the classroom.

**Action for Palestine:** Action for Palestine is collective of young people from TAA community who stand in solidarity and mobilise in unity with the people of Palestine in their ongoing struggle against genocide and apartheid, set up in November 2023. They have come together to organise action against those complicit in this ongoing suffering, that our government endorses, including arms companies like BAE systems.

**Under the Umbrella:** Under The Umbrella believes in equal access to healthcare for everyone. Set up in 2022 fighting for the faster implementation of the Woman's Health Strategy 2022 at a Lambeth Council level, presenting our idea to MPs in Parliament. Their current aim is to force action to reduce Black maternal mortality rates, and are building their strategy at the minute by speaking to others working on the issue and deepening their knowledge.

## **MEMBERSHIP UPDATES: DEVELOPMENT AND SUPPORT**

- Our Autumn gathering in 2023 went well - it was our first event for TAA focussed on members transitions into and out of university.
- Members supported the design and delivery of our 2023 winter gathering.
- We held sessions where members had the opportunity to feed into the new design for the new youth centre - The Liberation Centre.
- In October 2023, we took a group of members on a trip to The World Transformed in Liverpool
- JP, a member from one of our early cohorts, has officially been named Deputy Mayor of Lambeth and will become Mayor next year

## **MEMBER-LED GOVERNANCE: FOUNDATION BUILDING**

Darcey and the MGWG (Membership-led Governance Working Group (MGWG) focused on building the foundational stage of what memberled governance could look like and the decision-making process of members at TAA. This has looked like:

- Recruitment for members who wanted to be part of the working group was successful, with 10 young people applying to be a part of the group.
- Membership governance working group has launched and started their work

The Membership-led Governance Working Group (MWG) is a project that began in October 2023.

They aim to create a Youth Governance Structure that will create more leadership opportunities in TAA, through a shared design process that includes the members of the MWG and the wider alumni and membership community. The aim is to ensure that there is a formalised mechanism within The Academy where young people can raise ideas, suggestions, concerns and when appropriate organise themselves to create the peer led spaces and support services that allow the Membership to thrive. This is part of TAA's commitment to routes for cyclical leadership.

Phase 1: Members were informed about the opportunity and encouraged to join in.

Phase 2: This involved active participation. As a team, we made progress in creating a foundation for the MGWG. This included defining values, group agreements, setting aims, and outlining working processes for accountability, conflict, and decision-making.

## CHALLENGES AND POTENTIAL RISKS

- **Funding:** Despite initial successes, campaigns like Halo need significant additional funding to move beyond their first wins and develop long-term strategies.
- **Sustaining Campaigns:** While the incubator model has proved successful, supporting these campaigns to transition from initial action to ongoing impact will require careful management and strategic planning.
- **Membership Engagement:** Strengthening the links between new and existing members, and ensuring alumni remain connected and engaged, continues to be a challenge.
- **Member-Led Governance:** The MGWG is still in the foundational phase, and there is a need to ensure that young people have meaningful decision-making power within TAA's governance structure. Ensuring accountability and a clear framework for conflict resolution will be key to the success of this initiative.

## LOOKING AHEAD

### Moving towards a Membership Model

Our membership model transformation began last year, and we projected that it would take 18 months to transition across to it. The previous iteration of the Fellowship used campaigning as a pedagogical tool that required Advocates to identify an individual interest to pursue from an early stage. What we've heard is that in practice, many young people feel under pressure to find a cause, and once they graduate from the Fellowship there is a lack of clearly defined staff support to help them continue. Then, when young people do not continue their campaign beyond the framework of the Fellowship, they can feel that they have 'failed'. Responding to this, we are planning to move towards a membership model at TAA, repositioning the Fellowship as one of two entry points to the movement (the other being Spark).

In FY24/25 we aim to boost our membership engagement by clearly communicating and integrating our membership model with pathways for involvement. These pathways include internal paid opportunities, activist employment support, and training programs, along with a focus on transitioning "Developing Leaders" participants into Campaign membership. We are also redesigning our internal governance structures to include member integration, piloting some initiatives currently. In terms of campaigns, our goal is to have a three-year target of 30 active groups in incubation. Our active membership target for the year is 50%, with a three-year goal of 60%. Looking ahead, we plan to enhance visibility into engagement pathways, provide regular training opportunities, and integrate members into key institutional areas.

Once the work is completed, we envision a Movement that builds power as a campaigning institution, supported by our local partners and getting our wider communities behind our campaigns to win real and lasting change.

## **Extending Host**

While we develop the Membership model, we are testing ways to support our young people's campaigns in the immediate term. This year, we piloted 'HOST' with two of our campaigns, Halo and ChokedUp and we will be extending the HOST offer to all Alumni-led campaigns and projects in the following years.

Our goal by the end of three years is to have standardised our campaign hosting framework, defined what campaigns can and cannot be hosted by TAA, have finalised the HOST agreement structure, while setting up beta infrastructure around automating financial and governance requirements, allowing for easy induction process. We also envision having M & E structures set up across all of the campaigns. In three years' time we aim to have the HOST framework matured and tested, with the infrastructure embedded and iterated. We aim to explore potential pilots around non-member campaign HOSTing, while having our around 15 hosted campaigns hosted through single-issue entry points, in contrast to our current general approach. By the end of these three years, we aim to have a better understanding of coalition campaigns, knowing when a campaign outgrows TAA, as well as having on hand a committee of legal, financial, comms, and reputational advisors to support TAA and the campaigns.

HOST will provide a range of support and benefits for groups seeking to make change. These include: fiscal hosting, technical support, strategic guidance & mentoring, startup funding, fundraising & budget support, media & press support, access to TAA's wider networks and community relationships, free meeting and workspace, and HOST organiser training where we will deep-dive into campaigns management, skills development, press work and effective communications with masterclasses from social justice experts across the UK.

HOST groups will remain the ultimate decision makers about the direction of their campaign. Some groups may, in time, want to set up as established organisations in their own right, while others may not. We are committed to supporting groups to set up independently as and when this becomes appropriate for them.

# **DEVELOPING LEADERS WITH LIVED EXPERIENCE OF INJUSTICE**

## **PROGRAMME UPDATES & OVERVIEW**

There have been a number of changes in our Programmes Department at TAA. This includes a growing team, changes to the contents of our programmes and changes in the way we offer support and structure within our programmes, including supervision support and safeguarding.

We kick started the year with recruitment for our new cohort for both Fellowship and Spark resulting in 35 school assemblies, 100 applications and 58 young people attending our redesigned Open Days to land a place on one of our coveted programmes.

We hired two part-time staff members to support in the delivery of our work, Ella Asheri as Programmes Administrator in 2023, and in January 2024, Azryah Harvey as Movement Entry Lead.

## THE FELLOWSHIP PROGRAMME

Our 2023-24 Fellowship underwent a number of changes.

Mid-way through Summer residential there was a COVID outbreak amongst staff and Alumni, while the team's management of the crisis was swift and effective, it derailed much of the curriculum and community development planned.

We managed to reallocate the delivery of the curriculum, although there were some delays and other impacts felt in the cohort this was to be expected given the importance of the Summer residential on the remainder of the programme. The team anticipated this and saw these issues smooth out over time.

We tried something new: The Campaign Weekender. As much of the summer residential had to be moved online/cancelled, we shifted the initial campaign pieces to a Campaign Weekender. The Campaign Weekender was our first chance to do in depth work developing this year's Advocate campaigns and actions. Fast tracking what would normally happen over several weeks we ran a carefully guided mini 'incubator' for young people's campaign ideas. Helping them get from the big problem they care about to a clear ask and helping them to understand the process, where they fit in the wider campaigning world and to meet key allies along the way.

We also said goodbye to Ilhan and Mel, as Ilhan completed the grad scheme and will be pursuing a teaching role, while Mel is pursuing her creative talents in music. We also welcomed Maz who has supported us as an external Changemaker to add capacity and expertise to the delivery of the Fellowship programme.

We completed Thursday gatherings with Advocates, with time spent on developing campaigns and building social justice knowledge including a trip to the London College of Fashion as part of Gucci Changemaker Partnership focusing on social justice and the fashion industry - *Decolonising Fashion*.

Our Autumn residential was completed in Bedfordshire focussing on forming campaigns and building leadership skills, and the residential teams were made up of Changemaker Alumni, External Changemakers and staff which worked well and made sure that there was ample programmatic support.

The Winter Residential took place in Brixton, and the cohort focussed on delivering actions for their campaigns, and showing up in solidarity with Palestine by attending a NVDA action.

This year's cohort graduated in January 2024 with an event in Brixton Jamm, attended by over 60 people with friends and family of graduates, and friends and family of The Advocacy Academy.

### Key Statistics:

- We had 19 young people on the programme
- Resulting in three campaigns:
  - BFAIR (Brixton Friends Against Immigration Raids)
    - A campaign determined to face migrant justice head on by raising awareness of the injustice faced by migrants who are unjustly detained and pressured out of their homes and workplaces. They aim to build community resistance against inhumane immigration raids in Brixton by raising people's awareness of their rights when experiencing hostile immigration raids. On the Fellowship, they hosted an ant-immigration rally in Windrush Square on 6th January 2024, attended by over 60 people, from organisations such as INSERT HERE, Guardian journalists and had coverage on UK-wide Migrants Rights Network instagram.
  - Homes Not Houses

- Homes not Houses aim to help raise the standard of Southwark social housing and are calling for Southwark Council to repair homes more quickly and thoroughly to end disrepair and mould. On the Fellowship, they developed a film targeting Southwark council and created a listening campaign for young people living in poor housing to share their experiences.
- This is Medsogyny
  - They are campaigning to raise awareness about neurodiversity in schools, and for teacher training courses to incorporate an intersectional awareness of neurodiversity in their courses, so that neurodivergent women, non-binary people and people of colour can be engaged in amore supportive learning environment at school. On the Fellowship they targeted UCL PGCE courses to train teachers in how to spot neurodiversity in their students. They are hoping to deliver a lecture in 2024 to UCL PGCE course students that will do so.

Following the completion of this year's Fellowship programme, the Head of Fellowship assessed the sustainability and efficacy of the programme in meeting the organisation's strategic goals. The main takeaway was that the Fellowship (in its current design) could not build consistently meaningful campaigns. Coupled with the fact that the young people we work with are under more pressure than ever before - *participants are 16-18 years old and doing their A Levels* - we found the capacity to continue campaigning after the programme is taken up by revision and exams, and then the reintegration back into campaigning is more challenging.

It was then decided that The Advocacy Academy had to reimagine its programmatic offer in order to make sure that we were building the skills, tools and drive in young people to develop campaigns that are sustainable and winnable.

## REIMAGINING PROGRAMMES

The Head of Fellowship, Frankie, shifted into a new role: The Head of Reimagining, tasked with answering the questions:

- What does it take for a young person to win campaigns and win with TAA?
- What education/skills do young people need to be campaigners/organisers?
- What are the different entry points into the movement?
- What education needs to happen first?

From March - September 2024, Frankie will be exploring existing research, theories & best practices related to youth campaigning, identifying and speaking with key internal and external stakeholders who can provide insights, summarising key findings, themes & gaps and creating a high level review into our current programmatic offer. In September, a report will be written and an implementation plan suggested for the next few years of programmes at The Advocacy Academy.

## SPARK PROGRAMME

### Programme Development and Goals

At The Advocacy Academy, we are committed to refining our programmes to empower young changemakers. Our goals have revolved around enhancing our flagship 5-day Spark programme, ensuring its smooth delivery, and expanding its impact. To achieve this, we are intensifying our efforts in several key areas.

- Align the Spark design and delivery to the needs of the campaigns and membership and community teams.
- Design and deliver a Spark programme which aligns to and demonstrates the mission, vision, and values of The Advocacy Academy

- Lastly, we are keen on exploring collaborations with external organisations to co-deliver Spark, pooling our knowledge and expanding participation in our transformative programs.

### **Outcomes:**

- Our strategic planning was characterised by a thoughtful approach to programme delivery. We made significant decisions to advance our mission. In line with our Changemaker Development Programme, we delivered one Spark programme involving young individuals selected through our schools outreach efforts.
- Additionally, we actively worked to create pathways for Spark participants to engage in campaigns and other TAA Member initiatives. This strategic alignment ensured that young changemakers have a clear trajectory for continued impact beyond their Spark experience.
  - Betty, our alumni staff member, was promoted to Spark Development Lead
  - Our members were involved in welcoming new Advocates to the movement which was such a wholesome experience
  - Successful delivery of October Spark
  - Formal route for Sparkies into Membership with Spark welcome weekend
  - Residential teams of CMAs, ECMs and staff worked super well
  - 13 young people currently placed on Spark in October
  - October Sparkies attending member gatherings and taking active role in Palestine actions

## **CHANGEMAKER DEVELOPMENT PROGRAMME (CMDP)**

The Changemaker Development Programme (CMDP) is a leadership development training programme. It is open to all graduates of TAA's programmes (Spark and Fellowship). CMDP trains TAA graduates, known as members over 6 months, and roughly 145 hours in youth work and facilitation skills. Split across 8 'hats' or skill areas, ranging from pastoral care to group dynamics and educator, the programme focuses on the skills, leadership styles and approaches to doing youth work and facilitating complex social justice content. At the heart of the programme is the principle of cyclical leadership wherein Changemakers have the opportunity to deliver back the same programmes they were participants on, and inversely, participants are being led by those who have experiential knowledge of these programmes.

### **Programme Development and Goals**

The Changemaker Development Programme 23/24 was delivered by Maddy Leftwich, Head of the Changemaker Development Programme (Head of CMDP), on the Fellowship and Spark programmes with Farah Elemara as CMDP Support Lead. Our goals have centred on expanding the reach of CMDP to bring in, train and employ more members as leaders of the programmes they were a part of (Fellowship and Spark). We have sought to expand and develop the Changemaker Development Programme to also meet the needs of more experienced, returning Changemakers, and support them in developing their skills, expertise and specialisation. We have done this, throughout delivery of CMDP 23/24 in the following ways:

#### **What happened:**

- Expanded our recruitment process to include Changemakers in peer-to-peer recruitment
- Designed additional content and programming so that the Changemaker training has a parallel stream for experienced, returning Changemakers
- Implementing additional pedagogical tools to meet the needs of a broader range of Changemakers
- Embedded additional peer-to-peer support frameworks to upskill returning Changemakers in train-the-trainer skills

- Had two staff members (maddy and Farah) delivering on placements, which meant all Changemakers had permanent on placement support from CMDP across both Spark and Fellowship
- Redesigned on placement support to have structured, daily feedback, development and support sessions

#### **Outcomes:**

- Largest Changemaker cohort to date with 17 Changemakers joining the programme
- 17 CMs were trained
- 13 CMs undertook and delivered on placements
- Of the above 13, 7 completed more than 84 hours of placement delivery
- Over 6 completed between 36 and 42 hours.
- Their ages ranged from 18 to 25
- 9 First time changemakers
- 9.2/10 - average rating for how pleased CMs were they became Changemakers
- 9.7/10 average rating for quality of support on the programme
- 9.2/10 average rating for development feedback support on CMDP

For the following delivery cycle, our aims and targets remain consistent with the strategic goals of the organisation. Through training and supporting more members to join the programme, and return and upskill whilst on the programme, we will continue to develop new leaders and organise our community. We will specifically do this in the coming year through designing and piloting the following additions to the programme:

- Community organising modules for all Changemakers
- Creating an additional 'hat'/ skill areas which can be tracked with a specific focus on organising and campaigning
- Developing and exploring an external placement partnership model to support returning Changemakers in upskilling in youth work in various context
- Exploring various accreditation models for the work we already do
- Expanding existing placements to include open access, and within this - designing new training modules to support Changemakers in this model of youth work.

## **OUR SAFEGUARDING ROADMAP**

We are continuing to strengthen our safeguarding practice with a two-year strategy that builds on our efforts from last year. This action plan consists of six strands:

1. Strengthening our governance and accountability processes
2. Improving case management, data storage and GDPR practices
3. Further improving safer recruitment practices
4. Rewriting our safeguarding policy to reflect our justice-informed and holistic safeguarding practice
5. Expanding our training offer and increasing staff confidence
6. Further improving communication, transparency

Mid-way through our implementation timeline, we have established effective and consistent processes for ensuring strong residential safeguarding practice, including a safeguarding checklist with detailed guidance and standardised risk assessments. We have also standardised our Trustee induction process and are offering more support for Trustees to align with our justice-informed approach to safeguarding. The appointment of Mark Straw to the role of Lead Trustee for Safeguarding has strengthened the Safeguarding team's capacity to further pursue this strategy into the upcoming year. We have further integrated safeguarding into our HR work and standardised induction. We recently conducted a needs survey with three departments, which will complement the existing strategy, and we are also integrating the support needs of hosted campaigns into this strategy.



We still aim to use these stronger foundations to develop a more comprehensive, long-term safeguarding, well-being, and pastoral care initiative through a justice lens. This perspective will continue to guide our ongoing efforts in creating a supportive and equitable environment for young people, aligned with our core mission. These endeavours underscore our commitment to ensuring safeguarding and pastoral care throughout the journey that our members and alumni take with us.

## CHALLENGES AND POTENTIAL RISKS:

- The COVID outbreak during the Summer residential impacted programme delivery, though swift management mitigated some of the disruptions.
- Ensuring continued campaigning engagement post-programme has been difficult, as young people face increased academic pressures, particularly during exam seasons. This has led to a strategic reimagining of the Fellowship to create more sustainable campaigning structures.
- The need for stronger campaign support and sustained activism beyond the programme remains a focus, with efforts underway to redesign our offerings and integrate further community organising modules.

**Safeguarding Enhancements:** TAA is progressing through its two-year safeguarding strategy, with strengthened governance, risk management, and training. Our safeguarding policy now reflects a justice-informed approach, and our Trustee induction process has been standardised. We are integrating safeguarding into HR and aligning it with our holistic pastoral care approach.

## LOOKING AHEAD

Our goal by the end of three years is to make sure we have scaled dependencies on infrastructure which are understood and actively managed. Making sure that our membership intake is monitored and actively addressed, ensuring a balanced focus on efficiencies of scale. We will also be prioritising critical components including standardised templates for risk management, budgeting and tracking, coordinating M&E with first draft structure, setting up holistic safeguarding structures, and developing targeted programmes to address membership disparities (e.g., reduced numbers of men entering the programme). We also aim to finalise our Spark programme design and develop a map to scale the reach of the programme. This includes understanding costs to scale through different methods and associated limitations, and mapping out detailed pathways for growth and integration into the wider organising movement at TAA.

# ORGANISING OUR COMMUNITY

## CLOSING VINING STREET

During 2023-24, we had a number of big and small changes on the work of the Community Department. We held a number of joyful Open Houses in partnership with TAA members and community groups, trialled out an approach to Open Access through Marhaba Space, and continued to root ourselves in community building in South London.

Goodbye to Vining Street. Our time at Vining Street came to an end, with our final send off to the space being held for members from across all our programmatic cohorts and the wider community. It was a joyful evening and a worthy goodbye to a space which held importance to us with music, a chaotic auction, and lots of games and good food.



\* Image from Closing Vining Street, Nov 2023

## DEVELOPING COMMUNITY SAFETY

**We are safer together.** Our move into a more central location in Brixton brings about many exciting opportunities, it also presents some challenges. As our communities experience the devastating effects of displacement through gentrification, rising costs of living, continuous over-policing, and deteriorating conditions and mental health, it becomes more important than ever that we set a new standard for the practice of collective care in and around our new space. We are in the process of developing a new and more methodical approach for how to do this work safely while keeping true to our values of ensuring safe and accessible spaces for members, staff, and community members. We will be launching a series of activities in the near future to help build our collective knowledge and power on this as a way to invest in our membership and communities as well as equip ourselves with the tools we need to create safer spaces for our communities without perpetuating the harm we experience from violent and unjust systems.

## WHAT'S NEXT FOR THE COMMUNITY DEPARTMENT

**The Liberation Centre** - a new chapter in our journey of community-based organising. As a South London-based organisation, we continue our commitment to build spaces which embody the world as it should be in our neighbourhoods. For the last 2 years, we have been negotiating with Lambeth Council for a space to trial new ways of organising together and house us as well as other social justice organisers in the community.

In June 2024, we signed the contract for a unit on Beehive Place and over the summer this space will be transformed into The Liberation Centre, a hub for organising, community-building, education, and causing good trouble. We are committed to continuing our investment in building

the power and the voice of our members and partner organisations, and the Liberation Centre will ensure this practice continues while wearing our values of collective liberation on its sleeve.

To help make the space as accessible, equitable, and useful as it can be to members, staff, neighbours, and allies, we held a series of design and dreaming sessions in 2023 to dream up and design what our ideal headquarters should look like, as well as map out and make clear the needs we hoped it would meet. We will be working with MDC Group, an architectural firm, in making this space happen over the next few months.

We will be opening the space gradually over autumn 2024 with a series of events, and will be opening our doors for members, co-conspirators, and allies to join us in the space over time.

**A space for young people.** This year, we experimented with a version of Open Access in TAA. Marhaba Space came in late 2022 and ran until August 2023 to create accessible, welcoming, and safe spaces for young people in the community. We are hoping to continue building this practice in our new space, and will be launching a youth-led and designed open access space in autumn 2024 - making our movement more accessible to young people from South London while staying true to our values of collective liberation. Our open access practice will put our political education work into full gear while also unapologetically centering young people and their wellbeing in what it does.

**A place for community-building and learning.** Finally, as we enter a challenging year with a General Election on the horizon and a polarised political landscape, we are continuing our commitment to creating spaces for meeting, organising, political education, and political mobilisation on the issues which matter to our members and the broader communities we work with. We will be creating spaces for intergenerational learning and movement building, as well as continue our practice of Open Houses which centres movement-building in its design. The next financial year will see us push our political organising work to the maximum to mobilise our members and communities to demand a better world for all.

## CHALLENGES AND POTENTIAL RISKS

Despite these accomplishments, challenges remain. The move to the Liberation Centre involves risks related to maintaining continuity during the transition, tensions with local stakeholders, and ensuring staff are adequately prepared for the shift. We are strategising how to engage new allies and deepen partnerships to maximise both financial sustainability and impact.

## LOOKING AHEAD

We aim to have successfully established ourselves as a recognised institution in the field of activism, particularly in the South London region. Our clearly defined ideology and political positioning will be effectively communicated to external partners, strengthening our influence and impact.

In an environment that is increasingly hostile to oppressed communities coming together to build power, we are taking up vital physical space and sharing it with members of our wider community to empower grassroots activism in the fight for social justice. Our commitment to investing in a community hub has borne fruit, with steady income from the hub covering core costs, and utilisation rates currently standing at 50%. Looking forward, we aim to have secured a new community hub and anticipate that, within three years, steady income from the hub will not only continue to cover core costs but also extend to building-associated salaries, with usage projected to rise to 70%. This strategic investment is poised to further enhance our community engagement and resource sustainability, continuing to create space for our young people to deliver groundbreaking community organising work, and build the power of our communities to realise a better tomorrow.

We will focus on activating new allies and launching strategic partnerships. They aim to streamline efforts by focusing on collaborations that bring multiple benefits, including fundraising, organisational growth, and national positioning. With clear goals and a commitment to collective care, we are poised to strengthen our work in the coming year, especially with the approaching General Election, which will demand increased mobilisation and community engagement.

## ACTIVATING NEW ALLIES

We take an outward-facing and community-orientated approach to our movement building, planning to return stronger next year after the introspection of the past year.

To support this, our strategy with allies, partnerships, and consulting must be super strategic and time-efficient.

- We will focus on knowledge sharing, partnering for delivery, and working in solidarity with organisations that campaign with us, train with us, collaborate on work placements, host our activities, and refer participants to us.
- Additionally, we will seek consulting and rental income to support our strategic growth. By prioritising relationships that combine multiple benefits such as fundraising, organisational growth, and national positioning, and by ensuring genuine willingness and friendliness from partners, we can maximise our impact and monitor our efforts closely to avoid time wastage.
- Sharing information centrally and understanding our hierarchy of objectives will streamline this process, ensuring alignment with our goals.

## MEASURING OUR IMPACT THIS YEAR

We take impact evaluation at The Advocacy Academy extremely seriously and are continuously assessing our impact-measurement process to draw on what we learn, compare them against our KPIs, and improve our programming for the next cohort of young people. We evaluate our success through three lenses: the impact of our pedagogy; the strength of our community; and the lasting change we create in the world.

### **The impact of our pedagogy:**

We want each young person to graduate from the Fellowship with the skills and networks to become passionate and effective leaders. Each of our activities work together to bring about our 65 learning outcomes which sit across five categories: knowledge and insight, skills, character, networks and access, and active citizenship. We use pre- and post- programme impact surveys, alongside one-to-one feedback sessions to monitor individual progress and allow for self-evaluation.

### **The strength of our community:**

Fostering community and building networks is critical to achieving change. The more Alumni, the bigger and stronger our movement. Each cohort learns and grows together and is encouraged to guide and inspire future generations. We track data on the number of participants at our alumni events, and on those who re-join the programme to become Changemakers.

### **Lasting change in the world:**

We track the real world impact our Advocates deliver during and after their time with us. We are beginning to see the ripples of change our Advocates are creating, however we currently don't hold KPIs for this area. More info on our member's campaigns can be found earlier in the document.

## LOOKING AHEAD

Over the past eight years, we have gained a strong and passionate supporter base who want to follow our young people's campaigns and turn out for their actions, because they share our belief that the future is not fixed and that young people, working together, can shape it for the better. We

also know there are other movements like ours across the UK who can benefit from our learnings (warts and all!), for whom we want to share our thought leadership in the field of youth organising.

Over the next three years, we are embarking on a strategic journey to activate new allies through a comprehensive communication strategy. Our overarching goal is to solidify our core brand, messaging, and communications strategy while simultaneously expanding our digital footprint. This includes growing our presence on Twitter and Instagram to engage funders and partners and venturing into new platforms to connect with a broader audience of young people. We aim to establish regular donor communications and community updates, streamline content collection from our membership, and relaunch our website.

Our active communication across the community will serve a triple purpose: sharing our work and key updates, securing consistent donations, and providing essential support for organising and campaigning efforts. Moreover, we intend to explore innovative content distribution methods, such as piloting online courses for trainers and creating how-to guides for young activists. By achieving these strategic milestones, we will build a robust network of allies and supporters to advance our mission over the next three years.

# **PART TWO: FINANCE & FUNDRAISING REVIEW**



# FINANCE AND FUNDRAISING

## FINANCE REVIEW

The Advocacy Academy's income has seen a significant increase this financial year, rising from £911,758 to £2,091,819. This growth is largely due to a significant increase in multi-year grants awarded to us, reflecting the demonstrated success and impact of our work. We are deeply grateful to our funders for their trust and commitment to supporting our mission. Their long-term support enables us to create meaningful, sustained change and empowers the next generation of leaders to tackle systemic challenges.

Our expenditures have also risen, from £1,244,727 to £1,406,609, as we resumed in-person working and continued to fill critical roles to align with our growth strategy, ensuring we have the capacity to sustain and scale our efforts effectively. The Senior Leadership team and trustees have worked closely to ensure responsible financial stewardship. Together, they have placed an emphasis on managing costs by carefully restricting outgoings, particularly focusing on limiting the indirect costs of charitable work, such as governance and administration expenses. This disciplined approach ensures that the maximum possible resources are directed toward advancing our mission.

The combination of increased funding, strategic investments, and prudent financial management positions The Advocacy Academy to expand its reach, deepen its impact, and maintain the stability of our financial planning. We remain committed to ensuring that every pound entrusted to us is used effectively to empower young leaders and drive systemic change.

Full details of The Advocacy Academy's activities in 2023-24 is shown in the statement of financial activities on page 39

## Reserves Overview

We review our reserves position on a regular basis to determine whether the funds held are adequate for our work. We consider operating expenses for continued service delivery as well as unforeseen circumstances, particularly those relating to future funding uncertainties.

Our total charity fund ending FY24 is £881,547 of which £321,579 is designated unrestricted, £363,631 is restricted and £196,337 is unrestricted. The designated unrestricted reserves reflect the multi-year grants from different funders for core activities. We aim to maintain free reserves in unrestricted funds at a level equivalent to 3 months of operating costs (£196k). We believe that this level will provide TAA with the necessary breathing room to adjust quickly if circumstances change, and lend assurance that any such fluctuations will not impede our ongoing work. The reserves policy and the levels of reserved required will be reviewed annually as part of the annual budgetary process.

## FUNDRAISING REVIEW

This year has been challenging for fundraising as, like so many charities, we have felt the continued impact of the rising cost of living on our programme delivery and operating costs, as well as the impact on our supporters. Despite these challenges, we are pleased to have raised £2,091,819 in income over the year. Of this, £1,998,811 (95.55%) came from trusts and foundations, £93k(4.45%) from donations and charitable activities.

In addition to fundraising for our operating costs, our team successfully raised an additional £58k this financial year towards our capital fundraising campaign for the Liberation Centre, our youth



organising centre set to open in Autumn 2024. This marks a significant step forward in our vision to create a dedicated space for empowering young leaders to drive systemic change. Fundraising for the remaining costs of this transformative project will remain a priority for our team over the coming months.

As ever, we are deeply grateful to all our donors for their support. Your contributions enable us to weather challenges, sustain our work, and move closer to realising a future shaped by young leaders equipped to make lasting change.

## KEY RISKS AND UNCERTAINTIES

### **Weathering an uncertain political, environmental and economic times ahead**

Already our young people have shared the tension of participating in our work alongside part-time jobs they've had to take around school. While we are at a steady but also important time of our growth as an organisation and the fluctuations from cost-of-living changes can hit our budget hard with short notice. This is why investment in our infrastructure remains critical:

- Programmatic infrastructure which gives our youth workers more capacity for holistic, individual support work when needed
- Fundraising, Financial and operations infrastructure which gives us room to think about and plan for scenarios and have sufficient working capital to respond to surprises. Investment in our Development Director, Our Director of Finance and Operations to develop and oversee our 3-years strategy for Fundraising, finance, HR, IT systems and operations.

### **Maintaining relationships and the trust and integrity which nourish them**

In traditional organisations, scale sometimes comes at the expense of those starting relationships. Organising is designed specifically to prevent this erosion (even at scale), however, there is still risk considering. That's why our investment in membership governance and organising the community is important, alongside investment in our staff people:

- We want clear, simple structures that allow our young people to participate in governance through the organisation and influence decisions meaningfully and through the exercise of power.
- By prioritising working in solidarity with our local communities in this phase of growth, we make sure that staying accountable to our roots is the fuel for our growth.
- Our strength comes from our staff team - their expertise and pastoral care. Supporting them through investment in pay, benefits, supervision, and training is vital.

### **The pros and cons of increased visibility and high impact campaigns**

As with any organisation campaigning for change our institution and our young people will face scrutiny and judgement alongside the success of their campaigns. We have seen pockets of this already, and if we are to move forward to scale, we need to put ourselves beyond reproach and invest in governance and risk management including but not limited to:

- We need a proactive communication and PR strategy which makes it clear who we are, what we do (and what we don't do), including a renewed website and social media plan.
- Risk Management and Governance which ensures we are sound from a regulatory perspective, and can lead on due diligence to protect and support the activity of our young people and their ambitions as well as the institution as a whole.
- Healing spaces and pastoral care which centre the individual and care for them within the existing communities of The Advocacy Academy.

# **PART THREE: GOVERNANCE AND TEAM**

# GOVERNANCE AND TEAM

## OUR CURRENT STAFF

### **Saba Shafi Managing Director, CEO**

Saba has an MBA from Wharton and eight years of management consultancy experience. She kicked off her career leading healthcare initiatives in refugee camps and diversity and inclusion programmes in graduate schools in the US. Saba is passionate about growing The Advocacy Academy.

### **Toyin Onasanya, Director of Finance and Resources**

Toyin is the Finance and Resources Director and is responsible for leading TAA's Finance and Resources Strategy. She holds a CIMA qualification and has over eight years of experience in leading the finance and operations functions within non-profit organisations. Her previous roles include positions at The Children's Society, Arthritis Care, the Microbiology Society, and the Nuffield Foundation (Ada Lovelace Institute), where she also led the institute-wide anti-oppression initiative.

### **Benjamin Linsley, Director of Development**

Benjamin has 25 years of experience in fundraising, business development and public policy, working across the commercial and charity sectors both in the UK and United States. With several decades of activism experience in the Labour Party, including working as a Labour Councillor in the London Borough of Hackney, and in New York, where he helped grow the Center for Popular Democracy into the largest progressive community organising network in the US.

### **Shoomi Chowdhury Director of Programmes**

Shoomi has extensive experience leading transformative programmes, joining us after seven years in human rights education at Amnesty UK and anti-oppression programmes in the arts and cultural sector. She has a track record of getting things done whilst centring the lived experience of people and communities impacted by oppressive structures.

### **Hiba Ahmad Director of Community**

A Human Geography graduate & enthusiast, Hiba is passionate about building fair cities and creating lasting, inclusive spaces that bring people together. As a researcher she has focused on just transitions across the globe and as a campaigner and organiser she works in critical pedagogy, liberation work, anti-gentrification, and climate justice.

### **Lydia Rye, Director of Campaigns and Membership**

Lydia was previously the Senior Organiser Citizens UK, Grantee Influencing Support Lloyds Bank Foundation.

### **Imane Maghran, Associate Director Spark Programmes**

Imane is a social justice educator and youth programmer who runs The Advocacy Academy's Spark programmes. She's worked across sectors specialising in programme design and delivery, youth empowerment and social justice learning, and is most excited by reimagining education and embedding social justice in youth spaces.

### **Princess Ashilokun, Associate Director of Communications**

I have built my strategic communications and brand strategy knowledge working on global and grassroots projects both within the traditional advertising and non-profit sector. I've worked with governments, civil society, foundations, academia, and NGOs, using social behaviour change communications (SBCC) to positively influence social impact, development and sustainability policies, and behaviour. With a background in student campaigning, and a BA in English Language and Literature from the University of Oxford.

### **Darcey Williamson, Head of Membership Governance**

Darcey is a youth worker and informal educator whose practice is informed by a radical youth work paradigm. She employs critical education methods and participatory action research, working with others to co-create projects that challenge epistemic and social injustices. Darcey leads our Younger Changemaker Apprenticeship programme, training and supporting our Alumni community to develop their leadership practice and social justice education methods to become Changemakers, who are central to our movement.

### **Frankie Garnons Williams, Head of Fellowship**

Frankie has over eight years of experience working with young people and campaigners of all ages, designing and delivering transformative workshops and training across the UK, Canada and the USA.

### **Maddy Leftwich, Head of Changemaker Development**

Maddy has nearly a decade of experience in mentoring, facilitating and support work, and has worked for several years in community arts and through-the-gate support roles, within prisons and post-release settings, as well as alternative educational contexts with young people

### **Ivie Itoje, Head of Member Development and Support**

I am committed to promoting radical self-acceptance and joyful communities. Outside of my part-time work with The Advocacy Academy, I run The Body Respect Project. These intersectional workshops support students in fostering positive body image and increased self-esteem as a collective. I have also worked as an Anti-Racism Expert for Flair, and Legal Advisor for the London Black Women's Project.

### **Dola Akinniranye, Head of People**

Dola is a HR professional with about 7 years of experience in generalist HR. She has worked across various sectors like education, charity, management consulting, health care and real estate. Dola has an MA in Human Resources and is currently doing a PHD on "the effect of culture on employees' workplace decision making and behaviour".

### **Amarah Khan, Operations Lead**

Amarah has a master's degree in environmental psychology. Starting her career in qualitative research, she uses evidence and insight to create fairer spaces. She is passionate about creating social and physical spaces that dare to havechutzpah and be unapologetically beautiful.

### **Betty Mayo, Community Engagement Lead**

An Alumni of the Class of 2017, Betty has organised campaigns such as Influencers and Education Not Exclusion and was heavily involved in the documentary Excluded. She was President of Feminists' Society at Nottingham where she studied Politics and IR and is currently part of the Involving Young People Collective for Esmée Fairbairn.

### **Farah Elemara, Partnership and Events Lead**

My background is in education, having trained and qualified with TeachFirst in 2016. I went on to teach secondary school Mathematics in the UK and Turkey for six years before leaving mainstream teaching, dreaming of a more inspiring and fairer kind of learning environment for young people. I then pursued third sector work in Istanbul, and later anti-racism facilitation and resource development with Intersect Madrid. I also work with Isla Foundation where I've had the opportunity to support and offer grants to creative education-focussed social impact projects. I've joined the development team at TAA whilst completing my part-time MA in Social Justice and Education at UCL.

### **Naran Singh Bahra (he/him), Data and Prospect Lead, September**

Simultaneous to completing his Master's degree in International Relations at the University of Nottingham, Naran gained extensive experience in funding and development within the charity sector. This included prospect researching, proposal writing, managing a bid writing team and also

developing new organisational programmes and income strategies. Before joining the Advocacy Academy, he worked for a number of charities that supported disadvantaged youth and disabled people.

#### **Faiza Ameer, People Lead, November 2023 - April 2024**

HR professional with a decade of experience in Recruitment & Selection along with other HR functions. She has been part of the Healthcare and Information Technology Industries throughout her career. She holds a master degree in Project Management, and passionate about bringing a change in our society that creates a safe haven for all.

#### **Vanessa Castro, Community Organiser**

Vanessa graduated from TAA in 2016 and then completed a BA in Politics and International Relations. As a Changemaker she has participated in many fun, radical campaign actions whilst empowering and supporting young Advocates. She is co-organiser of Latinxcluded, a collective that fights for the representation of the Latinx community in the UK.

#### **Ella Asheri, Programmes Administrator**

After being part of anti-racist activist spaces at university, I was elected as Undergraduate Education Officer at Sussex Students' Union. In this role, I co-created a pilot programme for students and staff to collaboratively redesign their curriculum, informed by feminist, decolonial and critical pedagogy. I have a Master's in Cultural Studies, where I wrote about liberatory education, feeling and abolition. I did this alongside working at Goldsmiths College as an Alumni Relations Assistant, supporting communications, events and fundraising.

## **OUR PATRON AND TRUSTEES**

#### **PATRON Helen Hayes MP**

Helen has been Patron of The Advocacy Academy since before she was elected as Labour MP for Dulwich and West Norwood! She is a staunch affordable housing advocate in Parliament, where she sits on the Communities and Local Government Select Committee.

#### **CHAIR Daniel Taylor MBE**

Daniel Taylor is the Founder and CEO of MDC Group, a highly respected design agency with a reputation for designing and building bespoke interiors for public and private sector clients. Daniel is a founding trustee for the Creative & Cultural Skills Council, a Fellow of the RSA, a trustee for the Aleto Foundation and Ambassador for the Black Health Collaborative Organisation.

#### **VICE-CHAIR Marjorie Perkins**

Marjorie is a multi-award-winning TMT professional, who has worked for over 20 years at BT. Marjorie is also a Program Delivery Lead at the Aleto Foundation. Previously, Marjorie was a member of the Advisory Board for Career Ready, and the Area Director for Toastmasters International.

#### **TREASURER: Thishani Nadesan COO | Cleo AI**

Thish's start-up Cleo AI works to radically improve our relationship with money. She is a passionate believer that business and tech can be a force for positive social and economic change and brings board experience in business strategy and scaling companies.

#### **Abimbola Wingate-Saul Barrister | 25 Bedford Row Chambers**

Alongside her professional work and trusteeship of Advocacy, Abimbola is currently Chair of the Independent Scrutiny and Oversight Board on the Police Plan of Action on Inclusion and Race. She is also a founder and co-host of The Manifesto Read Podcast which breaks down the manifesto pledges of the big three parties.

### **Michelle King Director of Transformation | Allvue Systems**

Having spent over 20 years in Finance, Michelle setup Silent Way Partners to promote economic opportunity based on merit, not on race, gender, or class. She went on to create the Silent Way Foundation to promote equality of opportunity for marginalised communities and invest in minority women founders, before moving to Allvue Systems.

### **SAFEGUARDING Mark Christopher Straw**

Mark's background of 25 years is in Youth and Community work, an expert in Informal Learning and Critical Theory. Mark graduated from Canterbury Christ Church University and built his practice through a method of Praxis.... a commitment to supporting people to name their world, recognising the need for enquiry and equity to underpin all work to develop trust and meaning to the work. Mark works locally, regionally, nationally and internationally where he presents himself as the nexus between frontline practitioner and strategist. Mark has worked across the statutory, voluntary and the social enterprise sector.

### **TRUSTEE Jack Van Cooten, Research Team Manager at Management Consultancy Oliver Wyman, specialising in technology.**

He is also currently undertaking a master's at Oxford University in Social Science of the Internet. Jack truly believes that empowering young people and reducing inequality are the best ways that we can improve our society.

### **TRUSTEE Calum Green, Director of Advocacy & Communications, Involve**

As Director of Advocacy & Communications at Involve, he builds political and public support for ensuring people from all walks of life are part of decisions that affect their lives. Before this, he was Chief Executive of London CLT and a Senior Organiser at Citizens UK. Calum brings 15 years' experience in organising, campaigns, strategy and governance

## **GOVERNANCE**

### **Governing Documents**

The Advocacy Academy operates as a registered Charitable Incorporated Organisation (CIO). It is governed by a constitution, which was passed, and last amended, on 1 January 2015. The official charity registration number is 1161785. The Advocacy Academy does not formally use any name other than its registered name.

### **Charitable Objects**

Advance the education of the public, particularly but not exclusively people under the age of 25, in such ways as the charity trustees think fit, including but not limited to in the subject of politics.

To develop the skills, capacities, and capabilities of young people in such a way that they are better able to identify and help meet their needs and enable them to participate in society as mature and responsible adults.

### **Key Activities**

We train young people to engage in collective action to improve their communities and tackle social issues which directly affect them.

### **Public Benefits Disclosure**

The Trustees have given due consideration to the Charity Commission's published guidance on the Public Benefit Requirement under the Charities Act 2011.



## **Founded**

20 February 2014: The United Nations World Day of Social Justice

## **Registered**

21 May 2015

## **Trustees**

Abimbola Wingate-Saul (May 2021 to present)  
Constantinos Christou (May 2020 to July 2023)  
Daniel Taylor MBE FRSA, CHAIR (Jul 2022 to present)  
Marjorie Perkins, VICE-CHAIR (Jul 2022 to Mach 2024)  
Michelle King (May 2020 to present)  
Thalia Papanicolaou (May 2020 to present)  
Thish Nadesan (Dec 2018 to present)  
Mark Christopher Straw (16/01/23 - present)  
Jack Van Cooten (16/01/23 - present)  
Calum David Green (1/09/23 - present)

The Trustees have ultimate responsibility for The Advocacy Academy, work to ensure good governance, sign off on the overall strategic direction and are the highest decision-making body. The Board works with the executive team (see staff bios in the previous section) which is responsible for the day-to-day running of the charity. Trustees maintain a good working knowledge of charity law and best practice.

The Board has the power to appoint Trustees as it considers appropriate, with particular reference to enriching skills and increasing representation from communities reflected in our Alumni community. There are informal procedures in place for their induction. New Trustees are provided with one year's worth of Board minutes, financial reports, and TAA constitution.

The Board meets quarterly to review TAA's fundraising, financial performance, opportunities, and to monitor any significant issues affecting the charity's work. Four full Board meetings took place in FY24. In addition to these, the Chair of the Board and the Chief Executive meet regularly between Board meetings. We have also established a Finance and Risk Committee, where the Treasurer and Director of Finance meet quarterly to monitor financial performance in detail.

## **Risk Management**

A comprehensive risk framework is in place. Trustees review the major risks to the organisation on a quarterly basis during Board meetings. Systems are established to monitor and control identified risks, mitigating the impact they may have on the charity. The Senior Leadership Team reviews both operational and strategic risks on an ongoing basis, ensuring they are standing agenda items in their weekly meetings. This process ensures that current and emerging risks are regularly considered and, if necessary, escalated to the Board.

## **Pay & Remuneration**

Employee salaries are set at a specific scale and level which is reflective of similar organisations pay. An incremental rise is considered every April following the completion of TAA financial health. Any substantial changes to remuneration are approved by the board as part of the annual budget setting.

## **Registered Office**

Unit 1, 2 Beehive Place, London, SW9 7QR.

## **Bank**

HSBC, 421 Brixton Rd, London SW9 8HE  
RBS, London Cavendish Square, W1M 0BD

## **Auditors**

Knox Cropper Chartered Accountant, 65 LeaderHall Street,  
London EC3A 2AD

## **Pro Bono Solicitors**

Allen & Overy, One Bishops Square, London E1 6AD

## **Socials**

- Website [www.TheAdvocacyAcademy.com](http://www.TheAdvocacyAcademy.com)
- Email [hello@TheAdvocacyAcademy.com](mailto:hello@TheAdvocacyAcademy.com)
- Twitter: [@AdvocacyAcademy](https://twitter.com/AdvocacyAcademy)
- Instagram: [@AdvocacyAcademy](https://www.instagram.com/AdvocacyAcademy)
- YouTube: [@theadvocacyacademy8826](https://www.youtube.com/channel/UCtheadvocacyacademy8826)

The Trustees have read and reviewed the State Of The Movement Report, and approved at the Board meeting 29 November 2024.

## **Statement of Trustees Responsibilities**

The trustees are responsible for preparing the trustees' report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). The law applicable to charities in England and Wales requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Charity and of the income and expenditure of the Charity for that period. In preparing these accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The trustees are responsible for keeping accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the accounts comply with the Charities Act 2011, the applicable Charity (Accounts and Reports) Regulations 2008 and the provisions of the governing document. They are also responsible for safeguarding the assets of the Charity 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 corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware

- there is no relevant audit information of which the charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

This report was approved and authorised for issue by the Board of Trustees and signed on its behalf by:

Name: Daniel Taylor

Role: Chair, Board of Trustees

Signature:

DocuSigned by:  
*Daniel Taylor*  
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Date 12/17/2024

# **PART FOUR: AUDITOR'S OPINION & ACCOUNTS**

## **Independent Auditors' Report to the Trustees of The Advocacy Academy For the year ended 31 March 2024**

### **Opinion**

We have audited the financial statements of Advocacy Academy (the 'charity') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, 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 charity's affairs as at 31 March 2024, and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### **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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

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

### **Other information**

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

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

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement in trustees' report, the trustees are responsible for the preparation of financial statements which 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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:

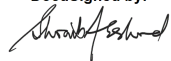
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity and determined that the most significant are the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP 2019), in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) applicable to smaller entities and the Charities Act 2011.
- We understood how the Charity is complying with those frameworks via communication with those charged with governance, together with the review of the Charity's documented policies and procedures.
- The audit team, which is experienced in the audit of charities, considered the charity's susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.

- Our approach was to check that the income from grants, donations and earned income were properly identified and accurately disclosed, that expenditure complied with the control procedures and was appropriately charged. We also reviewed major journal adjustments along with unusual transactions and considered the identification and disclosure of related party 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](http://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 charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:  
  
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**Knox Cropper LLP**

**Chartered Accountants and Registered Auditor**

**65 Leadenhall Street**

**London EC3A 2AD**

**Date** 12/17/2024

*Knox Cropper LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.*



## The Advocacy Academy

## Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

		2024				2023			
	Note	Unrestricted General £	Unrestricted Designated £	Restricted £	Total £	Unrestricted General £	Unrestricted Designated £	Restricted £	Total £
<b>Income from:</b>									
Grants, donations and legacies	2	1,151,949	–	922,740	2,074,689	302,248	–	585,810	888,058
Charitable activities	3								
Commissioning (spark programme)		–	–	–	–	–	–	16,000	16,000
Other income		13,330	–	–	13,330	1,080	–	–	1,080
Other trading income – campus hire		3,800	–	–	3,800	6,620	–	–	6,620
<b>Total income</b>		<b>1,169,079</b>	<b>–</b>	<b>922,740</b>	<b>2,091,819</b>	<b>309,948</b>	<b>–</b>	<b>601,810</b>	<b>911,758</b>
<b>Expenditure on:</b>									
Raising funds	4	184,507	–	–	184,507	136,323	–	–	136,323
Charitable activities	4	662,973	–	559,129	1,222,102	506,594	–	601,810	1,108,404
<b>Total expenditure</b>	4	<b>847,480</b>	<b>–</b>	<b>559,129</b>	<b>1,406,609</b>	<b>642,917</b>	<b>–</b>	<b>601,810</b>	<b>1,244,727</b>
<b>Net income / (expenditure) for the year</b>		<b>321,599</b>	<b>–</b>	<b>363,611</b>	<b>685,210</b>	<b>(332,969)</b>	<b>–</b>	<b>–</b>	<b>(332,969)</b>
Transfers between funds		(321,599)	321,579	20	–	180,000	(180,000)	–	–
<b>Net movement in funds</b>		<b>0</b>	<b>321,579</b>	<b>363,631</b>	<b>685,210</b>	<b>(152,969)</b>	<b>(180,000)</b>	<b>–</b>	<b>(332,969)</b>
<b>Reconciliation of funds:</b>									
Total funds brought forward		196,337	–	–	196,337	349,306	180,000	–	529,306
<b>Total funds carried forward</b>	14	<b>196,337</b>	<b>321,579</b>	<b>363,631</b>	<b>881,547</b>	<b>196,337</b>	<b>–</b>	<b>–</b>	<b>196,337</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13 to the financial statements.

The notes on pages 41 to 49 form part of these financial statements

**The Advocacy Academy****Balance sheet****As at 31 March 2024**

	Note	£	2024 £	£	2023 £
<b>Fixed assets:</b>					
Tangible assets	9		<b>17,065</b>		28,105
			<b>17,065</b>		28,105
<b>Current assets:</b>					
Debtors	10	<b>896,741</b>		16,620	
Cash at bank and in hand		<b>194,241</b>		223,525	
		<b>1,090,982</b>		240,145	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	11	<b>126,500</b>		71,913	
<b>Net current assets / (liabilities)</b>			<b>964,482</b>		168,232
<b>Total assets less current liabilities</b>			<b>981,547</b>		196,337
Creditors: amounts falling due after one year	12		<b>100,000</b>		-
<b>Net assets excluding pension asset / (liability)</b>			<b>881,547</b>		196,337
Defined benefit pension scheme asset /			-		-
<b>Total net assets / (liabilities)</b>	13		<b>881,547</b>		196,337
<b>The funds of the charity:</b>	14				
Restricted income funds			<b>363,631</b>		-
Unrestricted income funds:					
Designated funds		<b>321,579</b>		-	
Fair value reserve		-		-	
Revaluation reserve		-		-	
General funds		<b>196,337</b>		196,337	
Total unrestricted funds			<b>517,916</b>		196,337
<b>Total charity funds</b>			<b>881,547</b>		196,337

Approved by the trustees on 12/17/2024 and signed on their behalf by

DocuSigned by:  
  
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The notes on pages 41 to 49 form part of these financial statements

**The Advocacy Academy****Statement of cash flows****For the year ended 31 March 2024**

	Note	2024 £	2023 £
<b>Net income / (expenditure) for the reporting period</b>		<b>685,210</b>	<b>(332,969)</b>
Depreciation charges		17,825	17,346
Dividends, interest and rent from investments		–	–
(Increase)/decrease in debtors		(880,121)	187,333
Increase/(decrease) in creditors		54,587	18,257
<b>Net cash from/(used in) operating activities</b>		<b>(122,499)</b>	<b>(110,033)</b>
<b>Cash flows from investing activities:</b>			
Purchase of fixed assets		(6,785)	(3,918)
<b>Net cash provided by / (used in) investing activities</b>		<b>(6,785)</b>	<b>(3,918)</b>
<b>Cash flows from financing activities:</b>			
Cash inflows from new borrowing		100,000	–
<b>Net cash provided by / (used in) financing activities</b>		<b>100,000</b>	<b>–</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(29,284)</b>	<b>(113,951)</b>
Cash and cash equivalents at the beginning of the year		223,525	337,476
<b>Cash and cash equivalents at the end of the year</b>		<b>194,241</b>	<b>223,525</b>
<b>Analysis of cash and cash equivalents</b>			
		<b>At 31 March 2024 £</b>	<b>At 31 March 2023 £</b>
Cash in hand and at bank		194,241	223,525
<b>Total cash and cash equivalents</b>		<b>194,241</b>	<b>223,525</b>

## The Advocacy Academy

### Notes to the financial statements

#### For the year ended 31 March 2024

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#### 1 Accounting policies

##### a) Company information

The Advocacy Academy is a charity registered in England with registration number 1161785. Its registered office address is 7 Vining Street, London SW9 9QS.

##### b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019); the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102); and the Charities Act 2011. The accounts are presented in GBP rounded to £1, which is the functional currency of the charity.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

##### c) Public benefit entity

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

##### d) Going concern

Every year, the charity conducts a review to evaluate its ability to continue as a going concern. We undertake the assessment as part of the budget-setting process for the following year, taking into account the forecast financial statements for the current year. The assessment takes into account key forecasts for income generation, expenditure, risk register, cash flow, external factors, and contingencies required to secure the charity's future business operations.

Trustees believe that, having reviewed the assessments, The Advocacy Academy can be considered a going concern for the foreseeable future, and that suitable risk mitigations and contingencies are in place.

The Trustees are satisfied that there are no material uncertainties in relation to going concern in the foreseeable future

##### e) Income

Income, including from Government and other grants and donations, whether 'capital' or 'income', is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Grants with performance-related conditions, commissioning and other earned incomes are only included in the SoFA under income from Charitable Activities once the charity has provided the related goods or services or met the performance related conditions.

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is allocated to a separate fund unless the donor or terms of the appeal has specified otherwise and instead is treated as an addition to the same fund as the initial donation.

##### f) Donations of gifts, services and facilities

Donated services (including the time given to the organisation by volunteers) and facilities are included in the SOFA when received at the value of the gift to the charity, provided the value can be measured reliably. Where appropriate, donated services and facilities are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SOFA.

In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

##### g) Interest receivable

Interest on funds held on deposit is included when receivable.

**The Advocacy Academy****Notes to the financial statements****For the year ended 31 March 2024**

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**1 Accounting policies (continued)****h) Fund accounting**

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.

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

Designated funds are unrestricted funds earmarked by the trustees for particular for a particular future project or commitment.

**i) Expenditure and irrecoverable VAT**

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

Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of offering fellowships, programmens and campaigns and delivering related services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**j) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity (support costs), comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

- |  |     |
|--|-----|
| □ Social Justice Leadership Fellowship | 4%  |
| □ Alumni and campaigns                 | 76% |
| □ Commissioning (spark programme)      | 17% |
| □ Community Programmes                 | 3%  |

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure. Pension costs are allocated to various activities and restricted funds on the same basis as salaries.

Governance costs, which are considered a category of support costs, are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**k) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £250. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- |                         |         |
|-------------------------|---------|
| □ Buildings             | 5 years |
| □ Fixtures and fittings | 5 years |
| □ Office equipment      | 5 years |

**l) Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**l.1) Financial assets**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## The Advocacy Academy

### Notes to the financial statements

#### For the year ended 31 March 2024

#### 1 Accounting policies (continued)

##### 1.2) Financial Liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

##### m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

##### n) Significant accounting policies

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

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the financial statements in a future period.

##### o) Redundancy and termination costs

Redundancy and termination costs are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet immediately at the point the Charity is demonstrably committed to either: terminate the employment of an employee or group of employees before normal retirement date; or provide termination benefits as a result of an offer made in order to encourage voluntary redundancy. The Charity is considered to be demonstrably committed only when it has a detailed formal plan for the termination and is without realistic possibility of withdrawal from the plan.

##### p) Holiday pay accruals

The charity makes a provision for annual leave accrued by employees as a result of services rendered in the current period and which employees are entitled to carry forward and use.

#### 2 Income from donations

	Unrestricted £	Restricted £	2024 total Total £	2023 Total £
Grant Funding	1,137,696	857,315	1,995,011	749,610
Donated Facilities (note 15)	-	65,425	65,425	120,000
Donations and gift aid	14,253	-	14,253	18,448
	<u>1,151,949</u>	<u>922,740</u>	<u>2,074,689</u>	<u>888,058</u>

Income in 2023 comprised of unrestricted income of £302,248 and restricted income of £585,810

#### 3 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Commissioning (spark programme)	-	-	-	16,000
Other earned income	13,330	-	13,330	1,080
Total income from charitable activities	<u>13,330</u>	<u>-</u>	<u>13,330</u>	<u>17,080</u>

Income in 2023 comprised of unrestricted income of £1,080 and restricted income of £16,000

# The Advocacy Academy

## Notes to the financial statements

### For the year ended 31 March 2024

#### 4 Analysis of expenditure

	Cost of raising funds £	Charitable activities						Total Charitable activities	Support costs £	2024 Total £	2023 Total £
		Social Justice Leadership Fellowship £	Alumni and campaigns £	Commissioning (spark programme) £	Just Education	Power + Privilege Workshops £	Community Programmes £				
Staff costs (Note 5)	167,149	20,447	391,951	87,706	-	-	15,648	515,752	267,357	950,258	749,193
Accommodation and venue hire	216	48,213	87	3,954	-	-	-	52,254	-	52,470	49,953
Campus for Young Activists (note 14)	-	-	-	-	-	-	-	-	65,425	65,425	120,000
Communication and marketing	2,095	1,365	1,011	-	-	-	-	2,376	190	4,661	1,825
Community Culture and wellbeing	- 0	-	-	-	-	-	-	-	26,168	26,168	-
Premise & General Office	927	1,143	286	423	-	-	470	2,322	59,969	63,218	94,076
Programme delivery costs	2,105	69,239	26,833	1,315	-	-	12,250	109,637	4,144	115,886	72,821
Staff recruitment, training, travel and wellbeing	5,304	7,647	6,605	1,424	-	-	5,323	20,999	9,023	35,326	8,578
Temporary staff and contractors	6,711	18,002	3,538	8,135	-	-	1,498	31,173	37,489	75,373	100,877
Trustees	- 0	- 0	- 0	-	-	-	-	-	-	-	58
Grant no longer receivable	- 0	- 0	- 0	-	-	-	-	-	-	-	30,000
Depreciation	- 0	- 0	- 0	-	-	-	-	-	17,824	17,824	17,346
	184,507	166,056	430,311	102,957	-	-	35,189	734,513	487,589	1,406,609	1,244,727
Support costs	-	19,330	370,548	82,917	-	-	14,794	487,589			
<b>Total expenditure 2024</b>	<b>184,507</b>	<b>185,386</b>	<b>800,859</b>	<b>185,874</b>	<b>-</b>	<b>-</b>	<b>49,983</b>	<b>1,222,102</b>		<b>1,406,609</b>	<b>1,244,727</b>
Total expenditure 2023	136,323	331,243	307,022	224,515	(533)	(533)	246,689			1,244,727	

Of the total expenditure, £825,478 was unrestricted (2023: £612,917) and £581,131 was restricted (2023: £601,810).

Fees in respect of audit were £6,000 (2023: independent examination £3,550)

#### Supports costs for 2023 consist of the following.

	2023 Total £
Staff costs	132,256
Accommodation and venue hire	328
Campus for Young Activists (note 14)	120,000
Communication and marketing	751
Grant no longer receivable	30,000
Premise & General Office	64,514
Programme delivery costs	10,763
Staff recruitment, training, travel and we	1,331
Temporary staff and contractors	1,399
Trustees	17
Depreciation	17,346
	378,705



## The Advocacy Academy

### Notes to the financial statements

#### For the year ended 31 March 2024

#### 5 Analysis of staff costs and the cost of key management personnel

Staff costs were as follows:

	2024	2023
	£	£
Salaries and wages (including termination payments)	847,615	666,140
Social security costs	84,117	67,407
Employer's contribution to defined contribution pension schemes	18,526	15,646
	<b>950,258</b>	<b>749,193</b>

The following number of employees received employee benefits (excluding employer pension costs) during the year in bandings of costs greater than £60,000:

	2024	2023
	No.	No.
£60,000 – £69,999	4	1
£70,000 – £79,999	–	1
£80,000 – £89,999	1	–

The total employee benefits including pension contributions of the key management personnel, made up of Benjamin Linsley (Commercial Director), Saba Safi (CEO), Hiba Ahmed (Community Director), Lydia Rye (Campaigns & Organising Director), Rohima Chowdhury (Programmes Director) and Toyin Onasanya (Finance Director) were £392,476 (2023: £249,612).

#### 6 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2024	2023
	No.	No.
Cost of raising funds	3.7	2.9
Social Justice Leadership Fellowship	0.5	3.0
Alumni and campaigns	8.7	3.6
Commissioning (spark programme)	2.0	2.6
Community Programmes	0.3	3.0
Governance and support	6.0	3.2
	<b>21.2</b>	<b>18.3</b>

#### 7 Related party transactions

No trustees were reimbursed for expenses of travel or subsistence during the year (2023: nil).

No charity trustees were paid or received any other benefits from employment with the charity in the year (2023: £nil). No other charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

There are no other related party transactions to disclose for 2024 (2023: none).

#### 8 Taxation

The charitable company is exempt from corporation tax to the extent that all its income is charitable and is applied for charitable purposes.

**The Advocacy Academy****Notes to the financial statements****For the year ended 31 March 2024****9 Tangible fixed assets**

	Building £	Fixtures and fittings £	Office equipment £	Total £
<b>Cost</b>				
At the start of the year	49,148	12,850	24,735	<b>86,733</b>
Additions in year	–	–	6,785	<b>6,785</b>
Disposals in year	(49,148)	–	–	<b>(49,148)</b>
At the end of the year	–	12,850	31,520	<b>44,370</b>
<b>Depreciation</b>				
At the start of the year	40,197	6,701	11,730	<b>58,628</b>
Charge for the year	8,951	2,570	6,304	<b>17,825</b>
Eliminated on disposal	(49,148)	–	–	<b>(49,148)</b>
At the end of the year	–	9,271	18,034	<b>27,305</b>
<b>Net book value</b>				
At the end of the year	–	3,579	13,486	<b>17,065</b>
At the start of the year	8,951	6,149	13,005	<b>28,105</b>

All of the above assets are used for charitable purposes.

**10 Debtors**

	2024 £	2023 £
Grant debtors	2,100	2,320
Prepayments and accrued income	894,641	14,300
	<b>896,741</b>	<b>16,620</b>

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

	2024 £	2023 £
Trade creditors	3,335	11,950
Taxation and social security	91,610	38,661
Other creditors	12,389	2,038
Accruals	19,166	19,264
	<b>126,500</b>	<b>71,913</b>

**12 Creditors: amounts falling due after one year**

	2024 £	2023 £
Loans	100,000	–
	<b>100,000</b>	<b>–</b>

During the year the charity secured a loan of £250k towards building works. Of the total loan, £100k has been drawn down. The loan is unrestricted with zero percent interest rate. The charity has flexibility over the repayment time frame. Total amount to be repaid will be 105% of the amount withdrawn.

## The Advocacy Academy

## Notes to the financial statements

## For the year ended 31 March 2024

## 13 Analysis of net assets between funds

	General unrestricted £	Designated £	Restricted £	Total funds 2024 £
Tangible fixed assets	17,065	–	–	17,065
Net current assets	279,272	321,579	363,631	964,482
Long term liabilities	(100,000)	–	–	(100,000)
<b>Net assets at the end of the year</b>	<b>196,337</b>	<b>321,579</b>	<b>363,631</b>	<b>881,547</b>

## 13 Analysis of net assets between funds (continued)

	General unrestricted £	Designated £	Restricted £	Total funds 2023 £
Tangible fixed assets	28,105	–	–	28,105
Net current assets	168,232	–	–	168,232
<b>Net assets at the start of the year</b>	<b>196,337</b>	<b>–</b>	<b>–</b>	<b>196,337</b>

## 14 Movements in funds

	At 1 April 2023 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 March 2024 £
<b>Restricted funds:</b>					
City Bridge Trust	–	82,500	(37,485)	–	45,015
CrowdFunder	–	3,351	(3,371)	20	–
Ellis Campbell	–	60,000	(18,999)	–	41,001
GreenPeace	–	5,000	–	–	5,000
Gucci	–	8,390	(8,390)	–	–
Impact for Urban Health	–	205,084	(203,774)	–	1,310
John Ellerman Foundation	–	80,000	(39,747)	–	40,253
Lipman MilibanImt	–	3,000	(2,918)	–	82
National Lottery	–	334,990	(104,115)	–	230,875
Paul Hamlyn Foundation	–	50,000	(50,000)	–	–
Postcode Society	–	25,000	(24,905)	–	95
Donated facilities	–	65,425	(65,425)	–	–
<b>Total restricted funds</b>	<b>–</b>	<b>922,740</b>	<b>(559,129)</b>	<b>20</b>	<b>363,631</b>
<b>Unrestricted funds:</b>					
<b>Designated funds:</b>					
Core strategy and operations	–	–	–	321,579	321,579
<b>Total designated funds</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>321,579</b>	<b>321,579</b>
<b>General funds</b>	<b>196,337</b>	<b>1,169,079</b>	<b>(847,480)</b>	<b>(321,599)</b>	<b>196,337</b>
<b>Total unrestricted funds</b>	<b>196,337</b>	<b>1,169,079</b>	<b>(847,480)</b>	<b>(20)</b>	<b>517,916</b>
<b>Total funds</b>	<b>196,337</b>	<b>2,091,819</b>	<b>(1,406,609)</b>	<b>–</b>	<b>881,547</b>

## The Advocacy Academy

### Notes to the financial statements

#### For the year ended 31 March 2024

#### 14 Movements in funds (continued)

	At 1 April 2022	Incoming resources & gains	Outgoing resources & losses	Transfers	At 31 March 2023
	£	£	£	£	£
<b>Restricted funds:</b>					
Impact for Urban Health	-	185,595	(185,595)	-	-
City Bridge Trust	-	12,500	(12,500)	-	-
Commissioning	-	16,000	(16,000)	-	-
John Ellerman Foundation	-	40,000	(40,000)	-	-
Gucci	-	85,666	(85,666)	-	-
LB of Lambeth	-	1,000	(1,000)	-	-
GLA	-	3,300	(3,300)	-	-
The Tides Foundation	-	127,749	(127,749)	-	-
BBC Children in Need	-	10,000	(10,000)	-	-
Donated facilities	-	120,000	(120,000)	-	-
<b>Total restricted funds</b>	-	601,810	(601,810)	-	-
<b>Unrestricted funds:</b>					
<b>Designated funds:</b>					
Stewart Investors	180,000	-		(180,000)	-
<b>Total designated funds</b>	180,000	-	-	(180,000)	-
<b>General funds</b>	349,306	309,948	(642,917)	180,000	<b>196,337</b>
<b>Total unrestricted funds</b>	529,306	309,948	(642,917)	-	<b>196,337</b>
<b>Total funds</b>	529,306	911,758	(1,244,727)	-	<b>196,337</b>

#### Purposes of restricted funds

Impact on Urban Health – To support our work with our alumni  
 City Bridge Trust – Delivery of leadership programmes to marginalised communities  
 Gucci – To support marginalised young people from South London  
 National Lottery – To support young people's skills development for employment.  
 Post Code Society – To support our Sparks Programme  
 Ellis Campbell – To support TAA expansion work  
 Lipman Miliband – To deliver one week Spark Programme  
 John Ellerman – To support executive salaries  
 Paul Hamlyn Foundation – To support our building investment  
 Crowd Funder – To support our building investment  
 GLA – To help our young people to fulfil their potentials  
 Tides Foundation – Delivery of our leadership programmes  
 BBC CIN – Delivery of our leadership programmes  
 Lambeth (Commissioning) – Delivery of our Sparks Programme & Community work

The Advocacy Academy

Notes to the financial statements

For the year ended 31 March 2024

14 Movements in funds (continued)

Purposes of designated funds

In 2024 the trustees have designated £321,579, which spans various unrestricted funds, including Esmee Fairbairn and Paul Hamlyn. These funds were awarded to support TAA's core strategy and operations over a two-year period. We will be drawing down the funds each year until the amount is fully utilised.

15 Operating lease commitments

The charity signed a lease on the Vining Street premise in Brixton for a five-year period on 18 January 2019. The lease was donated to the charity, with the annual charge payable being a peppercorn amount only. We have included the value of the donation (65,420) in the current year up to 16 November 2023, which was when the lease ended, as income and charged the equivalent amount to expenditure in the SOFA based on the open market rate payable on a comparable lease.

16 Funds received as agent

The charity has acted as an agent for the following third-party , whose aims and objectives are consistent with those of the charity. Funds, held in cash, are administered on the instruction of the principal and recorded ithin a separate genral ledger sub-code and adjusted in financial statements. The movement in funds during the year was:

	Choked Up	Charity So White/HS Charity	Total
	£	£	
Balance at 1 April 2023	16,750	6,451	23,201
Funds received	-	-	-
Funds paid out	(15,061)	(1,830)	(16,891)
Balance at 31 March 2024 representing cash held	1,689	4,621	6,310

Choked up – Teenagers campaigning for clean air  
Charity So white: Tackling institutional racism within the charity sector.

17 Pension Commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately in an independently administered multi-employer fund. During the year, £18,526 was charged to SOFA (2023: £14,926) and at the balance sheet date there is a outstanding balance of £3,811 (2023: overpayment of £68).

18 Legal status of the charity

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