



**FREE
TO BE
KIDS**

Trustees' Annual Report

**and Independently
Examined Accounts**

For the year period ending 31st December 2023

www.freetobekids.org.uk



Reference and administrative details

STATUS	Charitable Incorporated Organisation
REGISTERED OFFICE	Living Space 1 Coral Street Lambeth London SE17BE
TRUSTEES	Emma Kendall (Chair from Feb 2023) Rosie Macpherson (Chair until February 2023) Amy Gutcher (Treasurer, resigned November 2023) Elena Davies (appointed May 2023, Treasurer from November 2023) Debbie Boughtflower (Deputy Chair, resigned February 2024) Dr Gemma Cheney Chris Butterfield (resigned May 2023) Beulah Antonin Leila Shepherd-North Richard Nicholas Olusola Adebisi (appointed September 2023) Theresa Dauncey (appointed May 2024) Joel Campbell-Brazier (appointed May 2024) Amy-Kate Robinson (appointed May 2024)
CHIEF EXECUTIVE OFFICERS	Mike Gee Rachel Mugan
BANKERS	HSBC plc
INDEPENDENT EXAMINER	Shruti Soni FCCA FCIE Shruti Soni Ltd Chartered Certified Accountants 117A St. John's Hill Sevenoaks TN13 3PE

The trustees present their annual report and financial statements for the year ended 31 December 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 of the accounts. They comply with the charity's governing document, the Charities Act 2011, and the Accounting and Reporting by Charities: Statement of Recommended Practice ("SORP"), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.



Overview

The particularly vulnerable children Free to Be supports have little other access to time away from often very challenging home circumstances, no access to the benefits of the outdoors or, for increasing numbers, to effective mental health support. The cumulative impact of first Covid and resulting lockdowns, followed quickly by the cost of living crisis, continues to be immense. The majority have had the building blocks of good mental health deeply eroded – reaching us with destroyed confidence and very significant challenges around anxiety, resilience, managing frustration/anger, and with most having extremely limited belief in their capacity to achieve. 2023 has seen us continue to deliver deeply impactful work transforming these children's mental health.

In 2023, 213 individual children accessed joy and adventure on our programmes and came away reporting vastly improved confidence, increased resilience, gains in the capacity to work together, manage frustration and a reduction in anxiety. Feelings of hopelessness and risk taking behaviour improved as our projects helped vulnerable children develop their stories about themselves, supported them to achieve beyond their own expectations, increased educational aspirations and unlocked children's belief in the power of their own potential. In total we provided 327 residential programme places, 3,503 healthy meals, and just under 20,000 hours of mental health focussed support to this exceptionally vulnerable group of young people.

Financial results for the year have been strong, producing a surplus of £63,500 following last year's small deficit (£16,000) – this reflects the investment in staffing and organisational infrastructures designed to help us build our fundraising, volunteer recruitment and other key capacity areas across 2023 and 2024, these being crucial foundations for planned sustainable growth to meet need through 2025–2026 and onwards. The charity remains in a financially stable position, holding free unrestricted reserves of approximately 5–6 months' full expenditure, though as with most charities, reliant upon in-year fundraising to deliver its services.

Our 5 year strategy is focussed on long-term follow on support to the highest need young people of the already deeply vulnerable children we work with, including an eventual aim to double place numbers built around sustainable and gradual growth of our existing long-term support pathways: our Mentoring, Young Leaders' and Journey Programmes. 2023 again saw significant financial and time investment towards the foundations which will underpin this focus on long-term support.

Throughout the year, Trustees had regard for the guidance issued by the Charity Commission on public benefit when overseeing the activities of the charity.



Our model – about Free to Be Kids

Free to Be Kids (colloquially 'Free to Be') supports some of the most vulnerable children in London to rebuild the foundations of positive mental health using the power of nature and the outdoors.

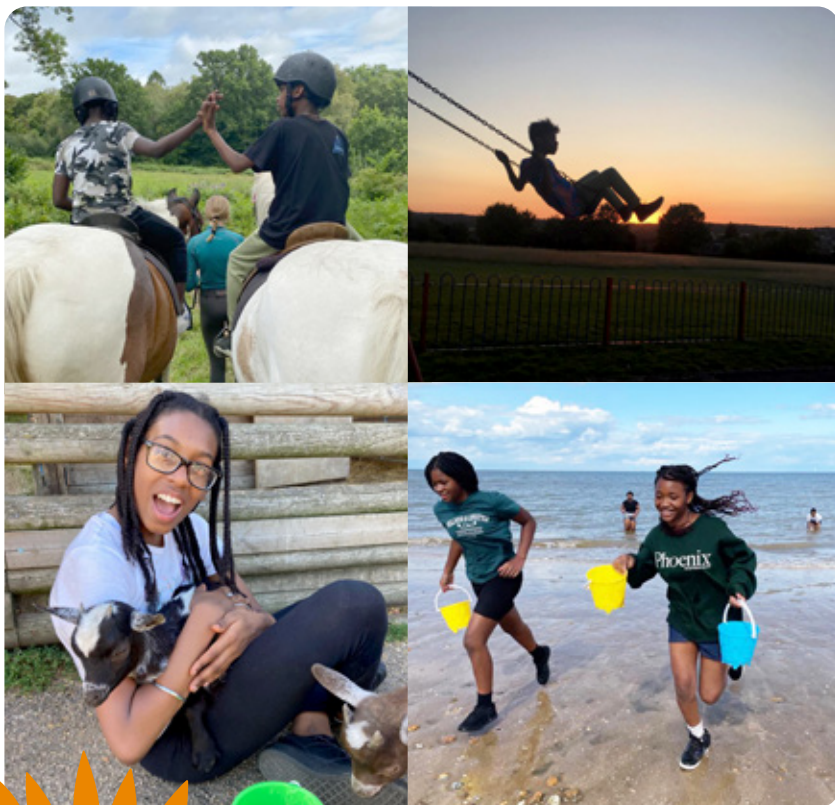
The majority of children referred to us have deeply ingrained negative views of themselves and their potential. Often reinforced by deeply challenging home and school lives, many arrive believing they are different, failing, rejected or alone. The majority have never left their area of London before. Abuse, harm, trauma and neglect characterise the majority of their childhoods. Most families referred to us do not access other mainstream support.

Our residential and mentoring projects support these children to feel proud, brave, adventurous and special, transforming their stories about who they are, and what they can achieve. Using the power of the outdoors, our programmes are carefully designed using key concepts from attachment, narrative and systems theories to support anxiety, rebuild confidence, address challenges managing anger/frustration, develop resilience and increase aspirations.



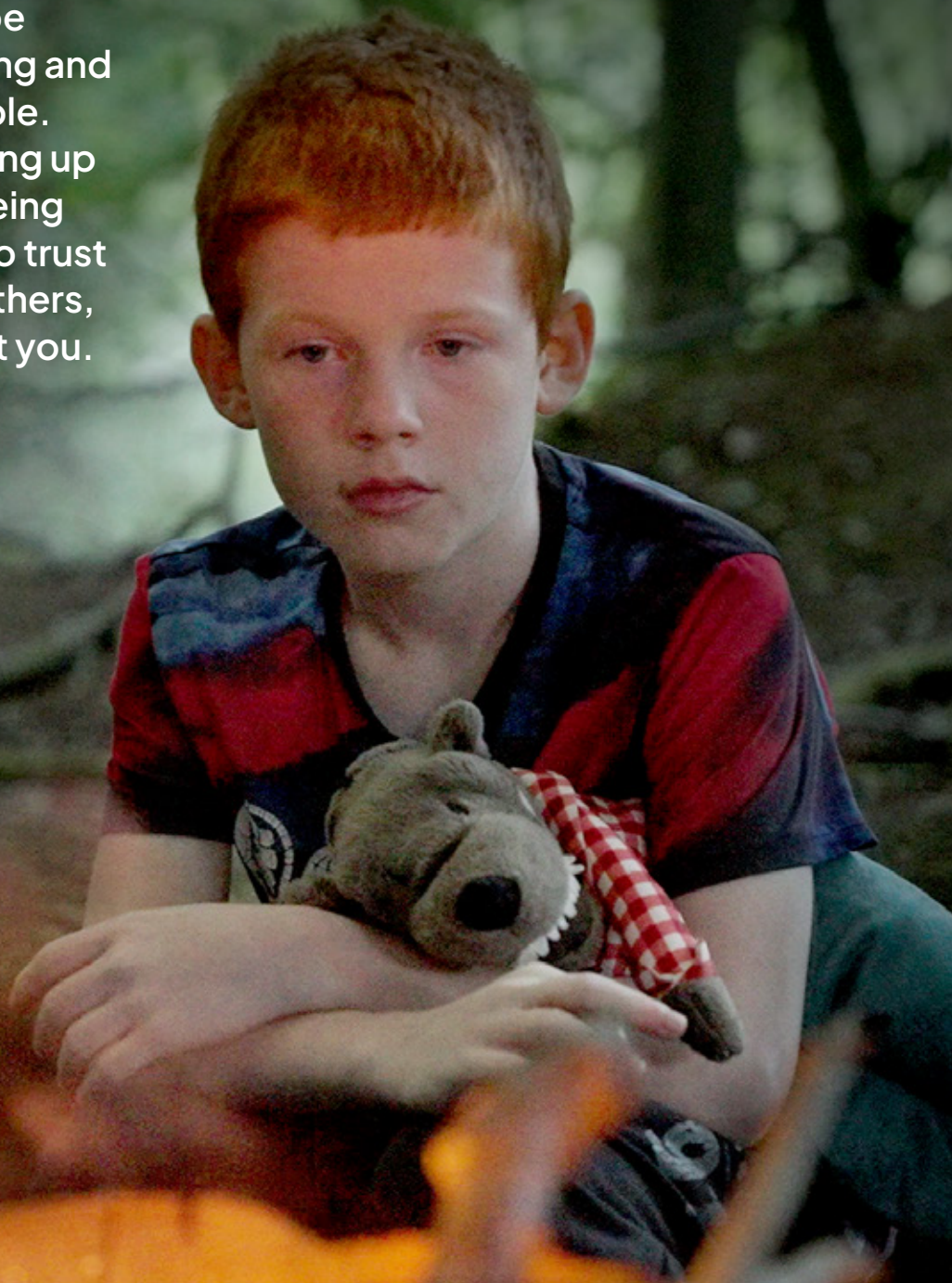
The objects of the CIO are, for the public benefit, the relief of children and young people residing in London who are in need by reason of their youth, ill-health, disability, financial hardship or other disadvantage via the provision of services that:

- a. support them to develop better emotional health, build inner strengths to overcome challenges within their lives and consequently to manage better within social relationships at home, school or within their communities.
- b. provide practical support, advice or guidance.
- c. increase access to new or enriching experiences that will facilitate social learning and the development of new skills.



“ Free to Be Kids is my safe haven. Being here has taught me to be more understanding and accepting of people. I’m proud of building up confidence and being brave. I’ve learnt to trust myself and trust others, and then they trust you.

Ajani, formerly at risk of school exclusion



Programme Structure

Children are referred by Child Protection Social Workers, schools, domestic violence refuges, Young Carers' groups, and others working with some of the most marginalised children in London. Heavily oversubscribed annually, all projects are provided free of charge to families to prioritise access for families in exceptional need. We specialise in working with families described by others as 'hard to reach'.

Children initially attend 'Thrive Outside', a range of 5 day therapeutically structured residentials designed to rebuild the foundations of positive mental health (confidence, self-esteem, resilience, positive aspirations) via a carefully scaffolded programme of outdoor activities. The projects are characterised by joy, adventure, and belonging and employ high adult:child ratios of 1:2 to ensure every child has the attention, support and care they need to rebuild often deeply damaged narratives about their worth and potential. The highest need children return year on year for as long as they need us.



Thrive Outside intentionally functions as a gateway into our longer term support programmes:

Journey Programme: a series of 6 specialised small group, high intervention residentials attended by the same cohort of older young people (aged 12–15) with complex needs over 18 months. Designed to deliver deep impact in supporting harder to reach young people to develop their story about themselves, improve their emotional and mental health, and to make healthier life choices.

Mentoring Programme: providing a year's worth of one-to-one support during evenings and weekends to higher need children who've attended Thrive Outside gateway projects and are in need of longer term support to build confidence and aspirations. 30 sessions over a year.

Young Leaders Programme: supports our oldest teenagers (aged 14–17) who, having graduated from our other programmes, are trained and supported to return on Thrive Outside residentials as young volunteers. Further developing responsibility, teamwork and key life and employability skills the programme empowers them to complete their journey from beneficiary to leader as they dedicate their own time to role modelling and leadership of younger peers.

We are deeply committed to evaluation and evidencing impact, publishing a detailed Impact Report annually.



Structure, Governance and Management

Free to Be Kids is a registered Charitable Incorporated Organisation (C.I.O), registered charity number 1165678, and is governed via its constitution and its 'Policy & Procedures' manual. As an organisation built around delivering direct support to vulnerable children, with an emphasis on residential work, Free to Be recognises the special responsibilities it holds in respect of safeguarding and child protection. Robust safer recruitment procedures are in place governing the recruitment of volunteers. All components of all projects are subject to thorough risk assessment. Where external instructors are required, they are selected in line with the relevant standards for accreditation. Policies in these areas are carefully developed in accordance with current legislation and sector best practice and are reviewed every two years.

The Trustees confirm appropriate insurance is in place covering all activities.

The charity is led by a small leadership team with governance provided by the separate Trustee Board. Between them the leadership team have in excess of 40 years' experience leading interventions and residential work with extremely vulnerable young people. The charity's safeguarding provision is led by Mike Gee who is a consultant social worker with 20 year's post-qualifying practice and particular experience working with vulnerable children in non-mainstream settings.

Through the financial year the Board undertook an in-depth skills audit and subsequent recruitment process, culminating in the appointment of two new trustees to the Board. New trustees are appointed by due process led by the current trustees, and trustees serve for a term of three years, after which they may be reappointed. Trustee meetings took place at least termly.

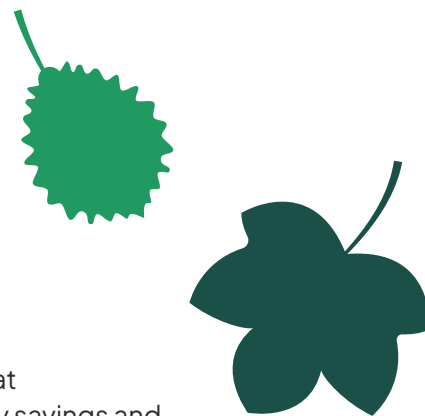
The Board includes senior professionals qualified in the following areas of expertise:

- Chartered accountancy and financial controls.
- Clinical psychology, Social Care and CAMHS.
- Residential support and outreach therapeutic youth work.
- Charity management and strategy. Looked After Children & foster care.
- Management strategy, growth planning, financial modelling
- Contract & Property law

Free to Be Kids is run by a small staff team, increasing during 2023 from 6 up to 7, keeping core costs to a minimum. All staff work directly with young people as part of their role. The Charity relies upon and benefits immensely from several thousand hours of volunteer support each year. We believe it is the special qualities uniquely brought by volunteers – their particular passion, creativity and commitment to come together to make things work and to do the small things well, which makes what we offer so special.



Achievements and Performance



The Trustee's primary goals for the 2023 financial year were:

- Transition the Thrive Outside programme to run from our new fixed base at Cudham Environmental Activities Centre, leading to significant efficiency savings and underpinning longer term place number growth.
- Further develop the Young Leader programme, both increasing place numbers and extending support to become year round.
- Embed the newly lengthened structure of the Journey Programme (18 months, up from 12 previously), to offer longer term support to our highest need young people.
- Work towards a strategic plan of eventually doubling place numbers over the next 5 years, with the majority of new places being on our longer-term support pathways for higher need young people.
- Continue to invest in our staffing capacity to deliver project place growth that is sustainable, increasing staff numbers to 7 FTE in 2023, and 8 FTE in 2024 (6 currently) with a focus on those areas which underpin sustainable growth – income generation and volunteer recruitment.
- Ensure the quality and 'magic' of our existing projects is maintained as we grow.
- Building on previous skills audits, continue to expand the diversity and skillset breadth of our Trustee Board.
- Continue to operate within our reserves policy.

The charity has achieved each of these aims. The focus for the year has very much been one of 'sustainability'. We have invested large amounts of work in adapting our operations and programme structure to now run all of our Thrive Programmes via our new base at Cudham Environmental Activities Centre, with great success, cemented via our strong partnership with the Woodcraft Folk. This has involved much systems redesign, but now allows these projects to run on a much more efficient basis than the previous 'pop up venue' model, laying strong foundations for future growth.

We successfully extended our Journey Programme duration from 4 residentials to 6, increasing by 50% the amount of support we are now able to offer our most vulnerable cohort of young people. We also rolled out enhancements to our Young Leaders' Programme building in additional year-round support for these young volunteers, as well as continuing our successful Mentoring Programme. Taken together this embodies the beginning of our strategy to focus our support on our highest need children – in fact leading to a slight drop in individual children supported (229 in 2022 down to 213 this year), but with higher numbers of project places delivered (from 319, up slightly to 327 this year), as well as an increase in overall hours of support provided. These numbers reflect a continued focus on smaller scale projects to maximise impact for our most vulnerable young people.



This was all made possible by continued focus on our infrastructure, to ensure that we have the right bedrock in place to ensure future growth is sustainable. Investment in staffing, growing the team from 6 FTE up to 7 this year, with plans for this to increase to 8 during 2024, and successfully trialling summer seasonal staff, are key aspects of this. Our airtable based new database for children, volunteer and project data is also now fully embedded throughout the organisation and has led to huge simplification of residential project planning and on-project systems, saving significant time which can now be reinvested in high quality direct work with young people.

Finally, 2023 also saw us access pro-bono advice and discounted support to re-work 'our look' to better reflect the journey we've been on from micro charity in 2016 to impactful medium sized charity now. 2024 will see a new website with targeted information for referrers, families, funders and volunteers, alongside strategies around communications and reach, forming central aspects of our strategy to grow our volunteer numbers and funding base prior to delivering on our 5 year strategy to double places for our most vulnerable young people.



Programmes delivered were:

	Individual young people	Notes
Thrive Outside	170	216 Thrive Outside residential places provided to 171 children (As via our recurring respite ongoing support strand, higher need children attend multiple times to enhance impact.)
Journey Programme	37	As a rolling 18 month programme, 2 cohorts of 8 young people started their journey in 2023, whilst a separate 4 cohorts finished, some having been extended due to Covid delays in 2021. Total residential project places delivered = 80.
Mentoring Programme	14	
Young Leaders' Programme	10	
Saturday Club	21	

Table refers to individual children participating on each project. Some children attended more than one project/category of project. Total unique children worked with across all projects in 2023 was 213.

Referrals & Need:

We again experienced very high demand for our services as the cost of living crisis severely impacted family's mental health, finances, and coping strategies. There were very many incredibly sad stories, including a 12 year old girl who'd had 5 foster placements and 13 social workers in the past 3 years, and a 9 year old boy self-harming after years of witnessing domestic abuse.

As usual, referring organisations included a wide range of primary and secondary schools operating in deprived areas of London, specialist homelessness charities, Social Services teams, Young Carers' projects, housing associations and a range of other community and charitable organisations. Families referred were often dealing with multiple, often inter-linked, issues of poverty, emotional and behavioural challenges and historical trauma.

Of those referred to us in 2023:

- **100%** were from extremely disadvantaged backgrounds including having experienced housing instability/homelessness; had a parent experiencing mental health problems or addiction issues; acting as Young Carers; recent experiences of loss/trauma; experienced food poverty.
- **72%** would have had no other break from these circumstances or no other safe access to outdoor spaces.
- **52%** had significant involvement from statutory agencies relating to risk (either being at risk of, or having experienced, school exclusion, Social Services, or CAMHS referral within the past year.).

For **91%** these difficulties were impacting mental health, leading to emotional or social difficulties assessed within either their school or home environment. In particular, the majority struggled with issues relating to low self-confidence, low self-esteem and very limited views of their own worth and potential.



Volunteers & staffing:

Volunteers are our most crucial resource and growth of our volunteer pool continued to be the key aim for 2023 as, alongside funding base growth, this is the key catalyst in unlocking future project place growth. In total 2023 saw 230 volunteers support our projects with over 16,000 combined volunteering hours, an increase of 43% from 161 volunteers in 2022, and 104 in 2021.

As per last year's report, a core task has been to grow our staff team to prepare for planned growth. Full time equivalent staffing grew from 6 FTE to 7 by the end of 2022. Further, limited, staffing growth will be required over the next 2 years to ensure planned delivery aims are sustainable with a forecast of 8–9 FTE required to deliver the organisation's core work sustainably by late 2024. Securing longer term grants and corporate support to underpin staffing growth, in turn underpinning increased project delivery, remains a key aim for 2024.

Impact:

The trustees place a high value on evidencing the value and impact of the services Free to Be provides. At the end of projects young people complete child focussed feedback forms allowing us to gather their stories, drawings and the words they use to describe the growth and change. Adult volunteers complete observation sheets and structured feedback opportunities are provided for referrers and for parents.

In 2023:

- **100%** of children attending developed at least one significantly improved social skill including making/keeping friends; resolving frustrations without lashing out; relating better with adults.
- **94%** self-reported improved indicators of self-esteem and/or social confidence.
- **91%** felt brave enough to try something they had never before felt possible.

For our long term Journey Programme, 100% of young people self-assessed themselves as having increased resilience, anger management, confidence or other core social skills. 92% of parents/carers reported that their children had reduced risk in at least 2 key areas following the programme (including risk of school exclusion, becoming involved in criminality and developing mental health problems) with 92% of young people and 100% of parents/carers reporting their child showing improved aspirations and belief that they can achieve more than they had thought by the end of the programme.

Further detail regarding our impact can be found within our [2023 Impact Report](#)

Risk Review

The charity did not experience any major incidents of risk relating to its operations, reputation, finances nor the safeguarding or welfare of participants during the period.

Trustees continued to maintain, review and update a register of significant risks to the charity's operation and ongoing effectiveness. The trustees confirm that the major risks to which the charity may be exposed continue to be kept under review and that systems are in place and functioning effectively to manage any such risks.

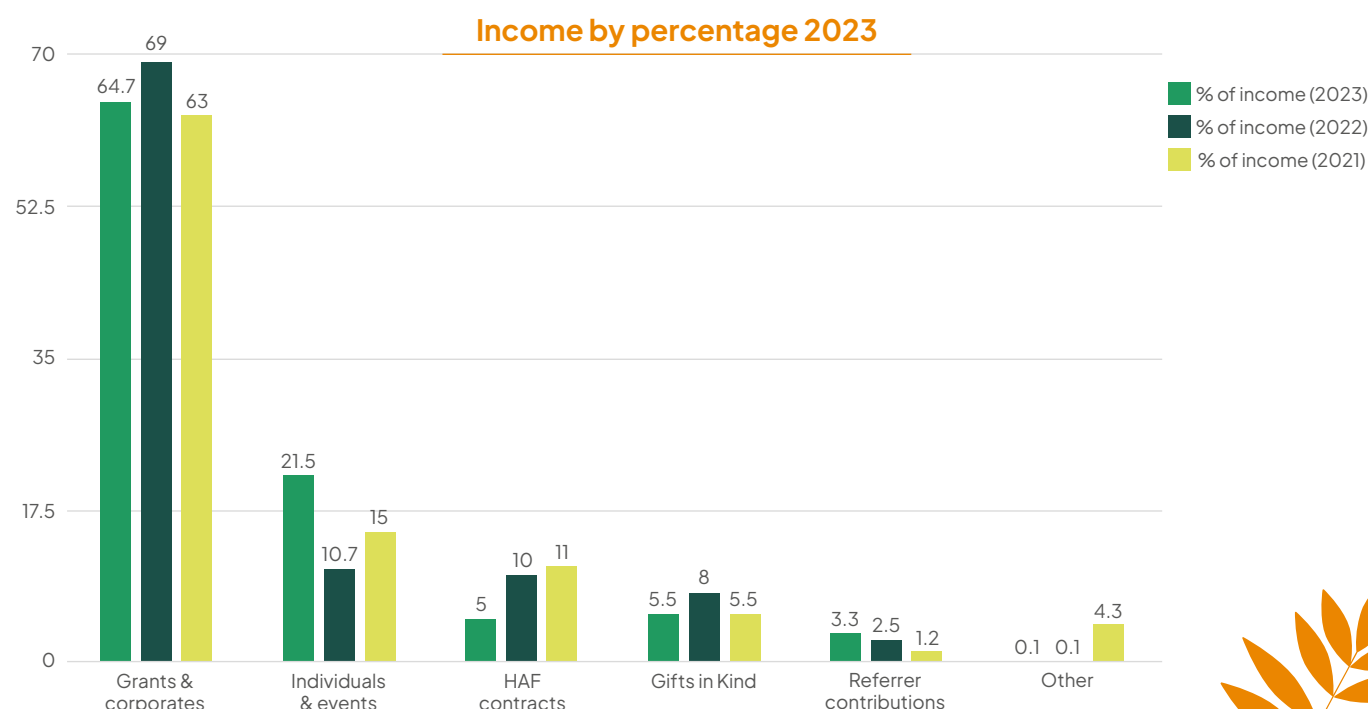


Financial Review

2023 was a very strong fundraising year with income increasing 61% to £663,991 (2022: £412,030; 2021: £456,809), outperforming projections (£580,000) principally as a result of two larger one-off donations, one in particular arising from the sad closure of a charity doing similar work to Free to Be Kids who donated part proceeds of their closure property sale. As projected however, the majority of this very significant jump in income comes directly from 2022–23's investment in increased staffing resources. Investment in mid-2022 to create 2 Operations team staff posts directly led 6–9 months later to increased CEO time, supplemented by our first ever fundraising hire mid-2023, to divert to a refocussed fundraising strategy which included our first larger scale Corporate partnerships, refined pitches to key Trusts & Foundations, launching our first sponsorship events programme and building larger scale campaigns around our May celebration gala and June 'double your donation' match funded drive.

Income from Trusts, Foundations and Corporates remained the largest stream, at £429,261 accounting for approximately 65% of income (2022: £283,832, 69%), followed by Individual Giving & Events at £142,700, 21%. (2022: £44,000, 11%). This latter result is influenced by a large one-off donation (£56,250 including Gift Aid) but even discounting this reflects a doubling of income in this category, reflective of the significant time invested in diversifying income streams in 2023. As per last year, successful delivery of local Government contracts under the Government's 'Holiday activity and food programme' (HAF) brought in £33,700 (5%), slightly down from £41,000 in 2022 due to over-subscription of these funds resulting in increased competition and lowered funding awards. The balance of income came from Gifts/Services in Kind (£36,240, 5%, nearly doubled from 2022's £19,386) and referrer contributions (3%).

Significant successes included the growth of our now annual Fundraising gala event, led by our wonderful corporate partners Higson Consulting, raising just under £35,000, up from c£15,000 in its inaugural year last year. Proceeds from participation in the Childhood Trust's summer 'double your donation' match funded campaign more than trebled from £23,000 in 2022 to £85,000 this. Both events were key areas of focus as we worked hard to diversify our reliance on Trusts and Foundations amidst a deeply challenging national climate for Foundation led giving. The trustees remain incredibly grateful to all the individual donors who ran marathons; sky dived from planes; undertook triathlons, and donated via birthday, wedding, funeral collections and more throughout the year.

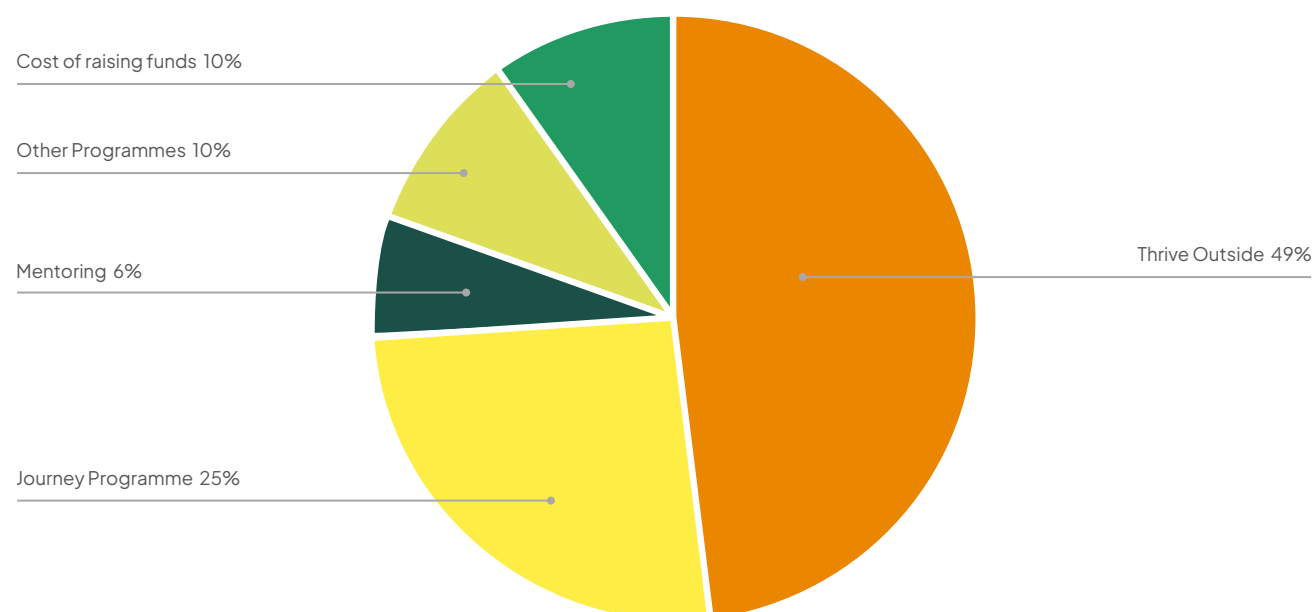


Costs: in line with our on-going strategic plan to invest in our infrastructure to prepare the foundations for planned sustainable future growth, overall costs have risen 40% to £600,461 (2022: £428,031). Our principal cost remains staffing – the complex needs of the children Free to Be support requires projects are planned and then led on the ground by experienced and skilled staff. As participant project places grow, and as we invest to ensure workloads are sustainable, consequently so does the organisation’s salary needs. Salary and employment related costs increased 48% from £202,457 (2022) to £300,444 this year, driven by this planned staffing growth but also impacted by continued high UK inflation. This was in line with pre-year projections. Staff costs are projected to rise to c.£350,000 for 2024 and c.£415,000 in 2025 before stabilising from 2026 as staff numbers grow to support significantly increased project delivery to vulnerable young people.

90% of the charity’s expenditure in 2023 (2022: 93%) related to delivery and management of projects and provision of support to young people, including project support costs, with the remaining 10% relating to the cost of raising funds, infrastructure costs, and governance. Inevitably as the organisation grows to support more young people, the associated fundraising task will require further staffing support, but the trustees remain committed that all staff regardless of role will always spend time working directly on projects with vulnerable children as this ensures the charity remains orientated entirely around the needs of the children we support.

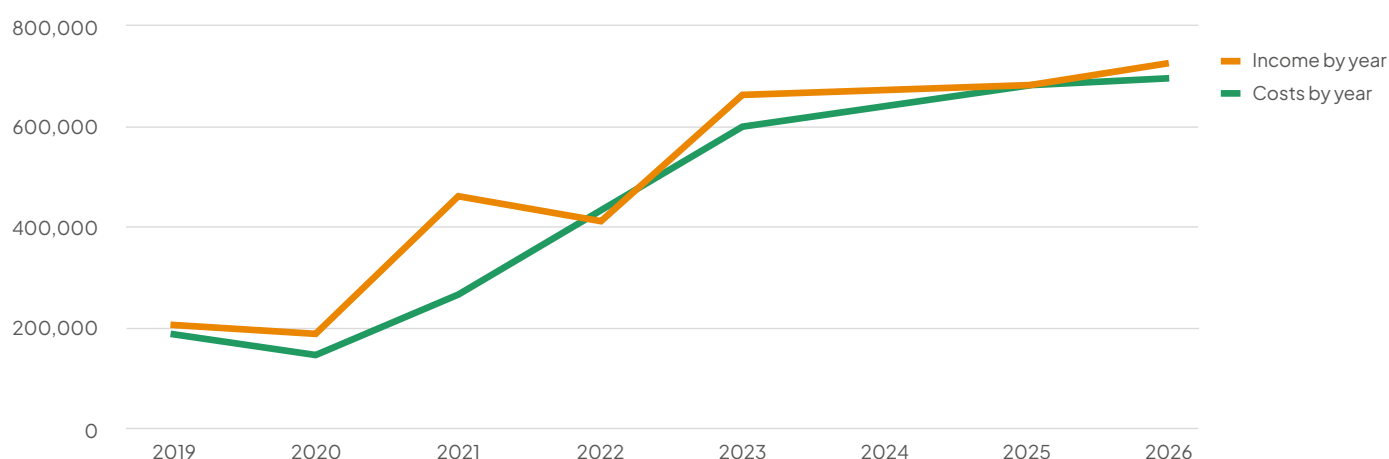
Other principal costs were again accommodation hire for residential programmes, outdoor activity instructor fees, food, fuel and other consumables directly related to residential project delivery.

Costs by percentage 2023



As a whole, 2023’s figures present a strong set of financial results, leading to a surplus of c£63,500, increased diversification of income and planned cost growth managed broadly in line with projections. The charity continues to grow significantly and has continued to deliver strong donor confidence whilst doing so. Despite this year’s, likely one-off, surplus, projections show future income tracking within 3–5% of costs through 2024 and 2025, with an aim to have built the capacity (fundraising and volunteer numbers) to grow more rapidly through 2026–27 onwards.

Projected Income & Costs 2023–2026, showing 5 year history



Key aims for 2024 remain to further imbed sustainability whilst managing steady growth, before a potential step change in the amount of long-term follow-on beneficiary support (mentoring, Young Leaders, Journey Programmes) from 2025–2026 onwards, though this stage of the growth plan is reliant upon first achieving funding stability at the current level of operations and will not proceed until the Trustees assess the charity is ready. In order to support these sustainability and growth goals, the charity continues to need the support of longer-term grant funding and corporate donors, and will reach out to funders particularly interested in supporting the sustainable growth of high promise small charities.

Reserves statement:

The Board have kept the charity's reserves policy and position under review throughout the year. Following such review, the Board have this year updated the Reserves policy to better reflect the year round nature of our work and increasing staffing costs, to now state "Our policy requires we hold a minimum of three, and maximum of six, months' full costs in reserve".

At the end of the 2023 financial year, projected quarterly operating expenditure for 2024 was calculated at c£164,000, therefore requiring a reserves position of £164,000 to £328,000. Free unrestricted reserves stood at £293,977 at the end of 2023 with nil restricted reserves. (2022: Total reserves £255,439 of which £108,233 free, £100,000 designated, £47,206 restricted.) During the year the Board undesignated the fund of £100,000 previously set aside to future residential site acquisition, in recognition this aim had been achieved for the medium term via the partnership with Woodcraft Folk and their Cudham Environmental Activities Centre.

Reserves held were therefore in accordance with the charity's reserves policy.



Future development

Core aims for the 2024 operating period:

- Successfully manage the transition from a co-Founder model to a sole CEO, following co-Founder Rachel Mugan's decision to plan towards moving on from the organisation by Easter 2024.
- Develop and launch a new website and communications strategy built around a revitalised look to better represent the charity we have become, aiming to underpin increased volunteer, funder and stakeholder recruitment.
- Extend rollout of our new database to enhance impact evaluation, reporting, project quality assurance, and safeguarding oversight.
- Continue to invest in our staffing capacity to deliver project place growth that is sustainable, increasing staff numbers to 8–9 FTE in 2024 (7 currently) with a focus on those areas which underpin sustainable growth – income generation and volunteer recruitment.
- Work towards a strategic plan of eventually doubling place numbers over the next 5 years, with the majority of new places being on our longer-term support pathways for higher need young people.
- Ensure the quality and 'magic' of our existing projects is maintained as we grow.
- Building on previous skills audits, continue to expand the diversity and skillset breadth of our Trustee Board.
- Continue to operate within our reserves policy.

Registered Address & Contact details

The charity's registered address is:

Free to Be Kids, Living Space, 1 Coral Street,
Lambeth, London SE1 7BE

0203 778 0323

hello@freetobekids.org.uk | www.freetobekids.org.uk



Statement of Trustees' Responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- a. select suitable accounting policies and apply them consistently;
- b. observe the methods and principles in the Charities SORP;
- c. make judgments and accounting estimates that are reasonable and prudent;
- d. state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- e. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the Trust's transactions and disclose with reasonable accuracy at any time the financial position of the Trust and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities

Declarations

The trustees declare that they have approved the contents above as a true reflection of the charity's activities, operations and financial position within the 2023 operating period.

Signed on 26th October 2024 on behalf of the trustees:

Miss Emma Kendall (Chair)



Mrs Elena Davies (Treasurer)



Independent Examiner's Report to the Trustees of Free To Be Kids

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31 December 2023 which are set out on page 19 to 31.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Association of Chartered Certified Accountant, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
- 2. the accounts do not accord with those records; or
- 3. the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

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



Shruti Soni FCCA FCIE

Date: 29 October 2024

Shruti Soni Ltd • Chartered Certified Accountants
117a St. John's Hill, Sevenoaks TN13 3PE

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

For the period ended 31 December 2023

		Unrestricted	Restricted	2023 Total	Unrestricted	Restricted	2022 Total
	Note	£	£	£	£	£	£
Income from:							
Donations and legacies	3	328,124	313,547	641,671	166,720	219,132	385,852
Charitable activities							
Thrive Outside Gateway	5	22,250	-	22,250	25,895	-	25,895
Other trading activities		-	-	-	223	-	223
Investments		70	-	70	60	-	60
Total income		<u>350,444</u>	<u>313,547</u>	<u>663,991</u>	<u>192,898</u>	<u>219,132</u>	<u>412,030</u>
Expenditure on:							
Raising funds	7	54,751	5,128	59,879	17,045	-	17,045
Charitable activities		177,475	363,107	540,582	210,568	200,418	410,986
Total expenditure		<u>232,226</u>	<u>368,235</u>	<u>600,461</u>	<u>227,613</u>	<u>200,418</u>	<u>428,031</u>
Net income / (expenditure) for the year	8	118,218	(54,688)	63,530	(34,715)	18,714	(16,001)
Transfers between funds		(7,482)	7,482	-	5,924	(5,924)	-
Net movement in funds		110,736	(47,206)	63,530	(28,791)	12,790	(16,001)
Reconciliation of funds:							
Total funds brought forward		208,233	47,206	255,439	237,024	34,416	271,440
Total funds carried forward		<u>318,969</u>	<u>-</u>	<u>318,969</u>	<u>208,233</u>	<u>47,206</u>	<u>255,439</u>

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 17 to the financial statements.

Balance sheet

As at 31 December 2023

			2023	2022
	Note	£	£	£
Fixed assets:				
Tangible assets	12		<u>5,923</u>	<u>11,847</u>
			5,923	11,847
Current assets:				
Debtors	13	44,710	12,186	
Cash at bank and in hand		<u>293,977</u>	<u>313,108</u>	
		338,687	325,294	
Liabilities:				
Creditors: amounts falling due within one year	14	<u>25,641</u>	<u>81,702</u>	
Net current assets / (liabilities)			<u>313,046</u>	<u>243,592</u>
Total assets less current liabilities			<u>318,969</u>	<u>255,439</u>
Total net assets / (liabilities)	16		<u>318,969</u>	<u>255,439</u>
The funds of the charity:	17			
Restricted income funds			-	47,206
Unrestricted income funds:				
Designated funds		-	100,000	
General funds		<u>318,969</u>	<u>108,233</u>	
Total unrestricted funds			<u>318,969</u>	<u>208,233</u>
Total charity funds			<u>318,969</u>	<u>255,439</u>

Approved by the trustees on 29th October 2024

and signed on their behalf by Emma Kendall

Name: EJK

Statement of cash flows

For the year ended 31 December 2023

	2023	2022	
	£	£	
Net income / (expenditure) for the reporting period	63,530	(16,001)	
Depreciation charges	5,924	5,924	
Dividends, interest and rent from investments	(70)	(60)	
(Increase)/decrease in debtors	(32,524)	(9,826)	
Increase/(decrease) in creditors	(56,061)	(532)	
Net cash from /(used in) operating activities	(19,201)	(20,495)	
Cash flows from investing activities:			
Dividends, interest and rents from investments	70	60	
Net cash provided by / (used in) investing activities	70	60	
Change in cash and cash equivalents in the year	(19,131)	(20,435)	
Cash and cash equivalents at the beginning of the year	313,108	333,543	
Cash and cash equivalents at the end of the year	293,977	313,108	
Analysis of cash and cash equivalents			
	At 31 December 2023	At 31 December 2022	
	£	£	
Cash in hand and at bank	293,977	313,108	
Total cash and cash equivalents	293,977	313,108	
Analysis of changes in net debt			
	At start of year	Cashflows	At end of year
	£	£	£
Cash in hand and at bank	313,108	(19,131)	293,977

Notes to the financial statements

For the period ended 31 December 2023

1. Accounting policies

a. 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) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

b. Public benefit entity

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

c. Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

d. Income

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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

- e. Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f. Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. 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.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g. Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

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 purposes.

Notes to the financial statements

For the period ended 31 December 2023

1. Accounting policies (continued)

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 residentials 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, comprising the salary and overhead costs of the central function, is apportioned on the basis of estimated staff time attributable to each activity.

k. Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. 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:

- Motor Vehicles 4 years

l. Debtors

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.

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. Creditors and provisions

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.

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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o. Pensions

The charity contributes towards the employees' personal pension schemes. The cost of the contribution is charged to the statement of financial activities on an accrual basis.

Notes to the financial statements

For the period ended 31 December 2023

3. Income from donations and legacies

	Unrestricted	Restricted	2023 Total	2022 Total
	£	£	£	£
Grants and donations	328,124	277,307	605,431	353,540
Donation in kind (note 4)	-	36,240	36,240	32,312
	<u>328,124</u>	<u>313,547</u>	<u>641,671</u>	<u>385,852</u>

4. Donation in kind

	Unrestricted	Restricted	2023 Total	2022 Total
	£	£	£	£
Donation in kind includes				
Venue room hire	-	20,726	20,726	18,158
Vehicle maintenance	-	220	220	1,981
Equipment & consumables	-	2,477	2,477	4,833
Training	-	1,214	1,214	300
Professional services	-	-	-	5,000
Software	-	3,190	3,190	2,040
Food & household	-	2,913	2,913	-
Office IT equipment	-	2,350	2,350	-
Project phones, comms, systems	-	3,150	3,150	-
	<u>-</u>	<u>36,240</u>	<u>36,240</u>	<u>32,312</u>

5. Income from charitable activities

	Unrestricted	Restricted	2023 Total	2022 Total
	£	£	£	£
Thrive Outside Gateway	<u>22,250</u>	<u>-</u>	<u>22,250</u>	<u>25,895</u>
Total income from Charitable activities	<u>22,250</u>	<u>-</u>	<u>22,250</u>	<u>25,895</u>

Charity has awarded subsidies of £56,175 to the participating schools and organisations. This has been netted off against the receipt of Referrer contributions £78,425.

6. Income from other trading activities

	Unrestricted	Restricted	2023 Total	2022 Total
	£	£	£	£
Other sales	<u>-</u>	<u>-</u>	<u>-</u>	<u>223</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>223</u>

Notes to the financial statements

For the year ended 31 December 2023

7. Analysis of expenditure	CHARITABLE ACTIVITIES					Support costs	2023 Total	2022 Total
	Cost of raising funds	Thrive Outside Gateway	Journey Programme	Mentoring Programme	Other programmes			
	£	£	£	£	£	£	£	£
Staff costs (Note 9)	41,670	119,535	66,388	17,860	28,893	26,098	300,444	202,457
Recruitment, training and retention	7,384	1,364	-	-	34	8,520	17,302	9,742
Travel	163	1,820	985	926	327	878	5,099	7,705
Programme costs	675	24,550	14,948	6,563	4,183	2,473	53,392	49,465
Food & Household	3,803	18,135	4,541	1,559	2,002	2,395	32,435	20,695
Equipment & consumables	1,120	4,854	1,125	-	205	8,763	16,067	13,060
Rent and Insurance	-	-	-	-	-	12,082	12,082	3,756
Office cost and Admin expenses	-	8	-	-	-	823	831	599
Professional fees	2,880	-	-	83	-	17,154	20,117	10,000
Telephone, IT systems and software	253	1,079	131	-	-	14,528	15,991	8,153
Vehicle costs	-	11,147	5,652	-	1,395	11,895	30,089	21,938
Venue Hire	1,931	32,274	14,331	-	3,899	21,944	74,379	72,051
Depreciation	-	-	-	-	-	5,924	5,924	5,924
Independent examination	-	-	-	-	-	1,911	1,911	2,486
Other Staff cost	-	10,826	-	754	-	2,818	14,398	-
	59,879	225,592	108,101	27,745	40,938	138,206	600,461	428,031
Support costs	-	71,002	39,433	10,609	17,162	(138,206)	-	-
Total expenditure 2023	59,879	296,594	147,534	38,354	58,100	-	600,461	428,031
Total expenditure 2022	28,165	225,880	100,304	29,206	44,476	-	428,031	

Of the total expenditure, £232,226 was unrestricted (2022: £227,613) and £368,235 was restricted (2022: £200,418).

Notes to the financial statements

For the year ended 31 December 2023

8. Net incoming resources for the year

This is stated after charging / crediting:	2023	2022
	£	£
Depreciation	5,924	5,924
Trustees' remuneration	Nil	Nil
Trustees' expenses	Nil	Nil

9. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:	2023	2022
	£	£
Salaries and wages	263,980	177,961
Social security costs	22,950	15,808
Employer's contribution to defined contribution pension schemes	13,514	8,688
	300,444	202,457

No employees earned more than £60,000 during the year (2022: nil).

The total employee benefits including pension contributions of the key management personnel were £131,488 (2022: £89,362).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

10. Staff numbers

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

	2023	2022
	No.	No.
Charitable activities	6.7	5.5
	6.7	5.5

11. Related party transactions

There are no related party transactions to disclose for 2022 (2022: none).

During the year unrestricted donation of £46,350 was received from one trustee (2022: nil). There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Notes to the financial statements

For the year ended 31 December 2023

12. Tangible fixed assets

	Motor Vehicles £	Total £
Cost or valuation		
At the start of the year	23,695	23,695
Additions in year	-	-
At the end of the year	23,695	23,695
Depreciation		
At the start of the year	11,848	11,848
Charge for the year	5,924	5,924
At the end of the year	17,772	17,772
Net book value		
At the end of the year	5,923	5,923
At the start of the year	11,847	11,847

All of the above assets are used for charitable purposes.

13. Debtors

	2023 £	2022 £
Trade debtors	4,740	3,620
Other debtors	2,065	1,847
Prepayments	5,065	6,719
Accrued income	32,840	-
	44,710	12,186

14. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	5,121	-
Accruals	1,020	1,020
Deferred income	19,500	80,682
	25,641	81,702

Notes to the financial statements

For the year ended 31 December 2023

15. Deferred income

Deferred income comprises grant funding received in advance that relates to future years:

	2023	2022
	£	£
Balance at the beginning of the year	80,682	81,214
Amount released to income in the year	(80,682)	(81,214)
Amount deferred in the year	19,500	80,682
Balance at the end of the year	19,500	80,682

16. Analysis of net assets between funds

	General unrestricted	Designated	Restricted	Total funds 2023
	£	£	£	£
Tangible fixed assets	-	-	5,923	5,923
Net current assets	318,969	-	(5,923)	313,046
Net assets at the end of the year	318,969	-	-	318,969

	General unrestricted	Designated	Restricted	Total funds 2022
	£	£	£	£
Tangible fixed assets	-	-	11,847	11,847
Net current assets	108,233	100,000	35,359	243,592
Net assets at the end of the year	108,233	100,000	47,206	255,439

Notes to the financial statements

For the year ended 31 December 2023

17. Movements in funds

	At the start of the year 2023	Incoming resources & gains	Outgoing resources & losses	Transfers	At the end of the year 2023
	£	£	£	£	£
Restricted funds:					
Programme funds					
Thrive Outside Gateway	35,359	138,434	(173,793)	-	-
Journey Programme	-	74,490	(74,490)	-	-
Other programmes	-	22,651	(30,133)	7,482	-
Project support - staffing	-	32,573	(32,573)	-	-
Project support - other	11,847	40,866	(52,713)	-	-
Non project costs	-	2,350	(2,350)	-	-
Fundraising	-	2,183	(2,183)	-	-
Total restricted funds	<u>47,206</u>	<u>313,547</u>	<u>(368,235)</u>	<u>7,482</u>	<u>-</u>
Unrestricted funds:					
Designated funds:					
Developing future sites	100,000	-	-	(100,000)	-
Total designated funds	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>(100,000)</u>	<u>-</u>
General funds	108,233	350,444	(232,226)	92,518	318,969
Total unrestricted funds	<u>208,233</u>	<u>350,444</u>	<u>(232,226)</u>	<u>(7,482)</u>	<u>318,969</u>
Total funds	<u>255,439</u>	<u>663,991</u>	<u>(600,461)</u>	<u>-</u>	<u>318,969</u>



Notes to the financial statements

For the year ended 31 December 2023

17. Movements in funds (continued ...)

	At the start of the year 2022	Incoming resources & gains	Outgoing resources & losses	Transfers	At the end of the year 2022
	£	£	£	£	£
Restricted funds:					
Programme funds					
Thrive Outside Gateway	4,645	132,288	(101,574)	-	35,359
Journey Programme	-	21,012	(21,012)	-	-
Other programmes	-	16,012	(16,012)	-	-
Project support - staffing	12,000	36,865	(48,865)	-	-
Project support - other	17,771	12,955	(12,955)	(5,924)	11,847
Total restricted funds	34,416	219,132	(200,418)	(5,924)	47,206
Unrestricted funds:					
Designated funds:					
Developing future sites	100,000	-	-	-	100,000
Total designated funds	100,000	-	-	-	100,000
General funds	137,024	192,898	(227,613)	5,924	108,233
Total unrestricted funds	237,024	192,898	(227,613)	5,924	208,233
Total funds	271,440	412,030	(428,031)	-	255,439



Notes to the financial statements

For the year ended 31 December 2023

Purposes of restricted designated funds

Within unrestricted funds are designated funds of £100,000 – these are funds that the Trustees had designated in previous years for use in developing a future site for projects, in line with the charity's strategy to grow its impact. During the year, the trustees have decided to release the designated funds which have been transferred into general funds.

Thrive Outside Gateway – Costs of delivering our Thrive Outside gateway and recurring respite programme. These are 5 day residential projects with high staffing ratios catering to particularly vulnerable children. Based around a carefully designed programme of outdoor activities the key aim is to rebuild the foundations of positive mental health via using adventure activities and youthwork techniques to build confidence, self-esteem, teamwork, social problem solving, resilience and aspirations. Ultimately leading to improved mental health, improved social relationships and key social/life skills, and key engagement with education. Children referred by schools/social workers and the highest need return for as often as they need us throughout their childhood. Includes all venue, transport, food, activity, equipment and staffing costs.

Journey Programme – A follow-on intensive support programme for the highest need of our Thrive Outside attendees. Built around 6 small group, high intervention residentials spread over 18 months and designed for 13 – 15 year olds with complex emotional, social or behavioural needs. The key aim is around improving mental health, rebuilding aspirations, helping young people at risk of 'going off the rails' to find a positive path through adolescence. Includes all venue, transport, food, activity, equipment and staffing costs.

Other Programmes – Covers our smaller follow-on programmes for medium-high need Thrive Outside attendees. Includes our Mentoring Programme: a year's worth of London based 1:1 mentoring matched to a volunteer who's also attended our projects. Young Leaders Programme: a training and support programme for our older teenagers 15–17 who are supported to return on projects as young volunteers, going full circle from former beneficiary to now being a positive role model for the next generation of attendees. Includes wraparound support around life skills and employability. Saturday Adventure Club: A Saturday group project for 9–12 year olds assessed to need additional intervention in between Thrive Outside projects. For all 3 Programmes cost totals include all venue, transport, food, activity, equipment and staffing costs.

Project Support – Covers staffing and operational costs incurred for running the programmes and activities of the organisation.

