

THE FEDERATION OF LONDON YOUTH CLUBS

England & Wales · Charity number 303324

Details

Other names LONDON YOUTH

Status Registered

Legal form Charitable company

Company number [00258577](#)

Registered 1962-11-20

Register [View on the Charity Commission register](#)

Contact

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Activities

Objects: (1) PROMOTING THE PERSONAL AND SOCIAL DEVELOPMENT OF YOUNG PEOPLE: AND (2) PREVENTING AND/OR RELIEVING POVERTY BY ASSISTING YOUNG PEOPLE IN NEED.

Activities: Our mission is to support and challenge young people to become the best they can be. Our vision is that all young Londoners grow up healthy, able to navigate a fulfilling career and make a positive contribution in their communities. We support them to develop the confidence, resilience and relationship skills they need through our network of community youth clubs and at our residential centres

Classification

- **How:** Provides Human Resources, Provides Services, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science, Amateur Sport, Environment/conservation/heritage
- **Who:** Children/young People, Other Charities Or Voluntary Bodies

Geography

- **Area of benefit:** LONDON AND ADJACENT AREAS.
- Buckinghamshire
- East Sussex
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£9,287,988	£13,063,976	£10,063,848	138
2023-08-31	£7,173,465	£9,059,431	£13,242,790	134
2022-08-31	£7,008,258	£8,098,518	£15,013,565	113
2021-08-31	£5,341,742	£6,625,326	£16,832,986	107
2020-08-31	£6,577,398	£6,005,519	£17,062,997	127

Trustees

Name	Role	Appointed
Stephen Moss CBE	Chair	2020-04-02
CHARLINE ZEPHORIA KING		2016-03-02
DAVID MILLER		2016-01-20
Julie Annette Milnes		2022-07-20
Kevin Peter Holian		2019-04-03
Lily Tidy		2024-05-14
Linzi Thomas		2024-05-14
Michael James Bishop		2022-07-20
Morenike Ajayi MBE		2021-04-26
STUART ANDREW THOMSON		2016-03-02

Linked charities

- STAFF PENSION FUND (303324-1)
- CLUB DEVELOPMENT FUND (303324-2)

THE FEDERATION OF LONDON YOUTH CLUBS

England & Wales - Charity number 303324

Accounts



**ANNUAL REPORT
AND FINANCIAL
STATEMENTS**

for the period ended 31st December 2024

Charity Registration: 303324
Company Limited by Guarantee.
Registration (England and Wales): 258577

THE FEDERATION OF LONDON YOUTH CLUBS

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THE FEDERATION OF LONDON YOUTH CLUBS

INTRODUCTION

Period Ended 31 December 2024

CHAIR'S WELCOME

There is no denying that this has been another difficult period for our sector. Youth spaces in the capital, so vital to our communities, remain under threat. Over a decade of cuts, combined with rising costs, have left many youth services fighting for survival. These organisations are lifelines for hundreds of thousands of young people, yet their futures remain uncertain. Now more than ever, we need urgent investment to ensure young Londoners can thrive.

Like many in the sector, London Youth has not been immune to these pressures. We have had to make tough decisions to safeguard our long-term sustainability and ensure we are in the best possible shape to continue delivering for our members, youth workers and young Londoners. To support clearer planning and reporting, we also moved to align our financial year with the calendar year. As a result, this report covers an extended period from 1 September 2023 to 31 December 2024 and we are already making good progress in reversing the losses that were incurred.

Despite the challenges posed by the economic climate we are operating in, I remain inspired and energised by the unwavering dedication of youth workers across the capital. Our shared belief in the power and potential of young people and the role youth work plays in changing lives keeps our mission alive and so very important.

Thanks to our expert outdoor learning teams, nearly 18,000 young people, many from underrepresented backgrounds, experienced the outdoors through visits to our centres at Woodrow and Hindleap. We enrich young people's lives through these experiences, as they forge stronger bonds with their peers and gain the confidence to push their limits. Meanwhile, our London-based teams continued to equip youth workers with vital training, support and opportunities, and deliver meaningful activities that enrich young lives. It is a genuine privilege to witness all this and more as Chair of London Youth.

Our progress this financial period has only been possible thanks to the generous support of our donors, partners and the dedication of our teams in London, Woodrow and Hindleap. I would especially like to thank our Patron, HRH The Duke of Edinburgh, for joining us as we launched our Born Ambitious initiative at Salesforce Tower and for visiting Salmon Youth Centre to engage with senior leaders across our network. We are deeply grateful for his ongoing commitment to our mission. My sincere thanks also go to our President Sir Kenneth Olisa OBE, to my fellow Trustees for their invaluable guidance, and to our Chief Executive, Pauline Daniyan, for her outstanding leadership.

It has been a period of incredible effort by all concerned to achieve meaningful change and powerful progress in the lives of young Londoners. Together, we are creating thousands of opportunities for young people across the capital to thrive, pursue their ambitions and realise their full potential.

Stephen Moss CBE

Chair of Trustees

CHIEF EXECUTIVE'S MESSAGE

Every day across London, something incredible happens when a young person steps into a youth organisation. They find more than just a place to go, they find a place to become. And across every borough, youth workers show up – day in, day out – to create these spaces. Spaces where young people feel safe, heard and supported; where they can build confidence, find friends and explore what's possible.

The inequalities young people face are real and growing. They are felt in every corner of our city, by young people in every borough and every community. The youth spaces that support these young people have never been just about services. It is about sanctuary; about showing up, staying present and creating opportunities. We see this in action every day, through our network of nearly 600 youth organisations that reach over 700,000 young Londoners. And what makes these youth spaces so powerful is that young people choose to be there, and that choice opens the door to change.

Through another tough period, we have held on to one simple truth: young people need us now more than ever. And although the youth sector has been pushed to its limits, we have adapted, innovated and had a huge impact. We worked hard to help our members strengthen what they offer young people, with more than 180 earning the London Youth Quality Mark. Together, we reached over 28,500 young people with programmes around employability, mental health, youth involvement, arts and sports, and through activities at our much-loved outdoor centres, Woodrow and Hindleap. We also invested in frontline youth work, helping to support young Londoners affected by violence through our Rise Up programme. And we ran over 184 networks and training sessions, keeping the sector strong, skilled and connected.

I am constantly inspired by the powerful network of professionals and volunteers who make all this and more a reality. **Together, we have to keep moving forward, pushing for the urgent support the sector needs; because every action makes a difference for the young people who rely on us.** I am so grateful to our members, our brilliant and brave Youth Board, our Chair Stephen Moss alongside London Youth's Board of Trustees, and our dedicated teams in London and at our outdoor learning centres. And a special thanks goes to all our funders and supporters. Your belief in our mission makes everything we do possible, and means young Londoners receive vital support, right where they live.

By standing together for young Londoners, we are building a future where every young person can succeed.

Pauline Daniyan

Chief Executive, London Youth

2023-24 AT A GLANCE ^{1,2}

Our year in numbers

Youth work isn't just about young people having fun – it's a pathway to a better future and, at times, a lifesaver. Over the last year, we supported and trained our members, gave young people unforgettable outdoor experiences and took our programmes straight to them – with a real focus on those who don't usually have access to opportunities.

138

138 years of supporting youth organisations and young people across London

591

591 youth organisations were members of London Youth (2023: 571)

710K+

710k+ young people were supported by our members (2023: 652k)

28K+

28,676 young people (2023: 24,680) took part in our programmes, events and activities, including 17,912 enjoying our outdoor learning centres (2023: 14,998)

76%

76% of young people on our programmes were from Black, Asian and minority ethnic communities

52K

52,000 young people's visit days were held at our outdoor learning centres

1.9K

Over 1,889 youth professionals (2023: 1,442) benefitted from over 184 training and network sessions we delivered (2023: 164)

180

180 member organisations held a London Youth Quality Mark (2023: 158)

306

306 members joined our programmes or used our outdoor learning centres (2023: 215)

19

19 programmes were delivered by London Youth, benefitting youth workers, youth organisations, and 10,764 young people

ABOUT LONDON YOUTH

We're a charity on a mission to support the capital's youth sector to improve the lives of young people. We do this with and through our members – a network of around 600 youth organisations – and at our two outdoor learning centres, Hindleap Warren and Woodrow High House.

Throughout our 138-year history, community youth organisations have provided a constant lifeline and a vital safe space outside the family and formal education, where young people can develop confidence, resilience and skills. Young people need opportunities outside school to have fun with their friends, to make a positive change in their communities and to shape the city they live in.

We look to work with all young people, focusing particularly on those who wouldn't otherwise have access to the kind of opportunities we offer.

Our Mission

We champion and strengthen London's youth organisations so young people have the opportunities and skills they need to succeed.

Our vision

For all young Londoners to grow up healthy, able to express themselves, navigate a fulfilling career and make a positive contribution in their communities.

Our values

Our values embody a set of attitudes and behaviours everyone at London Youth strives for. They govern our behaviour, guide decision-making and actions, describe our culture and the attitudes we value every day.

- ***We're ambitious***

We constantly challenge ourselves to find better ways to support young Londoners, our members and colleagues.

- ***We're inclusive***

We're friendly, approachable and welcoming. We value the diversity of each other's knowledge and experiences, and apply this to our work, discussions and decision-making.

- ***We're collaborative***

We take pride in working together, listening to one another and combining our expertise to take our work further.

- ***We're accountable***

We take ownership of our decisions and make sure our members, colleagues and partners understand the reasons behind them, so we are trusted and relied upon.

Our story

London Youth was founded in 1887 when the individual youth organisations of the time recognised they were stronger and could achieve more for young people by working together. Since then, much has changed for young Londoners, but the need to collaborate is more pressing than ever.

Since 1887, we have worked with our members to offer young people a wide range of high-quality opportunities to learn, have fun, and build trusted relationships with adults and their peers. We grew from the Ragged Schools movement of the 19th century, inspired by the simple idea that every young person, irrespective of background and circumstance, has something to gain from somewhere to go, something to do and someone to talk to

For much of the 20th century, we operated as two separate charities: The Federation of Boys' Clubs and The Union of Youth Clubs, which primarily worked with girls. In 1999, the charities merged to form The Federation of London Youth Clubs. That is still our legal name, though we prefer London Youth.

We're proud of our history and our role in helping young people in the capital become the best they can be.

Supporting London's youth workers and young people

London's children and young people matter, yet far too many are struggling. One in three young Londoners lives in poverty, one of the highest rates in the country, in a mental health emergency that threatens young people's sense of self-worth and future opportunities.

This is where youth work comes in. For many, their local youth club or group isn't just a place to have fun; it's a vital lifeline – a space to be heard, to feel safe, and to build connections. It's a place to build confidence, skills, and resilience. For young people from underserved communities, growing up with the odds stacked against them, youth work can be transformational.

Through another period of rising costs, a cost-of-living crisis, and a legacy of underinvestment, the challenges facing grassroots youth organisations in London have only grown more acute. In response, we worked harder to advocate for the city's youth work community and equip them with the resources they need to support young people effectively.

By empowering these organisations and their vital youth workers to extend their reach, we can help even more young Londoners who are in urgent need of support. And we can ensure that every young person, regardless of their postcode, has an opportunity to realise their potential.

Our 2023-26 strategic priorities

Every young Londoner deserves high-quality youth services – not by chance, but by design. As demand grows and resources are stretched, we're focused on being there for the young people and youth organisations who need us most. Our 2023–26 strategy sharpened that focus – aiming to increase access to exciting, meaningful opportunities across the capital, strengthen the youth sector, and open up life-changing outdoor learning experiences to even more young Londoners.

- 1. Create vital opportunities for young Londoners who have the greatest need**
- 2. Develop youth organisations and lead the sector into a sustainable future**
- 3. Inspire young Londoners with outdoor learning and trips away from home**
- 4. Secure our financial sustainability; galvanising a network of supporters**
- 5. Be a forward-thinking, inclusive organisation, where people feel motivated, heard and valued**

Discover more in our full 2023-2026 strategy document [here](#).

THE FEDERATION OF LONDON YOUTH CLUBS STRATEGIC REPORT

Period Ended 31 December 2024

ACHIEVEMENTS AND PERFORMANCE

Introduction

In 2023-24, London Youth continued our mission to support the capital's youth sector to improve the lives of young people with, and through our members, a network of community youth organisations in London, and at our two residential centres, Hindleap Warren and Woodrow High House.

In 2023 we embarked on new strategy that include three delivery-focused goals. By 2026, we will create vital opportunities for 25,000 young Londoners with the greatest need, develop youth organisations and lead sector into a sustainable future, and inspire young Londoners with outdoor learning and trips away from home. This section of the report describes our membership, our key strategic priorities, and what we did and what we achieved ¹.

¹ Throughout the report, the numbers of young people and youth workers may not be unique as some of them take part in different opportunities and with different members.

Our members and the young people they serve: insights to strengthen the sector

In 2023-24 we had 591 member youth organisations (2023: 571).

We're always striving to learn more about London's youth sector to shape the support we offer, and push for better services and long-term sustainability. We continued to update our voluntary and community sector [data tool](#), an interactive, map-based resource offering detailed, borough-level data on youth provision in the capital². Below are a few key pieces of information about our membership:

- **710,000 young people were supported by our member youth organisations across London (2023: 651,968).**
- **12,000 paid staff members are employed by our members (2023: 12,000), and they have over 32,000 volunteers (2023: 25,000).**
- **60% of paid staff are youth workers (2023: 60%).**
- **66% of our members are small organisations, with a turnover of under £500,000 (2023: 64%).**

² 556 members completed the data update (2023: 522). Associate Members (21) do not complete the survey.

Our 2023-26 strategic priorities



Create vital opportunities for 25,000 young Londoners who have the greatest need



Develop youth organisations and lead the sector into a sustainable future



Inspire young Londoners with outdoor learning and trips away from home



Secure our financial sustainability; galvanising a network of supporters



Be a forward-thinking, inclusive organisation, where people feel motivated, heard and valued

Opportunity: Create vital opportunities for young Londoners

In 2023–24, we delivered 12 programmes focused on young people (2023: 13), and supporting youth workers and youth organisations. We reached 10,764 young people across the capital (2023: 9,682), including those with disabilities and from under-served communities. We're proud that 76% of the young people we worked with came from Black, Asian or other minoritised communities (2023: 80%), with targeted programmes such as Heritage reaching 95%.

Our programmes include a structure for activities for young people delivered with and through our member youth organisations. From employability and sport to mental health and wellbeing, arts and youth involvement, our programmes gave young people the chance to build confidence, learn new skills and try something different – all while having fun. **95%** of young people surveyed said they enjoyed taking part in our programmes (2023: 92%).

Young people on our programmes achieved the following key impacts:

- **86% of young people who took part in our programmes were doing better physically and/or emotionally, including improved confidence, resilience and motivation (2023: 76%).**
- **86% of young people gained skills, knowledge and access to networks and opportunities following our programmes (2023: 81%).**

- **87% of young people were inspired and supported to contribute positively to their communities, improving their connections and boosting their ability to participate, have a voice and take on leadership roles (2023: 81%).**

“I’d never thought that I could do something like this. Good for Girls has made me friends and I’ve learnt skills that I can use when I’m looking at what I want to do – when I get a job or perhaps go to university.” - Young person, Good for Girls programme

Development - Develop youth organisations

In 2023-24, we continued to deliver our outstanding universal offer to our members. Through peer networks and targeted training, we gave youth workers the space to share ideas, learn from one another and build their skills. By providing specialist support in safeguarding, policies, and accreditation to youth organisations, we also helped bridge the gap in support for London’s vital youth workforce, so they can deliver brilliant youth work for all young Londoners. In addition to our offer to members, we continued to expand our specialist development programmes, focused on themes such as mental health and wellbeing or sport, and/or locations such as Croydon and Islington. Our youth work leadership programme Rise Up and Apprenticeship also continued.

84% of our members agreed that being part of London Youth helped their organisation better support young people.

“Accessing member opportunities and training has been really helpful in staying informed, updated and feeling better prepared to work with our young people” - Youth worker, London Youth member

Improved quality of youth work provision

1,620 youth professionals were supported ¹ through 166 training sessions (2023: 142), where they gained a better understand the challenges faced by young Londoners and increased their skills, knowledge and confidence - helping them to strengthen their work with young people. In addition, 111 youth practitioners took part in the Rise Up Leadership programme (2023: 114) and 9 in our Apprenticeship programme.

- **93%** of youth practitioners agreed they gained new knowledge and/or skills from our training², and **92%** felt more confident applying what they learned.
- **98%** of the youth practitioners supported through our Rise Up programme could better contribute to strategic discussions, bringing their lived experience and frontline knowledge to the wider sector

¹ In the 2022-23 TAR, we only shared the unique number of youth professionals on training, 954. The unique number of youth professionals on training for 23-24 is 990.

² This is a new measure; in previous periods we measured gained knowledge (2023: 93%) and skills (2023: 70%) separately.

Improved connections between youth organisations

Over 279 youth professionals (2023: 300) took part in over 18 network and group events (2023: 22), where they met peers from London Youth membership and beyond, improved their sector-relevant information and widened their networks – cementing access to peer and technical support in their own delivery.

- ◆ **100% of youth practitioners agreed that talking with and/or hearing from peers at our networks was beneficial, with 92% gaining useful knowledge and skills³.**

Greater organisational resilience

Our four sector development programmes support youth organisations in our network, members and others. They focus on different themes such as mental health and wellbeing and mentoring, and/or based in specific locations such as Croydon and Islington. In 2023-24 these included Cornerstone Croydon, QLIP, Mentoring Support and Go! London.

In addition, we continued our work with members on their policies and practice through our quality assurance award, the Quality Mark. **180** youth organisations held a Bronze, Silver or Gold London Youth Quality Mark in 2023-24 – endorsing the strength of their services, policies and practice (2023: 158).

Voice - leading the sector

Over the past financial period, we've kept young people central to everything we do – not just as participants, but as decision-makers and changemakers. Our Youth Board, made up of 11 young Londoners aged 16–25, brought together a mix of backgrounds, perspectives, and boroughs from across our network. Together, they helped shine a light on the power of youth work and create better opportunities for their fellow Londoners.

We stand with London's youth sector – listening, adapting and speaking up for what it needs. As society, politics and the economy shift, we're making sure youth work stays firmly in the spotlight and ready for what's next. Together, we're building a youth sector that's strong, sustainable and built to last, so all young Londoners can be fully supported. During the period, we brought the voice of youth work to decision-makers, using insight from our members to push for inclusive policies and long-term investment.

Ahead of the Mayoral elections, we championed the priorities of youth workers and young people through our Mayoral Manifesto, with members' priorities at its core. In partnership with the Young Londoners Coalition, and through the broader Young Londoners' Manifesto, we called on the future Mayor to be bold and ambitious for young people across the capital.

And ahead of the general election, we shared what matters most in a campaign video: the needs of young people, expressed through those who support them every day. We called for a long-term national youth strategy that places young people at its heart, underpinned by sustainably funded youth services.

We also worked with our Patron, ambassadors, supporters and partners to show the power of youth work and help more young people access it. From fundraising and volunteering to our Born Ambitious network, every bit of support helps build a city of unstoppable young Londoners.

³ This is a new measure; in the 2022-23 TAR, we only shared the percentage of youth professionals rating our networks highly (94%).

“We need people investing in us and ensuring we don’t lose the high-calibre individuals that need to work with young people. We also need a real conscious effort to look after the infrastructure that we are in. With the cost of living, people are struggling, organisations are struggling... Help us to sustain our profession and help us to do more for young people than ever before.”

- Irfan, CEO, Frenford Club

Opportunity - Inspire young Londoners with outdoor learning

Our ambition is to make sure every young Londoner has the chance to experience the outdoors away from home. At our two outdoor learning centres, Woodrow and Hindleap, we’re working towards this every day.

Focused on adventure, teamwork and personal growth, we help young people connect with nature, push their boundaries, build essential skills, and discover hidden strengths. In the period, nearly 17,912 young people took part in activities at Woodrow and Hindleap (2023: 14,998). Our experienced team makes sure every visit is fun, safe and accessible, with everything from climbing and archery to team-building exercises and nature exploration. Alongside visits from youth groups and schools, we also offered 148 member organisations residentials (2023: 79), giving more young Londoners – especially from low-income backgrounds – the chance to take part in these life-changing stays.

Young people on our programmes achieved the following key impacts:

- 86% of young people said they felt more confident facing new opportunities or challenges after visiting our centres.
- 84% of young people said their wellbeing improved after visiting our centres (2023: 71%), including feeling more connected to their peers.
- 85% of the young people felt that being in nature as part of their visit made a positive difference to their wellbeing (2023: 86%).

“What I take away from this trip is the peace. I think London is very noisy, especially where I live... So, coming out here and just seeing nature is really beautiful and lovely.” - **Merveille, Young person**

Best We Can Be

Secure our financial sustainability; galvanising a network of supporters

With financial sustainability identified as a significant risk facing not only London Youth but the sector as a whole, and with London Youth continuously reviewing its expenditure the charity embarked on an organisation restructure during the period, This coupled with continued investment in all income generation opportunities (including capital investment in our centres) will help the charity enter future periods in a stronger financial position.

Be a forward-thinking, inclusive organisation, where people feel motivated, heard and valued

A key aim for London Youth is to embed youth involvement throughout our activities. This coupled with nurturing all capabilities of all involved in the organisation to create a representative, cohesive community. We place wellbeing at the heart of our team’s experience and by focusing our development offer on race equity, this will make us well placed to realise our team’s aspirations and leadership at all levels.

Our anti-racism journey

We continued with our commitment to become an anti-racist organisation. We know that racism is endemic in our society and have worked to identify and be conscious of how we contribute to perpetuating racism and inequality within our own organisation. We also know that many young people face the significant challenge of racism, and the direct and indirect negative impact racism has on their opportunities to live happy, healthy, safe, and fulfilled lives. This challenge is a key driver of our commitment to anti racism as an organisation and as individuals.

As we moved into 2023-24, our focus was twofold: to deepen the roots of our internal initiatives, making anti-racism a defining feature of our organisational culture; and to extend the reach of our influence externally, leveraging our voice to contribute meaningfully to the wider dialogue on race equality.

During 2023-24 we created a new action plan with an internal and external focus. We delivered inclusive leadership to all line managers and first-time line manager training.

We continued the focus on embedding anti-racism throughout our organisational processes. This included reviewing and updating our People policies through an inclusive lens, launching a new on-boarding system. We delivered inclusive hiring training and continue to use blind recruitment. We continue to track our employee ethnicity and inclusion data.

We provided toolkits for applying for an internal role and preparing for an interview to support colleagues who wish to apply for an internal move or promotion.

We now have an active employee led Equality, Diversity and Inclusion Group who organise events including celebrating cultural diversity and heritage.

During the period we became members of Race Equality Matters and took part in Race Equality Week.

Through our external communications we continued to focus on and promote stories and voices from our diverse membership community. We also launched Born Ambitious, our flagship initiative to inspire young Londoners by showcasing successful role models from the global majority across a range of careers. By sharing relatable stories and championing ambition, we help young people expand their sense of what's possible, overcome barriers, and connect with aspirational pathways. Our ambassadors have strengthened support for youth work and helped to promote equal access to opportunity across our network.

PLANS FOR THE FUTURE

Priorities for 2025-26

Our priorities for the year ahead align with our strategic goals and reflect our continued commitment to supporting young people, strengthening our networks, and ensuring organisational resilience. Key areas of focus include:

Championing opportunities for young people – We will continue to address barriers faced by young people, particularly mental health and wellbeing, poverty, and structural inequality, by delivering access to high-quality programmes in the arts, sport, employability, and youth involvement.

Membership support and development – We will complete the digitisation of our quality assurance programme, including an updated Gold Quality Mark framework, and extend access to training and resources to a wider range of organisations beyond our core membership.

Policy, influence and insight – We will maintain our leadership role in the youth sector by generating and sharing insights from our network. We will continue to represent the views of young people and youth organisations across key platforms, and influence policy and practice at a regional and national level.

Centres and outdoor learning – We will continue to invest in our centres to ensure they provide high-quality, impactful experiences for young visitors and maintain our competitive offer. This includes progressing our plans for the redevelopment of Hindleap Warren and embedding our refreshed centre branding across both sites.

Funding and programme sustainability – With several funding streams concluding, we will prioritise support for key strategic areas and identify new resources to maintain impactful delivery. With the NCS programme concluding in April 2025, we will seek alternative opportunities that meet young people's needs.

Financial sustainability – Following our organisational restructure in late 2024 and the launch of our new fundraising strategy, we aim to strengthen our financial position in 2025 and return to a balanced budget in 2026.

Strengthening systems and operations – We will continue to improve our core systems and processes to support more effective and efficient delivery, including improvements across finance, risk, fundraising, Salesforce, and corporate reporting

Youth involvement and leadership – We will further embed these at all levels of our governance, including our Board and committees, and support our members in strengthening youth involvement. Our Youth Board will continue to inform key areas of delivery, including peer evaluation, quality assurance, and policy submissions.

Period Ended 31 December 2024

FINANCIAL REVIEW

Financial Report

Total income in the period was £9.4M (2023: £7.2M), comprising £4.8M in voluntary income (2023: £7.2M), which was within 1% of budget; £4.2M in earned income, 5% below budget; and £0.4M from other sources (2023: £0.3M). Overall, income was less than 3% below expectations.

Since this covers a 16-month period that includes two winter seasons, typically our lowest-performing time of year, direct comparison with the previous period is challenging. However, the strong performance against budget demonstrates the effectiveness of our budgeting, planning, and monitoring processes.

London Youth secured £4.5M in programme funding during 2023–24 (2023: £3.6M) through the continued support of trusts, foundations, and corporate partners, enabling the charity to deliver a wide range of opportunities for young people across the capital.

Earned income from the Centres grew to £4.2M in 2024 (2023: £3.1M) as both sites began to operate towards full capacity, progressing towards pre-pandemic levels despite significant economic pressures.

Trading activities also improved, delivering £0.1M in 2024 (2023: £0.1M), 10% above budget.

Restricted programme expenditure rose to £4M (2023: £3.2M), reflecting the organisation's ongoing commitment to providing vital support to members.

Included in this spend was £1.9M in direct grants to members and other Youth organisations (2023: £1.3M), a rise of over 40%, supporting capacity building across the sector as London Youth continued to assist members and young people during a period of economic uncertainty.

Overall expenditure in 2024 totalled £13.1M (2023: £9.1M) against income of £9.4M (2023: £7.2M), a ratio 10% higher than in 2022–23. Given that 2024 covered a 16-month period and included two winter seasons, the increase in the ratio is lower than expected, as London Youth continues its journey towards a break-even position.

The charity's investments generated income of £0.3M in 2024 (2023: £0.2M), reflecting improved performance over the prior period. The value of the portfolio reduced in value by £1.7M (2023: £0.5M). Included in this was £2.6M of withdrawals and £0.6M of both realised and unrealised gains.

Investment Performance

London Youth's investment portfolio opened the period at £7.1M as at 1 September 2023 (excluding £12k of other investments, per Note 12), held across two main portfolios: £4.9M with Sarasin & Partners and £2.2M with CCLA.

The Sarasin & Partners portfolio includes a £1.6M permanent endowment, the Girls Fund, acquired on 1 February 1999 following the merger with the London Union of Youth Clubs. At the date of transfer, £891,991 of the endowment was classified as frozen permanent capital, with the remainder classified as unapplied total return.

The charity's objective is to achieve capital and income growth that, over the long term, at least maintains the real value of assets the objective is to achieve capital and income growth that over the long term at least maintains the real value of the assets whilst generating an income to support the ongoing activities of the charity. Some assets should be readily available to meet unanticipated cash flow requirements. The Investment Policy, reviewed regularly by the Finance Committee of the Board of Trustees, is operated on a

total return basis to maximise returns while preserving capital. A distribution rate of 3.5% per annum is applied to each portfolio and reviewed regularly to avoid erosion of value.

Total income from the investment portfolio in 2024 was £0.3M (2023: £0.2M). Investment gains totalled £0.6M (2023: £0.1M). The share investment portfolio closed at £5.1M (2023: £7.1M), with total investments, including other investments, also standing at £5.1M at 31 December 2024.

Reserves Policy and position

The Trustees seek to retain a prudent level of reserves from unrestricted income. London Youth holds financial reserves to be applied to future activities in a number of categories:

- Unrestricted: are available to be applied, at the discretion of the Trustees to any of London Youth's charitable purposes. This includes designated funds which have been put aside by the Trustees for specific future purposes.
- Restricted: are to be applied to the specific purpose intended by the donor.
- Endowment: are restricted funds that are to be retained for the benefit of London Youth as a capital fund. Permanent endowments require the capital to be maintained and only the income and capital growth can be utilised.

London Youth is funded in a number of different ways, including significant grants and donations from a variety of sources that support our London programmes, together with earned income from activities and residential at the charity's two Outdoor Centres based in Buckinghamshire and East Sussex. These diverse income streams mean we are not reliant on a single source of funding and are unlikely to see all of our income withdrawn at the same time.

Trustees normally base their reserves policy on the identified needs to:

- Provide sufficient working capital for the following year and to provide against a downturn in revenue generation and an uncertain fundraising climate.
- Mitigate the risk of unforeseeable expenditure, with particular regard to ownership of the two residential centres which require ongoing capital investment.
- Support innovative programmes where such require a period of development and testing prior to proving their case to external funders.
- Invest in organisational development and infrastructure to better support front-line delivery and boost long-term stability and sustainability.

London Youth believes that its unrestricted (free) reserves should be between 3-6 months' expenditure, excluding capital appeal expenditure. This means that the charity would normally seek to hold unrestricted free reserves of between £2M and £4M.

The Trustees continue to monitor the ongoing investment decisions in terms of the longer-term depletion of Reserves.

The level of 'free' reserves as at period end available to fund the Reserves target - that is the total reserve figure of £10.1M (2023: £13.2M), less the value of the Permanent Endowment, £1.6M (2023: £1.5M); Restricted Programme funds, £0.5M (2023: £1M) and Fixed Asset reserve, £6.9M (2023: £7.1M) is £1M (2023: £3.7M).

Although this is at the lower end of the target range due to London Youth continuing to use its reserves to support young Londoners during financial uncertainty. By continuing to invest in fundraising to grow unrestricted income, reviewing expenditure and maximising out assets the charity remains in line with the financial strategy to secure financial sustainability, and the Trustees consider the current level of free reserves to be satisfactory and consistent with policy and organisational plans.

Going Concern

The Board of Trustees annually review key criteria to assess the going concern of the charity and its trading subsidiary and have adopted a framework (as below) for doing so.

- Budgets and forecasts
- Future cash flow projections
- Reserves and financing
- Conclusions

Along with the Finance Committee, the Board of Trustees have reviewed the ongoing budgets, reforecasts and cash flow to December 2026. They have scrutinised the reserves position, including cash held in the bank, investments (including the Endowment) and restricted commitments. During this review the Trustees considered any decline in income, unexpected increase in costs and continuing to meet their restricted commitments.

Consideration was also given to identified tangible fixed assets that could be used to generate cash (either through a sale or other means) to aid liquidity when needed without devaluing the usage of the asset. 'Free' reserves are defined as the total reserve figure less the value of the Permanent Endowment, Restricted Programme funds and Tangible Fixed Assets.

	2024	2023
	£	£
Total Reserves	10,063,848	13,242,790
LESS Permanent Endowment	(1,600,741)	(1,477,014)
Restricted Programme Funds	(517,725)	(1,024,389)
Tangible and Intangible Fixed Assets	(6,940,841)	(7,086,492)
Total 'Free' Reserves	1,004,541	3,654,895

The Reserves Policy requirement is to hold between 3-6 months' expenditure. The Charity carefully monitors this against current performance and plans. The financial period ending 2024 saw free reserves of £1.2M (2023: £3.9M). Although the current level is below the requirement, the charity expects to return within the policy during 2026 through a combination of maximising income generation opportunities and reducing expenditure via cost controls and efficiency measures.

With continued investment in fundraising, improving efficiency, and making best use of its assets, the charity expects to achieve the growth needed to sustain delivery of its charitable aims. The Trustees are confident that, with current Free Reserves, new income opportunities, and the ability to release value from fixed assets if required, the organisation has sufficient resources to manage operational risks.

The Board therefore considers there is a reasonable expectation that London Youth has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts.

For the reasons outlined above, the Board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Principal funding sources in 2023-24

Children and young people across London depend on the generosity of London Youth's funders to deliver outstanding programmes, strengthen the youth sector, and provide transformative outdoor learning experiences.

Through strong partnerships, London Youth and its funders work collaboratively to create meaningful, positive impact for young people, youth workers, and youth organisations throughout the capital.

In 2023–24, fundraising activities across trusts and foundations, corporate partners, major donors, and other voluntary income streams generated £4.8M.

We are deeply grateful for this generosity and proud to work alongside our supporters. Thank you for your continued commitment.

Trusts, Foundations and Statutory organisations

Arts Council England	Hiscox Foundation	Peabody Community Foundation
Charlton Athletic Community Trust	Jack Petchey Foundation	The National Heritage Lottery Fund
City Bridge Foundation	Jimmy Dixon Charitable Trust	The NCS Trust
CVC Advisers Limited	London Borough of Islington	The UK Tudor Foundation
Dukes Foundation	London Wildlife Trust	UK Youth
Greater London Authority	Mayor's Office for Policing and Crime	Violence Reduction Unit
GSR Foundation		

Companies, organisations and individuals

Active Digital Communications Ltd	Gerald Edelman	Rathbones Group
Chase Bridge Primary School	Howden Group	RDAS
Chiva	Infy Consulting Company Ltd	Rocket Science (Uk) Ltd
Christ Church Haywards Heath	Kinleigh Folkard and Hayward	Tudor Capital Europe LLP
Converse	Klaviyo Limited	Visa Europe Limited
Epsom & Ewell Phab	Jaylen Brown	

In-kind support

Active Digital	Fairview	SPLASH Projects
Azzurri	Haptivate	Travis Perkins
Computacenter	Salesforce	VISA

PRINCIPAL RISKS AND UNCERTAINTIES

London Youth maintain a risk register to identify the principal risks to which the charity is exposed and confirm that systems are in place to manage and mitigate those risks. The risk register is reviewed on a quarterly basis by the Board and its Committees and by the Senior and Leadership Teams on an ongoing basis to identify new risk and appropriate strategies to manage all relevant risks.

The key risks facing the organisation are:

Service Provision and Sector Risk from similar organisations

Service Provision and Membership engagement remains a principal risk that we continually monitor.

Factors that could affect our membership include

- sector wide apathy
- economic circumstances being such that they can't keep operating or can't make use of what we offer
- our value proposition not being compelling or relevant enough

London Youth's membership strategy prioritises quality of the interaction – our compelling offer aims to attract and retain youth organisations. We provide funded opportunities and support to our members. We ensure our training provision remains relevant. The London Youth Quality Mark puts organisations in a stronger position to access available funding. We have a comprehensive communication plan to engage with our membership. These offerings are constantly reviewed. We also continue to improve our digital infrastructure to improve member engagement.

Health and Safety

London Youth monitors and manages activities that may result in a participant or member of staff being seriously injured or killed. This is especially the case at the Outdoor Centres, where activities are specifically designed to provide challenges to children and young people in a way that is safe and encourages them to participate.

The culture at London Youth, and at the Outdoor Centres in particular, is one of 'safety first' which is promoted by senior staff throughout the organisation, with expert input provided by the Head of Safety & Environment and external technical experts. Specifically;

- adventurous activities are professionally built, or inhouse to industry standards and inspected regularly. Trees located around activity locations are regularly inspected by professional arboriculturists; certification is requested where appropriate for the equipment being used.
- appropriate training is provided to instructors, including supervision of new employees until their competence can be validated;
- all activities are risk assessed, and appropriate control measures put in place. Staff carry out checks on personal safety equipment and on activity equipment before activities take place;
- Swimming pools are operated by staff with appropriate training and with two lifeguards on duty (or holders of an equivalent qualification) at all times;
- Minibuses are driven by staff who hold relevant license, and buses are inspected regularly to ensure they are roadworthy; and
- Both of our Outdoor Centres hold external accreditations to warrant their fitness to operate. Hindleap Warren is also licensed by the Adventurous Activities Licensing Authority in respect of certain activities that we run there.

Regular health and safety reviews, coupled with accident and incident reporting - including investigation and review at senior level, as appropriate - enables London Youth to continually improve standards and manage risk.

Safeguarding

London Youth believes that it is always unacceptable for a child, young person or vulnerable adult to experience abuse of any kind and recognises its responsibility to safeguard the welfare of all children and young people, by a commitment to practice, which protects them.

The purpose of London Youths safeguarding policy is to:

- Provide protection for the children, young people and vulnerable adults who receive London Youth's services
- Provide staff and volunteers with guidance on procedures they should adopt if they suspect a child, young person or vulnerable adult may be experiencing, or be at risk of, harm

London Youth's staff and volunteers are all vetted at recruitment stage. This includes undertaking a DBS check at the level appropriate to each role, providing a declaration of criminal convictions and references from former employers. All staff attend safeguarding training within three months of joining the organisation. This is then refreshed every three years. London Youth has established a cross-organisational Safety and Safeguarding team to oversee all aspects of safety and safeguarding.

We have a Designated Safeguarding Lead, supported by a group of Designated Safeguarding Officers. These individuals are the route for all reporting of safeguarding concerns across the charity.

All safeguarding concerns raised are reviewed and escalated where appropriate in line with best practice. Regular learning and in person update sessions ensure the culture is embedded throughout the charity.

Financial sustainability

The primary risk to London Youth's financial sustainability remains the ongoing uncertainty around securing sufficient long-term unrestricted funding to cover core operational costs.

Operating within a challenging financial environment, such as rising living costs, reduced youth sector funding, intense fundraising competition, and sustained demand for services, continues to place pressure on the charity's financial position.

London Youth has demonstrated resilience by proactively managing these risks through robust monitoring, cost control, and, where necessary, restructuring. The charity also continues to invest strategically in infrastructure to support future growth.

The Trustees maintain a strong focus on safeguarding the charity's long-term financial stability. Through rigorous internal controls and comprehensive Board and committee oversight, London Youth will continue to monitor its financial position closely to ensure it can deliver essential services to its members successfully.

Ongoing Capital Investment

With London Youth maintaining three sites including two Outdoor Centres it is vital these sites are kept to the highest standards to ensure compliance with its own high standards of Health and safety and safeguarding. The charity is aware of the need to have an ongoing capital investment plan in place to protect the assets and ensure it remains competitive and equipment and services do not become obsolete.

A Capital Investment Project Board has been tasked with the ongoing scrutiny of the capital investment required and report directly to the Board of Trustees. This scrutiny includes the efficient use of the Outdoor Centres.

THE FEDERATION OF LONDON YOUTH CLUBS TRUSTEES REPORT

Period Ended 31 December 2024

STRUCTURE AND GOVERNANCE

Governance

Legal Structure

The Federation of London Youth Clubs, operating under the name London Youth, is constituted as a company limited by guarantee registered in England and Wales (number 258577) and registered as a charity with the Charity Commission (number 303324).

The charity was founded in 1887 as The London Federation of Boys' Clubs and incorporated on 22nd August 1931 as a charitable company limited by guarantee. It is governed by its Articles of Association which were last amended on 21st March 2018.

Subsidiary Undertakings

The charity's wholly owned trading subsidiary, London Youth Company Trading Ltd (company number 2977936, registered address 47-49 Pitfield Street, London N1 6DA), carries out non-charitable trading activities for the charity – primarily swimming lessons and sports hall hire for non-youth groups. Details are included in Note 4 to the accounts.

Charitable Objects

The charitable objects are to give young people access to a range of learning opportunities and challenging experiences which promote their personal and social development. "Young people" are defined in the governing documents as aged up to 25 years old.

Our activities to achieve this are:

1. To assist the development of young people by promoting, improving and assisting the delivery of efficient and high-quality youth work services.
2. To relieve poverty by assisting young people in need and by encouraging young people to make use of educational and recreational facilities so that their lives may be improved.
3. To give young people access to a range of learning opportunities and challenging experiences which promote their personal, social and spiritual development.

These are embedded in our vision and reflected in our strategy and activities.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

London Youth's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its key objectives. The Trustees confirm, in the light of the guidance, that these aims fully meet the public benefit test and that all the activities of the charity, described in the Strategic Report, are undertaken in pursuit of these aims.

This report demonstrates how London Youth's strategy and activities during the period have helped young people through key performance metrics and reported outcomes. London Youth has also reiterated its commitment to continuing to deliver public benefit in the years ahead through its 2023-26 Strategy.

Appointment, induction and training of Trustees and Honorary Officers

The Board of Trustees (who are all also company Directors) comprised 12 (2023:8) at 31st December 2024. Trustees that served during the period are detailed on page 50. Trustees are elected by Members at the Annual General Meeting following nomination either by the Board of Trustees or by five or more members and retire in accordance with the charity's Articles of Association which allows a maximum service of 9 years. Honorary Officers comprising the Chair, Deputy Chair and Treasurer are elected annually.

Two Trustees resigned before the 2024 AGM, who were Adem Holness and Mohammed Motin. London Youth would like to thank them both for their contribution to the charity during their time as Trustees.

Trustees are provided with a Trustee Handbook and have an induction on first joining London Youth, including meetings with senior staff and training as needed thereafter. The Trustee Board has an annual Away Day with senior staff to consider its strategic plans and improve governance at the beginning of the annual planning process. Both new and existing Trustees are asked to adhere to the Trustee Code of Conduct. All Trustees at London Youth are volunteers and receive no benefits from the charity. Any expenses reclaimed are paid in accordance with our Trustee Expenses Policy.

The Board regularly considers improvements to governance and performance and, during 2024, continue active recruitment for new Trustees, with a focus on improving the Board's skillset and diversity profile.

The charity continues to focus on its Race Equality work and hold quarterly Race Equality Action Stakeholder Group meetings, chaired by Charline King, Trustee. Ongoing Race Equality Training was also provided to new Trustees and staff alike.

MANAGEMENT AND DECISION MAKING

Management

Executive management is delegated to the Chief Executive and Senior Team, comprising Directors. Senior staff comprising CEO, Directors, Heads and Managers sit within relevant departments, have responsibility for monthly management reporting and the annual planning and budgeting cycle.

Trustees meet quarterly at formal Board and sub-committee meetings at which they review management accounts with forecast out-turn, the risk register and progress against planned deliverables. Trustees and staff interact regularly and, specifically:

- the Chief Executive and Director of Fundraising meet regularly with the Chair;
- the Director of Finance and Resources with the Treasurer;
- the Director of Outdoor Centres with the Chair of the Assurance Committee
- the Director of Delivery with the Chair of the Membership Committee
- quarterly Race Equality Action Stakeholder Group meetings are convened by the Director of People and Wellbeing and chaired by a Trustee.

Involving young people in decision-making

London Youth actively provides young Londoners with opportunities to develop their engagement and leadership potential. Our Youth Board regularly meet to strengthen our decision-making processes. We involve young people in decision-making fora in three distinct ways:

- **Ambassadors:** young people are visible within the wider sector; their voices heard and positioned to influence change

- **Advisers** – young people are a key part of London Youth organisationally and regularly involved in decision-making and development
- **Alumni** – young people who have been a part of London Youth’s Youth Board can remain connected and contribute to change.

Grant Making Policy

London Youth’s policy is to make grants to organisations working with young people in London with similar objects to that of the charity. Before making a grant, London Youth conducts a due diligence review, including an appraisal of the project, governance structures and the grantee’s capacity to deliver; proportionate to the size of the grant. This process ensures that there is a good strategic fit between the objectives of London Youth and the partner organisation, and that the project provides an effective way of bringing about the desired impact. Bigger grants are usually disbursed in instalments to ensure that deliverables are being achieved in line with the relevant grant agreement.

Grants expenditure is accounted for in full as liabilities when approved and notified to grantees, as there is a valid expectation that they would receive the grant as offered and accepted.

Nonetheless, London Youth staff monitor and evaluate progress throughout the period of the grant and provide support, as required, to help project deliverables remain on track. London Youth reserves the right to discontinue grant funding if not satisfied that the grant is being managed according to the grant agreement.

Fundraising

London Youth is grateful for the crucial support received from trusts, foundations, government agencies, companies, and individuals, that share our dedication to empowering young Londoners throughout the capital. Through collaborative efforts, we enhance and sustain our membership services and programs, aligning with their priorities and objectives.

Our fundraising team remains proactive in diversifying, increasing, and sustaining philanthropic income. We are committed to forging partnerships with leading companies across various sectors in London, including technology, entertainment, social media, retail, healthcare, and financial services. Additionally, London Youth engages in a limited number of commercial agreements to leverage product sales for mutual benefit.

Looking ahead there will be increased focus on advocating for funding towards unrestricted income, enabling us to allocate resources where they are most needed. This flexibility is crucial in addressing emerging priorities and unforeseen challenges faced by young Londoners and our membership during these uncertain times.

London Youth does not engage third-party fundraising organisations, conduct telephone, or direct mail fundraising. While the charity does not undertake public fundraising, we adhere to the Code of Fundraising Practice and are registered with the Fundraising Regulator. There have been no complaints received regarding fundraising activities conducted by the charity or on its behalf during the review period.

While specific policies for protecting vulnerable individuals and the public are not in place for fundraising activities, London Youth upholds organisational safety and safeguarding procedures to ensure the well-being of all involved.

Our People

Volunteers

The Trustees and everyone at London Youth acknowledges and greatly appreciates the contribution that volunteers make to the charity with their enthusiasm and dedication.

Staff

London Youth had, on average, a paid workforce of 138 (2023: 124) full time equivalent employees, across our three sites whom the charity relies on professionalism and commitment to deliver on its charitable objectives. The slight increase in employee numbers marked the return to pre Covid operations with our Centres being fully operational.

In 2022 London Youth supported a commitment, to become a Real Living Wage employer as part of a Total Reward Framework.

London Youth is committed to the wellbeing of all employees and the charity continued to deliver a wide range of wellbeing activities. These benefits include a Health Care Cash Plan.

Remuneration policy

London Youth takes an approach to pay and reward that enables the charity to recruit and retain the skilled staff required to deliver on its charitable objectives.

A performance management culture enables employees and volunteers to understand and deliver our strategy, while being accountable for their role in doing so. London Youth is a diverse organisation that competes in different job markets for varied skills and experience.

Being a Real Living Wage employer meant implementing the recommended 10% increase to all eligible staff during 2024. As part of the budgeting process for 2025, London Youth is committed to introduce the additional 5% in the Real Living Wage to all eligible staff.

The Senior Team are the key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis. They comprise the Chief Executive, Director for Outdoor Centres, Director of Delivery, Director of Finance & Resources, Director of Fundraising and Communications, and Director of People and Wellbeing. See note 10 for the total remuneration of these roles.

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees (who are also Directors of London Youth for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice \ (Accounting and Reporting by Charities) (the Charities' SORP FRS 102);
- Make judgements 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 financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware; and
- They have taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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. The Report of the Trustees, which incorporates the requirements of the Strategic Report and the Directors' Report as set out in the Companies Act 2006 (strategic Report and Directors' Report) Regulations 2013, was approved by the Board and signed on its behalf by:



Stephen Moss, Chair
2 October 2025

THE FEDERATION OF LONDON YOUTH CLUBS

INDEPENDENT AUDITORS REPORT

Period Ended 31 December 2024

Independent Auditor's Report to the Members of The Federation of London Youth Clubs

Opinion

We have audited the financial statements of The Federation of London Youth Clubs ('the charitable company') and its subsidiary ('the group') for the period ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure Account), the Group and Charity Balance Sheets, the Group Cash Flow Statement, and notes to the financial statements, including 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 group's and the charitable company's affairs as at 31 December 2024 and of the group's incoming resources and application of resources, including its income and expenditure for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual 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.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- the parent charitable company has not kept adequate accounting record; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities, set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation, such as Companies Act 2006, the Charities Act 2011, the Charity SORP (FRS 102), and tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the charitable company's and group's ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We also considered the opportunities and incentives that may exist within the charitable company and group for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant and outdoor centres income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing of grant and outdoor centres income, and on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Dipesh Chhatralia
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

Date: 3 October 2025

THE FEDERATION OF LONDON YOUTH CLUBS

FINANCIAL STATEMENTS

Consolidated Statement of Financial Activities Including Income and Expenditure period to 31 December 2024

	Notes	Unrestricted funds £	Restricted funds £	Permanent endowment £	Total 2024* £	Total 2023 £
Income						
Donations and legacies	2	480,024	-	-	480,024	351,883
Charitable activities						
Development		82,380	433,169	-	515,549	588,727
Opportunity		4,282,021	3,372,981	-	7,655,002	5,923,208
Voice		-	147,801	-	147,801	-
Best We Can Be		119,338	-	-	119,338	3,750
Other trading activities	3	137,723	-	-	137,723	100,411
Investment Income	4	169,508	-	63,043	232,551	205,486
Total income		5,270,994	3,953,951	63,043	9,287,988	7,173,465
Expenditure on:						
Raising funds	5	838,831	-	-	838,831	449,500
Charitable activities	6					
Development		425,646	453,910	-	879,556	685,921
Opportunity		5,370,580	3,904,890	-	9,275,470	6,471,879
Voice		354,077	101,375	-	455,452	296,511
Best We Can Be		1,601,009	-	-	1,601,009	1,145,612
Other	7	13,658	-	-	13,658	10,008
Total expenditure		8,603,801	4,460,175	-	13,063,976	9,059,431
Net gains/(losses) on investments	12	461,380	-	135,666	597,046	115,191
Net (exp) / inc		(2,871,427)	(506,224)	198,709	(3,178,942)	(1,770,775)
Transfers between funds		74,982	-	(74,982)	-	-
Net movement in funds		(2,796,445)	(506,224)	123,727	(3,178,942)	(1,770,775)
Reconciliation of funds						
Total funds b/f		10,741,827	1,023,949	1,477,014	13,242,790	15,013,565
Total funds c/f	15,16	7,945,382	517,725	1,600,741	10,063,848	13,242,790

The above results are from continuing activities and there are no gains and losses except as stated above. Notes 1 to 22 form part of these accounts. ***Please note** 2024 is a 16 month period for comparative purposes

Balance Sheet
Group and Charity Balance Sheet as at 31 December 2024
Company Number 0258577

	Notes	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Fixed assets					
Tangible fixed assets	11	6,760,230	6,760,230	7,086,492	7,086,492
Intangible fixed assets	11	180,611	180,611	-	-
Investments	12	5,126,576	5,126,578	7,113,134	7,113,136
Total Fixed assets		12,067,417	12,067,419	14,199,626	14,199,628
Current assets					
Debtors	13	374,116	371,100	395,809	557,110
Cash at bank and in hand		155,859	153,840	665,073	488,936
Total Current assets		529,975	524,940	1,060,882	1,046,046
Creditors					
Amounts falling due within one year	14	(1,954,678)	(1,949,645)	(1,527,718)	(1,512,884)
Net current assets		(1,424,703)	(1,424,705)	(466,836)	(466,838)
Amounts falling due after more than one year	14	(578,866)	(578,866)	(490,000)	(490,000)
Total net assets		10,063,848	10,063,848	13,242,790	13,242,790
Represented by:					
Funds and reserves	15				
Permanent endowment		1,600,741	1,600,741	1,477,014	1,477,014
Restricted funds		517,725	517,725	1,024,389	1,024,389
Unrestricted funds		1,004,541	1,185,152	461,022	461,022
Designated funds		6,940,841	6,940,841	10,280,365	10,280,365
Total Funds		10,063,848	10,063,848	13,242,790	13,242,790

Total income for the charity was £9,287,988; with total expenditure £13,063,976 and gains of £597,046 - giving a net deficit of (£3,178,942).

Approved by the Trustees and signed on their behalf by:



Stephen Moss
Chair



Morenike Ajayi
Treasurer

On 2 October 2025

Notes 1 to 22 form part of these accounts.

Group Cash Flow Statement for the period ended 31 December 2024

Statement of cash flows	Notes	2024 £	2023 £
Cash inflow from operating activities:			
Net cash provided by operating activities	A	(3,125,726)	(819,891)
Cash flows from investing activities:			
Dividends, interest and rents from investments (investment income)		232,551	205,486
Purchase of investments		(210,500)	(678,279)
Purchase of property, plant and equipment		(337,508)	(168,731)
Proceeds from the sale of assets (net of fees)		2,541,735	1,355,646
Net cash (used in) investing activities		2,226,278	714,122
Cash flows from financing activities:			
Cash inflows from new borrowing		137,866	490,000
Net cash provided by (used in) financing activities		137,866	490,000
Change in cash and cash equivalents in the reporting period		(761,582)	384,231
Cash and cash equivalents at the beginning of the reporting period		921,609	537,378
Cash and cash equivalents at the end of the reporting period	B	160,027	921,609

Notes to the cash flow statement for the period to 31 December 2024

A - Reconciliation of net movement in funds to net cash flow from operating activities	2024 £	2023 £
Net movement in funds		
Adjustments for:		
Net (expenditure)/ income for the reporting period	(3,178,942)	(1,770,775)
Depreciation and amortisation charge	483,158	400,261
Profit from sale of fixed assets	-	6,142
(Gains)/losses on investments	(597,046)	(115,191)
Dividends, interest and rents from investments	(232,551)	(205,486)
(Increase)/decrease in debtors	21,693	284,501
Increase/(decrease) in creditors	377,962	580,657
Net cash provided by operating activities	(3,125,726)	(819,891)
B - Analysis of cash and cash equivalents	2024 £	2023 £
Cash at bank and in hand	155,859	665,073
Cash held as investments	4,168	256,536
Total cash and cash equivalents	160,027	921,609

Notes 1 to 22 form part of these accounts

Notes to the Financial Statements as at 31 December 2024

1. Policies and information

a) Charity information

The charity is an incorporated charity (company number: 00258577 and registered charity number: 303324) domiciled in the UK. The address of the charity is 47-49 Pitfield Street, London, N1 6DA.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK generally Accepted Practice. In preparing the Financial Statements for the period ended 2023-24, London Youth has availed of the exemption from presenting its unconsolidated Profit and Loss account under Section 408 of the Companies Act, 2006.

London Youth meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost (except for revaluation of assets) or transaction value unless otherwise stated in the relevant accounting policy notes.

London Youth's subsidiary, London Youth Trading Company Limited, commenced trading in August 2015, and its accounts are consolidated on a line by line basis into these accounts for the period ended 31 December 2024.

c) Preparation of the accounts on a going concern

The Trustees of London Youth have prepared the financial statements for the period ended 31 December 2024 on a going concern basis, using a framework that considers budgets, forecasts, cash flow, reserves, and financing.

In partnership with the Finance Committee, the Board has reviewed budgets, projections, reserves, investments and restricted commitments. They also considered potential risks such as reduced income, increased costs, and the ability to release value from fixed assets if needed.

The Trustees are confident that the continued investment in fundraising, efficiency measures, and effective use of assets, the organisation has sufficient resources to manage risks, drive growth whilst continuing to deliver a robust programme delivery.

With Free Reserves currently at £1M, and below the policy requirement of holding three to six months' expenditure. The charity expects to return to this level in 2026 through increased income generation and tighter cost controls.

Accordingly, the Board considers there is a reasonable expectation that London Youth has adequate resources to continue operating for at least 12 months from the date of signing this report and therefore continues to adopt the going concern basis of accounting.

d) Income

Income is credited to the statement of financial activities on an accruals basis. Voluntary income is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably. Services are provided at the two outdoor education centres, Hindleap Warren and Woodrow High House, with deposits and course income invoiced in advance and deferred to the month when the course takes place. Income is deferred when it relates to activity in the next accounting year, primarily at the residential centres.

Grant Income is recognised in the Statement of Financial Activities when received or when the charity becomes entitled to receipt. Grants that have been received are treated as deferred income where

there are specific requirements in the terms of the grant that the income recognition is dependent on certain activities being completed in a future accounting period.

The charity received some gifts in kind during the financial period and the prior year including training, IT equipment, provision of building materials and volunteer time; these gifts are not considered material and have not been recognised in the financial statements (2023: £Nil).

Income generated from endowment funds are unrestricted.

Where tax is recoverable by the charity in respect of income receivable, it is recognised as part of that income at the time it is receivable.

e) Expenditure

The costs of generating funds include the salaries, direct costs and overheads associated with generating income from fundraising for unrestricted activities and grants for charitable activities.

Costs of charitable activities comprise direct expenses incurred on the defined charitable purposes of the charity and include direct staff costs attributable to the activity.

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management, financial management, ICT and HR functions. Support costs are apportioned between charitable activity headings pro-rata with the proportion of full-time equivalent staff.

f) Investments

Investments are included on the balance sheet at their market value at the end of the financial period. Realised and unrealised gains and losses are credited, or debited, to the statement of financial activities in the period in which they arise. A Total Return approach is adopted for investments.

g) Tangible fixed assets

Land

Land is shown in the balance sheet at cost. Land has not been depreciated.

Freehold properties

Freehold properties are depreciated over their useful economic life, expected to be 50 years for permanent buildings and 20 years for more temporary structures, based on cost.

Improvements

2-20% depreciation per annum has been provided against freehold improvements, according to the nature of the improvement and the useful economic life.

If no cost is recorded, or if property is not used by the charity for its own activities and is subject to onerous restrictions or held on trust it is considered to have no economic value to the charity, and such properties are held at a valuation of £nil.

Where improvements have been made to properties subject to onerous restrictions, the improvements have been capitalised and are depreciated over the expected time period for which the charity will benefit from the use of those properties.

Motor vehicles, furniture, fittings, fixtures and equipment

Depreciation at 10% to 33% per annum on cost to write down the motor vehicles and furniture and equipment to net realisable value over each asset's estimated useful life to the charity.

Computer equipment

Depreciation at 20% to 33.3% per annum on cost to write down the computer equipment to net realisable value over each asset's estimated useful life to the charity.

It is the charity's policy to capitalise assets of £1,000 and over in value.

h) Intangible fixed assets

CRM

The charity capitalises costs directly attributable to the development work of its Customer Relationship Management (CRM) system. The CRM asset is carried at cost less accumulated amortisation and impairment, with amortisation charged on a straight-line basis over its estimated useful life of 10 years. The asset is reviewed for impairment whenever indicators arise that the value may not be appropriate.

i) Fund accounting

The general funds comprise those monies which may be used towards meeting the charitable objectives of the charity at the discretion of the Trustees.

The designated funds are monies set aside out of general funds and designated for specific purposes by the Trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or are donations subject to donor-imposed conditions.

The permanent endowment funds comprise monies which must be held as capital indefinitely; income arising from invested funds is unrestricted and is credited to the general fund in the Statement of Financial Activities.

j) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight line basis over the lease term.

k) Pension costs

The Charity makes payments into an auto-enrolment defined contributions pensions scheme operated by The People's Pension.

l) Grants administered on behalf of clubs

Grants and donations received by the charity acting as an agent for individual member organisations are not recorded as incoming or outgoing resources on the statement of financial activities. In 2023-24 these were payments made by City Bridge Trust to organisations achieving a Quality Mark award, totalling £92,000 (2023: £62,000).

m) Grant-making

London Youth acts as lead partner on several programmes, such as HeadStart Action and Rise Up and is responsible for making grants to its partners, which are paid out as soon as practically possible after receipt of funds; based on budgeted expenditure pre-agreed with the funder and relevant due diligence criteria; the partners then make payments to their sub-partners in the partnership.

Grants expenditure is accounted for in full as liabilities, when approved and notified to grantees, as there is a valid expectation that they would receive the grant as offered and accepted.

The charity also makes a limited number of grants to other charities with charitable objects similar to its own (or similar non-profit organisations), primarily its member youth organisations as part of programme delivery and member development.

n) Financial Instruments

London Youth 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand trade debtors, accrued income and other debtors. Financial liabilities held at amortised cost comprise trade creditors, accruals and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised with income and expenditure.

o) Key judgements and uncertainties

In preparing these accounts, the Trustees have made a number of key judgements and considered areas of uncertainty that may affect the charity's future plans.

Some key judgements include assessing the charity's ability to continue as a going concern, determining the level of free reserves available and valuation of investments and fixed assets. The uncertainties considered include competition from similar organisations, Health and safety and safeguarding considerations, dependencies on income sources, and the external financial environment (including inflation) ensuring the ability to respond to uncertainties within existing resources.

The Trustees regularly review these judgements and uncertainties as part of their financial monitoring and risk management processes. They are satisfied that the charity has appropriate plans in place to manage these risks.

p) Taxation

London Youth is a registered charity and therefore is not liable to corporation tax on income and gains derived from its charitable activities, as it falls within the various exemptions available to registered charities. No Taxation is payable for 2023-24 as London Youth Trading Company Limited donated its profits to London Youth under Gift Aid after the year end. No provision for taxation has therefore been made for 2023-24.

2. Donations	Unrestricted funds £	Total 2024 £	Total 2023 £
Donations & Legacies	480,024	480,024	351,883
	<u>480,024</u>	<u>480,024</u>	<u>351,883</u>

3. Trading Income	Unrestricted funds £	Total 2024 £	Total 2023 £
Rental income	5,478	5,478	13,750
London Youth Trading Company income	132,245	132,245	86,661
Group Total	<u>137,723</u>	<u>137,723</u>	<u>100,411</u>

4. Investment Income	Unrestricted funds £	Endowment Funds £	Total 2024 £	Total 2023 £
Income from listed investments	169,220	63,043	232,263	205,486
Interest receivable	35	253	288	-
	<u>169,255</u>	<u>63,296</u>	<u>232,551</u>	<u>205,486</u>

5. Expenditure on raising funds	Staff Costs	Other Costs	Total 2024	Total 2023
	£	£	£	£
	Fundraising Costs	668,950	169,881	838,831
	<u>668,950</u>	<u>169,881</u>	<u>838,831</u>	<u>449,500</u>

6. Expenditure on charitable activities	Direct Costs	Support Costs	Total 2024	Total 2023
	£	£	£	£
	Development	583,016	296,540	879,556
Opportunity	8,301,124	974,346	9,275,470	6,523,991
Voice	398,968	56,484	455,452	296,511
Best We Can Be	1,516,283	84,726	1,601,009	1,145,612
	<u>10,799,391</u>	<u>1,412,096</u>	<u>12,211,487</u>	<u>8,652,035</u>

Grants to Institutions	2024	2023		2024	2023
2-3 Degree Legacy CIC	28,571	42,858	Oxygen CIO	21,036	31,555
Alexz Education Ltd	14,411	35,586	Palace for Life Foundation	28,490	-
Barking & Dagenham Youth Dance	12,450	-	Play Place	18,028	7,280
BEYOND THE BIAS	31,503	-	Police Community Clubs	175,060	-
Brentford Community Sport	164,450	-	Pro Touch SA CIC	12,570	18,600
Bromley Children & Families	23,430	12,400	Project Zero	49,725	58,641
Caius House Youth	24,500	-	QPR in the Community Trust	-	17,250
Charlton Athletic Community Trust	169,740	-	Reaching Higher	14,250	9,280
Chelsea FC Foundation	22,425	-	Rising Stars Support	-	16,700
Dynamic Coaching	14,990	-	Skyway Charity	-	11,096
Ekota Academy	14,300	-	Soapbox/Dragon Hall	17,000	-
Gloves not Gunz	19,319	35,336	SOUL	13,640	-
Headstart Action Programme	-	28,572	Spiral Skills CIC	-	17,400
Highbury Vale Blackstock	22,300	26,900	St Mary Islington Community	10,500	-
Kinetika Bloco	46,199	42,858	Start Easy	23,116	14,623
Leaders in community	15,111	33,586	Streets Of Growth	26,493	50,990
Leyton Orient Trust	85,600	-	The Albany	24,000	25,500
London Tigers	58,369	57,744	The Wicker Charity	32,871	24,029
Mediorite Ltd	-	21,820	West Ham Foundation	43,400	-
Millwall Community Trust	-	17,250	XLP	15,500	7,455
Newark Youth	67,933	48,858			
Zest of Mind	21,880	10,800	Grants £10k and under	500,842	568,795
Total				<u>1,884,002</u>	<u>1,293,762</u>

7. Other Expenditure	Total 2024	Total 2023
	£	£
Other Costs (LYTC)	13,658	10,008
	13,658	10,008

8. Support costs	Development	Opportunity	Voice	Best We Can Be	Total 2024	Total 2023
	£	£			£	£
Finance	88,915	109,082	6,324	9,485	213,806	147,952
HR	70,559	292,153	16,936	25,405	405,053	249,817
IT	61,114	231,836	13,440	20,160	326,550	237,933
Governance (see Note 9)	33,199	200,803	11,641	17,461	263,104	235,779
London Office	15,222	50,015	2,899	4,349	72,485	210,557
Safety & Safeguarding	9,432	30,990	1,797	2,695	44,914	39,219
Digital	18,099	59,467	3,447	5,171	86,184	156,482
	296,540	974,346	56,484	84,726	1,412,096	1,277,739

9. Governance Costs	Total 2024	Total 2023
	£	£
Current period audit fees	54,415	36,440
Prior period audit fees	38,349	-
Non audit fees	-	1,440
Trustee Indemnity insurance	5,637	5,568
Salary Costs	146,290	105,837
Other	18,407	84,949
Trustee expenses	6	1,545
	263,104	235,779

10. Staff costs	Total 2024	Total 2023
	£	£
Staff costs during the period were as follows:		
Wages and salaries	5,281,346	3,456,427
Social security costs	497,256	324,723
Pension costs	205,426	146,729
	5,984,028	3,927,879
Temporary and outsourced staff costs	712,322	391,763
	6,696,350	4,319,642

	Total 2024	Total 2023
	£	£
Staff costs per function were as follows:		
Charitable activities		
. Development	399,420	272,326
. Opportunity	4,368,166	2,837,977
. Voice	371,675	221,691
. Best We Can Be/Resourcing	888,139	583,265
Fundraising	668,950	404,383
	<u>6,696,350</u>	<u>4,319,642</u>

Termination payments of £11,541 were made in 2024 (2023: £nil). Redundancy costs of £38,955 were incurred in 2024 (2023: £nil).

The average number of employees calculated on a monthly average head count and on a full-time equivalent (FTE) basis was:

	Total 2024 Number	Total 2024 FTE	Total 2023 Number	Total 2023 FTE
Direct charitable				
. Development	12	12	9	9
. Opportunity	95	89	91	86
. Voice	4	4	5	5
. Best We Can Be (Includes Support)	24	20	23	19
Fundraising	13	13	6	6
	<u>148</u>	<u>138</u>	<u>134</u>	<u>125</u>

During the period employees earning in excess of £60,000 per annum, including taxable benefits fell into the following ranges. Please note for the 16 month period this includes Senior managers who would not normally be captured in a 12 month period.

Note 2024 is a 16 month period	Total 2024	Total 2023	2024 ranges shown as a 12 month equivalent	Total 2024*	Total 2023
£120,000 - 129,999	1	-	£90,000 - £99,999	1	-
£110,000 - 119,999	-	1	£80,000 - £89,999	1	1
£100,000 - 110,000	1	2	£70,000 - £79,999	-	4
£90,000 - £99,999	-	2	£60,000 - £69,999	-	-
£80,000 - £89,999	1	-			
£70,000 - £79,999	5	1			
£60,000 - £69,999	6	-			
Total	<u>14</u>	<u>6</u>	Total	<u>2</u>	<u>5</u>

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day to day basis comprise the Chief Executive and a Senior Team, currently the Director of Delivery, Director of Centres, Director of Fundraising and Communications, Director of Finance & Resources and Director of People and Wellbeing. The total taxable benefits and employers' pension and National Insurance contributions of the key management personnel for the 16 month period was £766,490 (2023: £451,914). Note this equates to £574k over an equivalent 12 months period for comparative purposes.

No Trustees received remuneration in respect of their services as a Trustee during the period (2023: £nil). One Trustee received reimbursement of travel expenses during the period £6 (2023: Nil). The charity has a Trustee indemnity insurance policy in force for which the charge for the period was £1,769 (2023: £5,568).

11. Tangible and Intangible Fixed Assets

	Land and Property £	Assets under construction £	Furniture, fixtures & equipment £	Motor vehicles £	Computers £	Total Tangible Fixed Assets £	Intangible Fixed Assets £	Total £
Cost or valuation								
At 1 September 2023	10,346,102	604,026	1,000,618	24,651	306,600	12,281,997	-	12,281,997
Transfers	403,347	(604,026)	-	-	-	(200,679)	200,679	-
Additions	333,216	-	4,292	-	-	337,508	-	337,508
(Disposals)	-	-	-	-	-	-	-	-
At 31 December 2024	11,082,665	-	1,004,910	24,651	306,600	12,418,826	200,679	12,619,505
Depreciation / Amortisation								
At 1 September 2023	4,183,783	-	742,354	11,427	257,942	5,195,506	-	5,195,506
Charge for period	317,893	-	110,575	3,528	31,094	463,090	20,068	483,158
(Disposal)	-	-	-	-	-	-	-	-
At 31 December 2024	4,501,676	-	852,929	14,955	289,036	5,658,596	20,068	5,678,664
Net book values								
At 31 December 2024	6,580,989	-	151,981	9,696	17,564	6,760,230	180,611	6,940,841
At 31 August 2023	6,162,321	604,026	258,263	13,224	48,658	7,086,492	-	7,086,492

Assets under construction were complete during August 2023. The assets were transferred to the appropriate asset category and fully depreciated / amortised for the period.

Freehold property included above at cost or Trustees' valuation at period end comprises:

47-49 Pitfield Street	London	London Youth own use
Hindleap Warren	Sussex	London Youth own use
Woodrow High House	Buckinghamshire	London Youth own use

The charity also owns freehold properties listed below which are included at a £nil valuation because the properties are held on trust or have restrictive covenants concerning their disposal. These properties have no recorded cost and are not in use by the charity.

12. Investments	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Shares in subsidiary undertaking at cost	-	2	-	2
Listed investments	5,110,408	5,110,408	6,844,597	6,844,597
Cash held by investment managers for investment	4,168	4,168	256,537	256,537
Other investments	12,000	12,000	12,000	12,000
	<u>5,126,576</u>	<u>5,126,578</u>	<u>7,113,134</u>	<u>7,113,136</u>

The charity owns the entire issued share capital of London Youth Trading Company Limited, company number 02977936, incorporated in England and Wales. This company traded throughout the period ended 31 December 2024; its balance sheet is consolidated within these accounts. London Youth Trading Company Limited has Shareholder funds of £2.

London Youth Trading Company Limited's income during the financial period was £132,244 (2023: £86,661) and its surplus for the financial period was £83,010 (2023: £53,657). An amount of £83,010 (2023: £53,657) was donated to London Youth under gift aid subsequent to the period end. Net assets of London Youth Trading Company Limited are shareholder funds of £2.

	Listed Investments £
Market value at 1 September 2023	6,844,597
Additions	210,500
Disposals	(2,541,735)
Gains /(losses)	597,046
Market value at 31 December 2024	<u>5,110,408</u>
Cash held by investment managers	<u>4,168</u>
Total investment	<u>5,114,576</u>
Listed investments at cost	<u>3,893,966</u>

Listed investments held at 31 December 2024 comprised the following:

	2024 £	2023 £
Fixed income	371,252	772,839
Equities	3,872,639	4,983,775
Property	153,330	127,812
Alternative assets	603,925	760,179
Liquid assets	113,430	456,527
Total	<u>5,114,576</u>	<u>7,101,132</u>

Included within listed investments are 58.8 ordinary shares in Royal Bank of Scotland Plc with a market value of £142 (2023: £145) at 31st December 2024 which do not form part of the Sarasin & Partners or CCLA investment portfolios.

Investments include a permanent endowment, the Girls Fund, acquired on 1 February 1999 following the merger with the London Union of Youth Clubs. At the date of transfer, £891,991 of the endowment was classified as frozen permanent capital, with the remainder treated as unapplied total return. London Youth adopted total return accounting for the Girls Fund in January 2019.

	Trust for Investment	Unapplied Total Return	Total Endowment
At beginning of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	585,023	585,023
Total	891,991	585,023	1,477,014
Movements in the reporting period:			
Gift of endowment funds	-	-	-
Recoupment of trust for investment	-	-	-
Allocation from trust for investment	-	-	-
Investment return: dividends and interest	-	63,043	63,043
Investment return: realised and unrealised gains/(losses)	-	135,666	135,666
Less: Withdrawals	-	-	-
Total	-	198,709	198,709
Unapplied total return allocated to income	-	(74,982)	(74,982)
Net movements in reporting period	-	123,727	123,727
At end of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	708,750	708,750
Total	891,991	708,750	1,600,741

13. Debtors	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Trade debtors	195,672	192,656	82,986	82,885
Prepayments and accrued income	113,874	113,874	311,823	311,823
London Youth Trading Company	-	-	-	161,402
Other debtors	64,570	64,570	1,000	1,000
Total debtors	374,116	371,100	395,809	557,110

Amounts totalling £197,141 (2023: £518,009), which were invoiced prior to the end of the financial period but which relate to activity in the next accounting period, primarily at the residential centres, have been netted off Trade Debtors and Fees in Advance.

14. Creditors

Creditors due within one year	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Fees in advance and deferred income	1,131,016	1,122,786	665,620	658,806
Trade creditors	214,346	212,670	464,121	464,121
London Youth Trading Company	-	15,836	-	-
Other creditors	99,712	99,712	12,611	12,611
PAYE and National Insurance	116,796	116,796	173,204	173,204
Pensions Payments	29,894	29,894	28,894	28,894
Accruals	362,914	351,951	183,268	175,248
Total creditors	1,954,678	1,949,645	1,527,718	1,512,884

Analysis of movement in fees in advance and deferred income	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Deferred income at 1st September 2023	665,620	678,806	358,903	355,280
New deferred income in the period	1,131,016	1,122,786	665,620	658,806
Deferred income released	(665,620)	(678,806)	(358,903)	(335,280)
Deferred income at 31 December 2024	1,131,016	1,122,786	665,620	678,806

Creditors falling due after one year	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Sundry Creditors	578,866	578,866	490,000	490,000
Total	578,866	578,866	490,000	490,000

During the period London Youth agreed a 10 year interest free loan of £250,000 with The Joseph Levy Endowment Trust to fund a Capital works at Hindleap Warren. As at 31 December 2024, £137,866 of the loan had been provided to London Youth.

This was in addition to the £490,000 agreed in the previous financial period to fund a biomass boiler installation at Woodrow High House. The first repayment of this loan is due in the next financial period.

Joseph Levy Endowment Trust Loan	Due within 1 year £	Due after 1 year £	Total £
Loan received in 2022/23 Financial period	49,000	441,000	490,000
Loan received in 2023/24 Financial period	-	137,866	137,866
Total	49,000	578,866	627,866

15. Funds	1 Sept 2023	Income	Expenditure	Transfers	Gains & (Losses)	31 Dec 2024
	£	£	£	£	£	£
Membership						
Training & Networks	(825)	-	-	825	-	-
CBT Cold Spots	-	12,750	(12,750)	-	-	-
YLF QM & Training	825	-	-	(825)	-	-
Membership Support	-	125,000	(93,500)	-	-	31,500
Total Membership	-	137,750	(106,250)	-	-	31,500
Residentials	(20,953)	199,671	(159,524)	-	-	19,194
Total Residentials	(20,953)	199,671	(159,524)	-	-	19,194
Programmes						
Sport & Culture						
Capacity building	10,524	105,313	(87,757)	-	-	28,080
Leadership Academy	27,434	60,395	(87,829)	-	-	-
Getting Active	121,611	179,512	(296,567)	-	-	4,556
NCS Potential	175,102	1,209,570	(1,330,976)	-	-	53,696
Jack Petchey	22,537	63,651	(59,237)	-	-	26,951
Young Creators**	39,025	35,124	(76,369)	-	-	(2,220)
Arts Research**	-	-	(488)	-	-	(488)
Youth Involvement						
Youth Board	3,057	147,801	(101,375)	-	-	49,483
VRU Rise Up 3	11,344	129,800	(141,144)	-	-	-
Heritage	(25,014)	153,131	(128,117)	-	-	-
Employability						
Headstart Action	244,188	258,500	(477,973)	-	-	24,715
JPM	34,856	306,328	(280,182)	-	-	61,002
CVC**	70,001	135,000	(210,075)	-	-	(5,074)
Mental Health						
Good for Girls 2023	69,997	70,000	(124,595)	-	-	15,402
Cornerstone	41,081	162,000	(194,412)	-	-	8,669
Other						
Learning	(2,325)	6,100	(870)	-	-	2,905
Total Programmes	843,418	3,022,225	(3,597,966)	-	-	267,677
Sector Development						
Islington	69,997	37,500	(88,108)	-	-	19,389
Youth Mentoring	62,503	58,248	(100,028)	-	-	20,723
VRU Rise Up 4	0	368,750	(267,664)	-	-	101,086
Trusted Youth Allies	0	24,827	(3,334)	-	-	21,493
Total Sector Development	132,500	489,325	(459,134)	-	-	162,691
Outdoor Centres						
Woodrow	33,516	28,298	(23,584)	-	-	38,230
Hindleap**	35,468	76,682	(113,717)	-	-	(1,567)
Total Outdoor Centres	68,984	104,980	(137,301)	-	-	36,663
Total Restricted Funds	1,023,949	3,953,951	(4,460,175)	-	-	517,725

Tangible Fixed Assets*	7,086,490	-	(463,090)	136,830	-	6,760,230
Intangible Fixed Assets*	-		(20,068)	200,679	-	180,611
Development Fund	3,193,875	-	-	(3,193,875)	-	-
Total Designated Funds	10,280,365	-	(483,158)	(2,856,366)	-	6,940,841
Permanent Endowment	1,477,014	63,043	-	(74,982)	135,666	1,600,741
Total Permanent Endowment funds	1,477,014	63,043	-	(74,982)	135,666	1,600,741
Unrestricted funds						
General Funds	461,462	5,354,004	(8,203,653)	2,931,348	461,380	1,004,541
Total Funds In Charity	13,242,790	9,370,998	(13,146,986)	-	597,046	10,063,848

*Transfers are made to and from the Fixed Assets Designated Fund when assets are capitalised and depreciated respectively.

**Funds that are in deficit as at 31 December 2024 represent timing differences where project expenditure occurred ahead of expected income that was received post year end.

Restricted Funds

Restricted funds are those funds that must be used in accordance with the donors' wishes.

Membership – Developing, training, connecting and quality assuring our members organisations to deliver good youth work, including running networks to develop and share best practice. Our work is supported by the City Bridge Foundation.

Residential – Funds to support our centres and outdoor education. This includes funds for the residential centres supported building and refurbishment works, equipment to better support disabled young people, and subsidised visits for your people including trips away from the centre.

Programmes – A range of programmes to develop young people supported by various funders.

Sport – A range of sports development programmes, events and training opportunities supported by NCS, Greater London Authority, Tudor Foundation, Jack Petchey Foundation and others.

Culture - A range of arts & culture programmes, events and training opportunities supported by the Arts Council and Heritage Lottery Fund and others.

Youth Involvement – A range of youth involvement development opportunities, events and training supported by the Jimmy Dixon Trust and others.

Employability – A range of employability programmes supported by JP Morgan Chase Foundation, CVC Capital Partners, and others.

Mental Health – A girls-specific mental health programme supported by Dukes Foundation and others.

Sector Development – A range of training and leadership programmes to support youth practitioners supported by London's Violence Reduction Unit and others.

Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific reason:

Fixed Asset Fund – The fixed asset fund represents the net book value of tangible assets including property (see Note 11). These assets include Hindleap Warren and Woodrow High House which are fundamental to the day-to-day work of the charity.

Permanent endowment funds

London Youth acts as Trustee for the London Girls Fund. This is a capital restricted fund whereby London Youth is entitled to the income only. The London Union of Youth Clubs was appointed Trustee of the fund by a Charity Commission scheme dated 23 January 1998. Following the amalgamation of the London Union of Youth Clubs and the London Federation of Clubs for Young People on 1 February 1999, London Youth became the Trustee under the scheme.

Transfers between funds in year

The following transfer has been made between funds which net to £nil and which comprise the following:

- Transfer of £0.3M to the Fixed Asset Fund from the General Fund; representing the net value of tangible and intangible fixed assets as at 31 December 2024.
- Transfer of £3.2M from the Development Fund to General Fund; representing the net value of the fund as at 31 December 2024.
- Transfer of £0.075M from the Permanent Endowment Fund to General Fund; representing the return paid out as cash by the Investment Managers of the fund (Sarasin & Partners, LLP).

16. Analysis of net assets between funds

Charity 2024	Unrestricted Funds £	Restricted £	Permanent Endowment £	Total 2024 £	Total 2023 £
Fund balances at 31st December 2024 are represented by:					
Tangible fixed assets	6,760,230	-	-	6,760,230	7,086,492
Intangible fixed assets	180,611	-	-	180,611	-
Investments	3,525,837	-	1,600,741	5,126,578	7,113,136
Current assets	7,215	517,725	-	524,940	1,046,046
Creditors: amounts falling due within one year	(1,949,645)	-	-	(1,949,645)	(1,512,884)
Creditors: amounts falling due after more than one year	(578,866)	-	-	(578,866)	(490,000)
Total	7,945,382	517,725	1,600,741	10,063,848	13,242,790

Group 2024	Unrestricted Funds	Restricted	Permanent Endowment	Total 2024	Total 2023
	£	£	£	£	£
Fund balances at 31st December 2024 are represented by:					
Tangible fixed assets	6,760,230	-	-	6,760,230	7,086,492
Intangible fixed assets	180,611	-	-	180,611	
Investments	3,525,835	-	1,600,741	5,126,576	7,113,134
Current assets	12,250	517,725	-	529,975	1,060,882
Creditors: amounts falling due within one year	(1,954,678)	-	-	(1,954,678)	(1,527,718)
Creditors: amounts falling due after more than one year	(578,866)	-	-	(578,866)	(490,000)
Total	7,945,382	517,725	1,600,741	10,063,848	13,242,790

17. Analysis of changes in net debt

	At start of year	Cash Flows	At end of year
	£	£	£
Cash	665,073	(509,214)	155,859
Cash Equivalents	256,537	(252,369)	4,168
	921,610	(761,583)	160,027
Loans falling due within one year	-	(49,000)	(49,000)
Loans falling due after more than one year	(490,000)	(88,866)	(578,866)
Total	431,610	(899,449)	(467,839)

18. Operating leases

At 31 December 2024 the charity had annual commitments under non-cancellable operating leases on office equipment and motor vehicles as follows:

	2024	2023
	£	£
Expiring within one year	4,205	5,607
Expiring within two to five years	-	-
Total	4,205	5,607

19. Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up members are required to contribute an amount not exceeding 25p.

20. Associated charities and related parties

The Joseph Levy Endowment Trust is an associated charity and has three Trustees in common with The Federation of London Youth Club and uses the same principal office. The Trustees in common are Stephen Moss, Morenike Ajayi and David Miller. The objects of The Joseph Levy Endowment Trust are to promote and support the instruction of young people of all walks of life, including by furtherance of the charitable purposes of London Youth.

During the financial period, the charity received an unrestricted £30,000 (2023: £67,451) donation from The Joseph Levy Endowment Trust. In May 2024, the Trustees of the Trust resolved to provide capital release to London Youth to cover urgent major repair works to both residential centres. The sum of £250,000 was agreed by way of capital withdrawal from the Trust's investment portfolio, which will be repayable within a 10-year period. As of 31 December 2024 London Youth had drawn down £137,866 of the £250,000.

London Youth provided management, support services and facilities to London Youth Trading Company Limited in the amount of £35,575 (2023: £22,996), being primarily staff time and costs of the swimming pool and sports centre. London Youth Trading Company donated £83,010 (2023: £53,657) to London Youth through Gift Aid after the period end. As at 31 December 2024 £15,840 (2022: £76,653) was due from London Youth to London Youth Trading Company Limited.

The Addison Youth Club (T/A "Addison Youth") had one Trustee in common with The Federation of London Youth clubs for the period under review and uses the same principal office. The Trustee in common was David Miller, Vice-Chair at London Youth.

London Youth is a corporate trustee of The Sulgrave Foundation and Raymond Plummer Settlement, and ceased being a corporate trustee of the Jimmy Dixon Charitable Trust in May 2023. The Federation of London Youth Clubs received £56,295 (2023: £50,000) from the Jimmy Dixon Trust to support the youth action programme and £7,000 (2023: £7,000) from The Sulgrave Foundation to support its charitable objectives. The Sulgrave Club, related to the Foundation, is a member of London Youth and paid a membership fee of £187.50 during the period.

Charline King, a Trustee of London Youth is an employee of Rathbone Society. Rathbone Society is a member club and actively engaged with London Youth. London Youth invoiced Rathbone for a membership fee of £200. The Rathbone Society received a total of £4,400 in the financial period for participation in London Youth's NCS programme.

In 2024, one Trustee at London Youth made donations to the charity totalling £11,500 (2023: £31,000). There are no other transactions with related parties of which the Trustees are aware.

21. Capital Commitments

	2024	2023
	£	£
Future capital expenditure not provided in the financial statements	108,886	15,300
Total	108,886	15,300

22. Prior period Figures

Statement of Financial Activities including Income and Expenditure year to 31 August 2023

	Notes	Unrestricted funds £	Restricted funds £	Permanent endowment £	Total 2023 £	Total 2022 £
Income						
Donations and legacies	2	351,883	-	-	351,883	708,063
Charitable activities						
Development		95,605	493,122	-	588,727	1,251,396
Opportunity		2,837,425	3,085,783	-	5,923,208	4,731,101
Voice		-	-	-	-	52,899
Best We Can Be		3,750	-	-	3,750	6,647
Other trading activities	3	100,411	-	-	100,411	73,781
Investment Income	4	152,320	-	53,166	205,486	184,371
Total income		3,541,394	3,578,905	53,166	7,173,465	7,008,258
Expenditure on:						
Raising funds	5	449,500	-	-	449,500	486,916
Charitable activities						
Development	6	273,283	412,638	-	685,921	1,366,675
Opportunity		3,667,381	2,804,498	-	6,471,879	5,046,291
Voice		300,149	(3,638)	-	296,511	139,850
Best We Can Be		1,145,612	-	-	1,145,612	1,052,308
Other	7	10,008	-	-	10,008	6,482
Total expenditure		5,845,933	3,213,498	-	9,059,431	8,098,518
Net gains/(losses) on inv		151,741	-	(36,550)	115,191	(729,161)
Net (exp) / inc		(2,152,798)	365,407	16,616	(1,770,775)	(1,819,424)
Transfers between funds		49,029	-	(49,029)	-	-
Net movement in funds		(2,103,769)	(365,407)	(32,413)	(1,770,775)	(1,819,421)
Reconciliation of funds						
Total funds b/f		12,845,596	658,542	1,509,427	15,013,565	16,832,986
Total funds c/f	16	10,741,827	1,023,949	1,477,014	13,242,790	15,013,563

Prior period funds movements to 31 August 2023	1 Sept 2022	Income	Expenditure	Transfers	Gains & Losses	31 Aug 2023
	£	£	£	£	£	£
Restricted Funds						
Development						
Membership Development						
Membership Development/Marketing	503	76,951	(77,454)	-	-	-
Jack Petchey Residentials	-	140,250	(161,203)	-	-	(20,953)
Mental Health (Cornerstone)	16,800	138,000	(113,719)	-	-	41,081
Good for Girls	2,405	188,742	(121,150)	-	-	69,997
Rise Up Leadership Programme	111,195	569,468	(669,319)	-	-	11,344
Youth Mentoring Support	-	110,167	(47,664)	-	-	62,503
Sector Development (Islington)	30,560	165,754	(126,317)	-	-	69,997
Opportunity						
Residential Centres						
Woodrow Restricted	40,930	38,048	(45,462)	-	-	33,516
Hindleap Restricted	53,874	92,432	(110,838)	-	-	35,468
Youth Action						
Heritage	-	38,249	(63,263)	-	-	(25,014)
Sport & Culture						
Sports Development – Getting Active	107,420	771,855	(582,562)	-	-	296,713
Jack Petchey Programme & Events	-	51,030	(28,493)	-	-	22,537
Young Creators	41,727	43,798	(46,500)	-	-	39,025
Capacity Building	-	33,186	(22,662)	-	-	10,524
Leadership Academy	-	60,000	(32,566)	-	-	27,434
Employability						
JP Morgan	205,179	35,000	(205,323)	-	-	34,856
CVC Employability	30,237	161,276	(121,512)	-	-	70,001
HeadStart Action	16,550	790,000	(562,362)	-	-	244,188
Voice						
Youth Involvement						
Youth Board	1,162	66,099	(64,204)	-	-	3,057
Best We Can Be						
Learning						
YMCA GWC	-	8,600	(10,925)	-	-	(2,325)
Restricted Funds Total	658,542	3,578,905	(3,213,058)	-	-	1,023,949

Analysis of net assets between funds

Charity 2023	Unrestricted Funds £	Restricted £	Permanent Endowment £	Total 2023 £	Total 2022 £
Fund balances at 31 August 2023 are represented by:					
Tangible fixed assets	7,086,492	-	-	7,086,492	7,324,020
Investments	5,636,122	-	1,477,014	7,113,136	7,582,958
Current assets	22,097	1,023,949	-	1,046,045	1,043,624
Creditors: amounts falling due within one year	(1,512,884)	-	-	(1,512,884)	(937,038)
Creditors: amounts falling due after more than one year	(490,000)	-	-	(490,000)	-
Total	10,741,827	1,023,949	1,477,014	13,242,789	15,013,564

Group 2023	Unrestricted Funds £	Restricted £	Permanent Endowment £	Total 2023 £	Total 2022 £
Fund balances at 31 August 2023 are represented by:					
Tangible fixed assets	7,086,492	-	-	7,086,492	7,324,020
Investments	5,636,120	-	1,477,014	7,113,134	7,582,956
Current assets	36,933	1,023,949	-	1,060,882	1,053,650
Creditors: amounts falling due within one year	(1,852,777)	-	-	(1,852,777)	(947,061)
Creditors: amounts falling due after more than one year	(627,866)	-	-	(627,866)	-
Total	10,278,902	1,023,949	1,477,014	13,407,731	15,013,565

THE FEDERATION OF LONDON YOUTH CLUBS
REFERENCE INFORMATION
Period Ended 31 December 2024

Patron	HRH Prince Edward, The Duke of Edinburgh		
President	Sir Kenneth Olisa, OBE		
Chair	Stephen Moss, CBE		
Deputy Chair	David Miller		
Honorary Treasurer	Morenike Ajayi, MBE		
Vice Presidents	Julian Beare	Roger Merton MBE	
	Robin Callender Smith	Dr. Terry Powley	
	Jane Earle	John Ratcliff CBE	
	Clive Efford MP	Marsha Rae Ratcliff OBE	
	Peter Hudson	Paul Stewart	
	Rt. Hon. Sir Simon Hughes	Joy Toghill	
	Peter Hunter	Joseph Williams	
		Carl Wonfor	
	Trustees	Morenike Ajayi, MBE	David Miller
Kevin Holian		Stephen Moss, CBE	
Charline King, MBE		Stu Thomson	
Michael Bishop		Julie Milnes	
Appointments	Lily Tidy (14 May 2024)	Linzi Thomas (14 May 2024)	
	Mohammed Motin (5 Nov 2024)	Adem Holness (21 June 2024)	
	Nimtaz-Tanya Noordin (23 April 2025)	Simon Turek (8 May 2025)	
Resignations			
Youth Advisors attending Board meetings	Maria Isrolia		
Committee Chairs:			
Assurance	Kevin Holian	Finance	Morenike Ajayi, MBE
Governance and People	Michael Bishop	Membership	Charline King, MBE
Chief Executive and Company Secretary	Pauline Daniyan (Appointed 18 September 2023)		
	Rosemary Watt-Wyness (Resigned 15 September 2023)		
Senior Team			
Director of Finance & Resources	Razib Hassan (Resigned 31 Jan 24)		
	Gary Murphy (Appointed 25 Jan 24)		
Director of Fundraising	Glen Fendley (Resigned 1 March 2024)		
	James Hails (Appointed 25 March 2024)		
Director of Delivery	Zoe Mellis		
Director of Outdoor Learning	Martin Curtis (Resigned 5 June 2024)		
	David Jackson (Appointed 27 August 2024)		
Director of People and Wellbeing	Alison Henderson		

Registered name	The Federation of London Youth Clubs	
Registered/principal office	47-49 Pitfield Street, London, N1 6DA	
Telephone	020 7549 8800	
E-mail	hello@londonyouth.org	
Website	www.londonyouth.org	
Company registration number	00258577 (England and Wales)	
Charity registration number	303324	
Auditors	Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW	
Bankers	National Westminster Bank plc, 54 Marsh Wall, West India Dock, London, E14 6LJ	
Investment managers	Sarasin & Partners Juxon House 100 St Paul's Churchyard London, EC4M 8BU	CCLA Senator House 85 Queen Victoria Street London, EC4V 4ET



Follow us on social media [@LondonYouth](#)

For more information, visit our website londonyouth.org

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The Federation of London Youth Clubs (operating under the name London Youth) is a registered charity: 303324. Registered company limited by guarantee (England and Wales): 258577.

Tel: 020 7549 8800

Registered office: London Youth, 47-49 Pitfield Street, London, N1 6DA.

THE FEDERATION OF LONDON YOUTH CLUBS

England & Wales - Charity number 303324

Accounts

Annual Report 2022-23

Annual Report and Financial Statements 2022-23

Year ended 31st August 2023

The Federation of London Youth Clubs

47-49 Pitfield Street London N1 6DA

Charity Registration: 303324

Company Limited by Guarantee. Registration (England and Wales): 258577



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Introduction

Chair's welcome

It has been an honour to continue as Chair of London Youth this year and witness the strides we are making in our mission to champion and strengthen London's youth organisations, so that more young people have the opportunities and skills they need to be the best they can be. It is undeniable that young Londoners urgently need the support that youth work offers and unthinkable that, without it, many would have to navigate a cost-of-living crisis, a landscape of inequality and a mental health emergency alone.

Despite these challenges, there is much to be proud of. It is heartening to see how our teams have supported youth workers and the young people they serve across the capital. Our strong network of youth organisations reached over 650,000 young people, providing them with valuable and life-changing programmes. It was a pleasure to meet many of our members in person at different events last year and I want to thank each and every one of them for the work they do to empower children and young people right across the capital through the excellent youth work they provided.

London Youth was founded in 1887 because the individual youth organisations of the day knew that they were stronger together. And today, we remain steadfast in our commitment to our members and to supporting the delivery of high-quality youth services. After a tough pandemic period, we emerged with a strengthened outdoor offer to help young people from almost every London borough to participate in a range of exciting activities. Thanks to our expert teams at Woodrow and Hindleap, 15,000 children reaped the benefits of outdoor learning and adventure at our outstanding residential centres. Through our residential stays, more young people had a vital chance to connect with nature, with each other, and discover new skills that benefit every aspect of their lives.

I would like to thank our Patron, HRH the Duke of Edinburgh, who hosted a reception at Buckingham Palace for London Youth and who visited Woodrow last year. We are sincerely appreciative of his ongoing commitment to our mission. I also want to thank our President, Sir Kenneth Olisa OBE, and our Trustees for their valued support, and extend a special thanks to our former CEO Rosemary Watt-Wyness for her focus and dedication to London Youth's work.

It is a time of new beginnings for London Youth. Our year end marks the start of Pauline Daniyan's tenure as our new CEO, the launch of our new 2023-26 strategy, and the completion of London Youth's unique data tool, all of which see us poised to make the greatest impact possible for young people in London. Together, we will empower young Londoners with the self-belief and resilience they need to succeed.

Stephen Moss CBE

Chair of Trustees



Chief Executive's message

At a time of huge pressure for young Londoners and youth organisations across the capital, our work is needed more than ever. Many young people from underserved communities are feeling the strain, and urgently need the safety of local youth spaces, the kindness of trusted adults, and the inspiration and support provided by programmes that meet their needs. The current economic climate has tested our members too, with many struggling to keep the lights on.

We're committed to make sure young people have somewhere to go, something to do, and someone to trust. We know that youth work transforms lives, and we believe that every young person, regardless of their postcode, deserves to benefit from life-changing opportunities. We also know that when we work together, we can achieve real results. I'm delighted that despite the challenges, we've done our utmost to support over 570 member youth organisations to deliver great youth work and meet young people's needs.

Last year, 215 member organisations benefitted from our programmes and our outdoor centres, and over 150 of our members achieved a London Youth Quality Mark. We proudly supported 24,680 young people through our programmes, events and outdoor centre activities, and our team delivered 13 tailored programmes across areas such as employability, social action, arts, mental health, and sports. Our membership team continued to provide a responsive and consistent offer that strengthens our network, directly supporting over 1,440 youth professionals and delivering over 160 networks and training sessions.

We continued to make sure the voices of young people are heard by those in a position to create change. In the face of cuts and a cost-of-living crisis, being able to help young Londoners speak up on the issues that matter to them is incredibly motivating. Our unique data tool is also deepening our support for youth practitioners, helping us to understand the landscape of London's youth sector, improve our member offer, and advocate for the youth sector to funding and policy decision makers.

I want to extend a heartfelt thank you to our membership community, funders and supporters, and our team across all three London Youth sites, for championing the power of youth work and young people. We couldn't do what we do without you. A special thanks also goes to our impressive Youth Board, our Chair Stephen Moss, and our Board of Trustees for all their dedicated efforts, and to my predecessor Rosemary Watt-Wyness for her expertise and hard work.

I'm confident our new strategy will help us create inspiring opportunities for more young Londoners. We must act as one to respond to the urgent needs across London and ensure every child and young person in the capital has an equal chance to thrive.

Pauline Daniyan

Chief Executive

At a glance: 2022-23 in numbers



571

Member youth organisations in our network

(2022: 587)

24,680

Total young people
supported

(2022: 28,106)

44,939

Young people visit
days at the centres

(2022: 42,477)

5,673

Young people on
programmes

(2022: 8,231)

158

Members holding
Quality Mark

(2022: 159)

164

Networks &
training sessions

(2022: 142)

1,442

Youth
professionals on
training &
networks

(2022: 1,676)

215

Members using
programmes or
centres

(2022: 226)

NB: We strive to provide unique numbers of young people, youth professionals or youth organisations, however the numbers listed are for the opportunities created, not necessarily the numbers of individual people or members supported. In some cases there is duplication where a young person or youth professional might take part in more than one opportunity.



About London Youth

We are London Youth.

A charity on a mission to improve the lives of young people in London, challenging them to become the best they can be. Young people need opportunities outside school to have fun with their friends, to learn new skills, to make a positive change in their communities and to shape the city they live in.

Our vision and mission

We're a charity on a mission to support the capital's youth sector to improve the lives of young people. We do this with and through our members – a network of around 600 youth organisations – and at our two outdoor residential centres, Hindleap Warren and Woodrow High House. Throughout our 135-year history, community youth organisations have provided a constant lifeline and a vital safe space outside the family and formal education, where young people can develop confidence, resilience and skills. Young people need opportunities outside school to have fun with their friends, to make a positive change in their communities and to shape the city they live in. We look to work with all young people, focusing particularly on those who wouldn't otherwise have access to the kind of opportunities we offer.

Our mission is to support young people and youth organisations to become the best they can be. Our vision is for all young Londoners to grow up healthy, able to express themselves, to navigate a fulfilling career and make a positive contribution in their communities.

Our values

In Autumn 2023 we updated our 2023-2026 strategy and this included work on our principles, which we are now calling our values. Our updated values are:

- **We're ambitious** – we constantly challenge ourselves to find better ways to support young Londoners, our members and colleagues
- **We're collaborative** – we take pride in working together, listening to one another and combining our expertise to take our work further
- **We're inclusive** – we're friendly, approachable and welcoming. We value the diversity of each other's knowledge and experiences, and apply this to our work, discussions and decision-making
- **We're accountable** – we take ownership of our decisions and make sure our members, colleagues and partners understand the reasons behind them, so we are trusted and relied upon

Our story

London Youth was founded in 1887 because the individual youth organisations of the day knew that they were stronger and could achieve more for young people by working together. Since then, much has changed for young Londoners, but the need to work together is more pressing than ever.

Since 1887, we have worked with our members to offer young people a wide range of high-quality opportunities for learning and fun and to build strong trusted relationships with adults and their peers.

We grew from the Ragged Schools movement of the 19th century, inspired by the simple idea that every young person, irrespective of background and circumstance, has something to gain from somewhere to go, something to do and someone to talk to.

We spent the twentieth century as two separate charities, The Federation of Boys' Clubs and The Union of Youth Clubs, which worked primarily with girls. In 1999 the charities merged to create The Federation of London Youth Clubs. That's still our legal name, though we prefer London Youth.

We're proud of our history, helping young people become the best they can be for over 135 years.

Why youth work is transformational

For many young people, their local youth club or youth group isn't just a place to have fun, it's something they need - a place to be heard, feel safe and explore who they are. Here, they develop the confidence, skills and resilience they need to be at their best.

Somewhere to go:

- Vital safe space outside school
- A place to have fun and make friends
- Confidence, skills and resilience

Something to do:

- New opportunities
- Make positive change
- Shape the city they live in

Someone to trust:

- Support
- Encouragement
- Inspiration
- Positive challenge

We're proud to support London's youth sector, and we trust and value their judgement. We're here to help them take their essential work even further, enabling them to reach even more young Londoners who need support. We're going to fight for a fairer playing field for the youth sector and shout about the vital role it plays.



For the period covered by this report, our work was guided by our 2020-25 strategy, the intention of which was to tackle the effects of increasing need and inequality combined with decreasing funding and support. This hasn't changed: our goal will always be that young Londoners grow up in the world's best city for young people. In Autumn 2023 we launched our new strategy and produced refreshed strategic goals for 2023-2026.

Our 2020-25 strategy in summary:

- 1. Deliver Opportunity:** seek to deliver opportunity at scale and breadth for young people. Get better at hearing and understanding the needs of young people and members and more adaptive at turning what we hear into practical applications. Emphasise the distinctive way our programmes also build capacity.
- 2. Drive Impact:** Improve our responsiveness and customer service, leveraging digital technology. Better connect members to support within London Youth plus expertise and support beyond. Increase our understanding of our impact for members and use this to improve our work.
- 3. Demand Change:** be a bold advocate for change, amplifying the voices of young people and youth workers. Be unapologetic about voicing the needs of London and putting the needs of young Londoners first. Identify points in the system where we can get best leverage for change and put sustained focus there.

Our aim was to do this within the context of a sustainable business model with the financial objective of breaking even after capital expenditure by 2025. As of September 2023, this aim now sits with our 4th refreshed objective, below, which sets out that we will breakeven by 2026 with reserves within policy.

With our new strategy we're also working to deepen our relationships with key strategic partners and stakeholders as well as maintain and enhance our longstanding membership offer.

Our **2023-26** strategic priorities

1. Create vital opportunities for young Londoners who have the greatest need
2. Develop youth organisations and lead the sector into a sustainable future
3. Inspire young Londoners with outdoor learning and trips away from home
4. Secure our financial sustainability; galvanising a network of supporters
5. Be a forward-thinking, inclusive organisation, where people feel motivated, heard and valued

Our full 2023-2026 strategy document can be found [here](#).

Why our work is needed now more than ever

Young people are the future. They deserve far greater investment from society to compensate for the losses they have suffered since the pandemic.

The case for support for grassroots youth work in London has grown exponentially during the last 18 months of economic hardship. All young people deserve to realise their potential wherever they live, and at whatever stage they are in their educational journey. Youth workers in community settings are a vital catalyst for their success. They listen to young people's needs and their aspirations and they equip them with the essential skills that are lacking in formal education settings. To do this, the youth sector needs to be built back to a position of strength, with replenished reserves and a workforce that is properly recognised and rewarded for all that they do. All the spaces in which they work need to be repaired and maintained so young people can continue to enjoy everything from sporting and other recreational activities through to just a friendly trusted adult and a welcoming and safe environment.

We need a decade of growth for London's youth sector after a decade or more of diminishing investment.

The myriad of challenges facing young people

Young Londoners are facing severe and interconnected challenges.

- High levels of poor mental health, one of the acutest concerns for young people living here. Allied to this is a sense of loneliness with research showing almost 4 out of 5 young people¹ experiencing loneliness sometimes, and over 10% feeling lonely all of the time
- The highest unemployment rate in the UK, which is up to 3 times as high if you are Black, Pakistani or Bangladeshi^{2&3}.
- The lowest levels of physical activity and amongst the highest rate of childhood obesity, affecting nearly a third of children in more than one London Borough^{4&5}.
- High and worsening levels of exclusion and absenteeism, with one in five young people now classed as persistently absent from school^{6&7}.

- The highest likelihood of experiencing violence in the UK, and the steepest loss of young lives⁸. It is worth noting that whilst not the highest losses on record, 2023 sadly eclipsed 2022 in the number of reported cases of teenage homicide in the capital^{9&10}.

¹ Throughout t <https://www.mentalhealth.org.uk/our-work/public-engagement/unlock-loneliness/loneliness-young-people-research-briefing>.

² Throughout <https://trustforlondon.org.uk/data/unemployment-age/>

³ Throughout <https://www.independent.co.uk/news/uk/home-news/black-men-three-times-more-likely-to-be-jobless-634303.html>

⁴ Throughout <https://londonsport.org/wp-content/uploads/2022/12/London-CYP-Active-Levels-December-2022.pdf>

⁵ Throughout <https://www.standard.co.uk/news/education/london-truancy-school-education-covid-b1140848.html>

⁶ Throughout <https://centreforlondon.org/reader/the-london-intelligence-health-and-wellbeing/data/#childhood-obesity>

⁷ Throughout <https://www.standard.co.uk/topic/primary-school>

⁸ Throughout <https://aoav.org.uk/2024/rising-toll-londons-teen-homicides-increase-in-2023/#:~:text=More%20teenage%20homicides%20were%20recorded,the%202021%20high%20of%2030>

⁹ Throughout <https://www.statista.com/statistics/862984/murders-in-london/>

¹⁰ Throughout <https://researchbriefings.files.parliament.uk/documents/SN04304/SN04304.pdf>

Poverty and inequality

Underpinning this is a shocking picture of persistent poverty and inequality. Cuts to youth services, the impact of Covid and a cost-of-living crisis have all deepened the cycle of deprivation.

- 37% of all children and young people in London are growing up in poverty: this is equivalent to 700,000 young lives. The Joseph Rowntree Foundation UK Poverty report highlights that London has the greatest degree of within-region variation in child poverty rates reflecting a striking inequality in household income across the capita. 43% of families with 3 or more children live in poverty.
- Four of the worst 5 local authorities for child poverty in the UK are in London. Trust for London data benchmarks these trends, and nearly half of children (48%) in Tower Hamlets are growing up in poverty.
- For Black children, the picture is worse. Over 50% are living in poverty. The Child Poverty Action Group reported on this in 2023, based on DWP data.
- Unemployment levels in London reveal the starkest racial inequalities. The latest Government data shows that, compared to White British (3%) that you are more than twice as likely to be unemployed if you are Black (7%) and three times as likely if you are Pakistani or Bangladeshi (9%).

For young people growing up with the odds stacked against them youth work can be transformational. Numerous studies have shown a positive relationship between activities outside school and young people's achievement and wellbeing. Young people from disadvantaged groups stand to gain the most, but they are also the children whose families are the least able to pay for activities. That's where youth work comes in.

All London Youth's and our members programmes' serve predominantly young people from the most disadvantaged demographics and they continue to inform our demands for change. As we continue to highlight, their outcomes are markedly different from their counterparts, whether seen through the prism of employment opportunities, physical wellbeing or mental health outcomes.

Strategic Report

Achievements and Performance

Introduction

In 2022-23, London Youth continued our mission to champion and strengthen London's youth organisations so young people have the opportunities and skills they need to succeed with, and through our members, a network of community youth organisations in London, and at our two outdoor centres, Hindleap Warren and Woodrow High House.

Following our 2020-23 strategy to deliver opportunity, drive impact and demand change, we focused on key issues that affected young people, youth professionals and youth organisations in London, including mental health and the cost of living crises. This section¹ of the report describes what we did and what we achieved with these audiences.

Our members and the young people they serve

During 2022-23 we had 571 youth organisations as members (2022: 587).

We continue to collect data about our members annually through the membership renewal process². In September 2023 we published a public data tool to share this data with our members and the wider sector: [London's youth VCS data tool - London Youth](#), and the accompanying report here: [London's youth sector: insights from London Youth membership](#).

The overall results from this data have stayed similar, compared with previous years. A key change is the increased demand on our members, with young people's numbers rising. A few key points about our membership are below:

- Our members worked with over 651,968 young people
- Together, our members have over 12,000 staff members and over 25,000 volunteers, 60% of staff are youth workers.
- Most of our members are small organisations, with a turnover of under £500,000.

¹ Throughout the report, the numbers of young people may not be unique as some of them take part in different opportunities and with different members.

² 522 members completed the data update. Associate members (21) do not complete this survey.

Deliver Opportunity: at scale for young people

Through our programmes

In 2022-23 we delivered 13 programmes and multiple events, providing opportunities to **9,682 young** people through **178 members** and directly³ (2022: 201 members; 13,336 young people). 80% young people from Black and Minority Ethnic groups (2022: 70%)

Our programmes include a structure for activities for young people delivered with and through our member youth organisations. They are themed around one or more of the following: employability, sport, arts, mental health & wellbeing and youth social action. **92%** of the young people who answered our surveys said they enjoyed taking part in the activities.

Young people on our programmes achieved the following key impacts:

- **76% of the young people were doing better physically and/or emotionally** (2022: 81%) – in addition to improved physical and mental health, this impact also includes improved their confidence and increased their resilience and motivation.
- **81% of young people have gained skills, knowledge and networks** (2022: 82%) – they felt they gained knowledge and skills, and following the programme they aspired for more and have improved access to opportunities.
81% of young people were inspired and enabled to make positive contribution to their communities (2022: 75%) - they felt their connections improved and they are able to participate more, including through taking more leadership roles and having a greater voice.

“I am able to work in a team and communicate with people. I am also able to start up conversations with people I have never met before.”

Young person, HeadStart Action

“They started their own recycling scheme around college. They help with picking up litter in the alleyway. Students sent various emails to get support from different companies. They had an overwhelming response from the community to support the project.”

Youth professional, HeadStart Action

Through our outdoor centres

In 2022-23 we hosted **14,998 young people** at our two outdoor centres, Hindleap Warren and Woodrow High House (2022: 14,770). Many young people in London have limited opportunity to leave the city – for 55% of the young people of our membership who answered it was the first trip away since the pandemic, or ever. We were able to host 1,791 young Londoners from 79 member youth organisations (2022: 83). In total, we delivered 44,939 young person visit days at our centres (2022: 42,214).

Young people on visiting the centres told us their wellbeing had improved (71%) – including feeling more confident and better connected and improving their resilience and motivation. 86% of the young people who answered, felt that being in nature as part of your visit has made a difference to their wellbeing.

³ Throughout the report, the numbers of young people may not be unique as some of them take part in different opportunities and with different members.

In addition, 74% of young people gained more or better skills as a result of their visit, and 79% felt a sense of achievement.

“A lot of students have a fear of heights and we’re tentative about trying new things but all the instructors made each of our students feel so comfortable and they all had a go at everything as a result. Their confidence and connection to each other has greatly improved.”

Group Leader at a Jack Petchey Adventures residential

Drive Impact: provide a responsive, relevant and consistent offer to our network

In 2022-23, 358 members took advantage of our offer (2022: 425). We delivered training, networks, our quality assurance programme, grants, EAP (employee assistance programme), leadership development programme and direct support. This year we expanded our range of sector development programmes, continuing location-based Islington’s QLIP and Croydon’s Cornerstone, and adding programmes open to the sector supporting mentoring and applicants of the Go! London sport fund.

Quality: Improved quality of youth work provision

We trained 954 youth professionals (2022: 924) on 142 training sessions (2022: 133), some offered through our programmes (such as Youth Involvement and Rise Up). On average, 91% of participants rated our training highly immediately after the training (2022: 86%).

Training participants achieved the following outcomes:

- 87% gained new knowledge (2022: 90%) and 70% gained new skills
- Around 90% felt that they are able to apply what they learned, and said they intend to do so (2022: 91%)

“[The trainer] provided us with tools to takeaway which can be applied to crisis situations and food for thought for consistency across the organisation for a code of conduct.”

Youth professional, LY training

Resilience: Strengthened resilience of youth professionals and sustainability of youth organisations

We supported over 170 members on their Quality Mark journey (2022: 290), helping them to improve their policies, procedures and practice. 158 members, who make up 29% of our membership held a Bronze, Silver or Gold Quality Mark in 2022-23 (2022: 159 members, 27% of membership).

“Undertaking the quality mark allowed us to rethink our physical space and explore where there are opportunities to make our environment as safe, secure and inclusive as possible. The process also enabled us to embed some of our learning across our policies and procedures. Achieving the quality mark has demonstrated to our partner organisations and funders that we are serious about improving not just our programmes of work, but our practice as a charitable organisation.”

Lewisham Music, Bronze Quality Mark holder

Collective: Enhanced connections and collaboration within the sector

We delivered 22 network sessions (2021:9) attended by over 300 youth professionals (2022: 224) from members and other organisations, where they share knowledge and support. 94% of participants rated our networks highly (2022: 88%).

2022-23 saw the final year of the Rise Up Leadership programme, with participants achieving on all the three impacts above. Through it, this year we provided training and mentorship to 114 youth professionals with lived experiences of youth work and of being affected by violence (2021:89). The programme was highly impactful, with participants gaining the understanding that their own lived experience is not only valid, but a critical part of what participants bring to their role as youth practitioners. Key outcomes include a high majority of participants feeling they were well equipped to manage conflict, having access to support and advice through the networks and describing themselves as leaders, following the programme.

“Rise Up has been an incredibly valuable experience for me and has allowed me to meet amazing, like-minded individuals. I have enjoyed training alongside people who work within this field and are able to share their knowledge to help me better myself.”

Youth professional, Rise Up

Demand change for young people and a better environment for youth organisations

In 2022-23, we continued to effectively advocate for long-term sustainable funding, to London’s youth sector and for a long-term youth strategy alongside it, by bringing the voice of London’s youth sector together. We put our members and young people at the front of communications, public affairs and coalition activities.

As well as co-chairing the Young Londoners Coalition, we continued to encourage and facilitate collaboration with other leading youth sector bodies such as the NYA, UK Youth, Partnership for Young London and others.

We created around **30 opportunities** for young people from our youth board and from member youth organisations to speak directly with decision makers. They and team members, spoke at several All-Party Parliamentary Groups (APPG). We had meetings with deputy mayors, high-level civil servants and London MPs and Assembly Members from all parties – some of whom supported and attended our London Youth Annual Youth Awards.

Informed by members, the youth board and partners, we submitted evidence and responded to consultations, supported a letter to Minister, and were cited at a parliamentary debate and various external networks. Our youth board questions about the Met Police were put to the Mayor and responded to.

We also developed the [Ambitious Applications](#) campaign, calling for employers and funders to provide opportunities to young Londoners, reaching thousands.

Best we can be

Anti-racism journey

We continued with our commitment to become an anti-racist organisation. We know that racism is endemic in our society and have worked to identify and be conscious of how we contribute to perpetuating racism and inequality within our own organisation. We also know that many young people face the significant challenge of racism, and the direct and indirect negative impact racism has on their opportunities to live happy, healthy, safe and fulfilled lives. This challenge is a key driver of our commitment to anti racism as an organisation and as individuals. During 2022-23 we continued to work on achieving the targets in the Race Equality Action Plan. This spans six pillars: anti-racist organisation; diversity; Inclusion; education and learning; governance and accountability; and external impact.

We continued the focus on embedding anti-racism throughout our organisational processes. This included reviewing and updating our People policies through an inclusive lens, launching a new recruitment system and actively tracking our employee ethnicity and inclusion data.

Towards the end of the financial year, we carried out a review of the progress we were making. The review was undertaken by external consultants and included a deep dive into the action plan, we held two focus groups, one session for those who experience racism and another for those who do not and to produce an updated report. There was clear evidence that we had delivered against the action plan, however some of the changes are not yet being felt by our employees, particularly people of colour. As we move forward, our focus is twofold: to deepen the roots of our internal initiatives, making anti-racism a defining feature of our organisational culture; and to extend the reach of our influence externally, leveraging our voice to contribute meaningfully to the wider dialogue on race equality.

With our members we sought to obtain a better understanding of the ethnic makeup of their staff and leadership teams and Trustee board. This will help us to identify the impact of our membership reach.

Digital

During the year we made big strides in implementing the new Salesforce CRM system at London Youth. The system aims to help us become more efficient and to create better customer experience to our members and stakeholders.

Through the phased plan of work, the Fundraising team went live with the system in summer 2023, as did some elements of the Membership work whilst others were at testing phase (Membership and Communications and Policy). Work on the Programmes elements are still in development phase. Concurrently, we have been working on automating processes related to the Upshot system the Programmes team use. We now hope to fully implement the new Salesforce CRM by spring 2024.

Financial review

Financial report

The Financial Strategy for the period to 2026 seeks to achieve a break-even position of income over expenditure (before depreciation).

Total Income in 2023 of £7.174M (2022: £7.008M) met budget expectations within a margin of 1%. Donations and Legacies full year performance at £0.352M (2022: £0.708M), is down when compared to the prior year figure.

London Youth continued its strong track record of attracting programme funds in 2022-23 which the charity uses to deliver a range of membership opportunities to help meet the needs of young people in London. Once again, the generosity of key trust and foundation supporters and corporate partners helped to ensure that London Youth continued to meet the needs of young people in the capital; delivering £3.623M to the charity in year (2022: £3.767M), to support programme funding across the capital.

Earned Income at the Centres continued to grow at £3.074M in 2023 (2022: £2.275M) as both Centres worked at full operability with an aim towards pre-pandemic levels in the face of significant economic pressures.

Trading activities also performed better in 2023; realising year on year growth at £0.1M of which £87k is trading and income and £13k is rental income (2022: £0.074M).

Restricted programme expenditure increased slightly from prior year at £3.213M (2022: £3.208M) confirming the organisations continued commitment to this vital support to our members. This included expenditure of:

	2023	2022
Rise Up	£0.669M	£0.460M
Headstart Action	£0.562M	£0.186M
Getting Active	£0.419M	£0.512M
JP Morgan Employability	£0.205M	£0.176M

Included in this spend was a total of £1.294M (2022: £1.065M) in direct grants to members, with a notable rise of 20%, comprising grants to help build capacity in sector, as London Youth continued to support members and young people during a period of economic uncertainties.

The ratio of overall expenditure of £9.059M (2022: £8.098M) to Income of £7.174M (2022: £7.008M) in 2023, is in the same proportion as the prior year as London Youth maintains its journey to a 'break-even' position.

The charity's investments performed at a higher level in the year against prior year with income of £0.205M (2022: £0.184M). The market remained volatile against this backdrop of economic uncertainty, the value of London Youth's portfolio increase by £0.469M (2022: £0.729M) which was lower than prior year. It should be noted that the investment portfolio had recovered the losses by the end of Q2 of the 2023/2024 financial period.

Investment performance

The opening value of London Youth's investment portfolio was £7.571M as at 1 September 2022 (excluding 'other investments' of £0.012M, per Note 13); comprising of two main portfolios; one of which is held at Sarasin & Partners (£5.284M) and the other at CCLA (£2.287M).

Included in the opening balance of the Sarasin & Partners portfolio is £1.477M which is held as a permanent endowment (the "Girls Fund"). The permanent endowment was acquired on 1st February 1999 following the merger with the London Union of Youth Clubs. The value of these investments - £891,991 - at the fund transfer date was classified as frozen permanent capital; the remaining value of the investments being classified as unapplied total return.

London Youth's objective is to achieve a level of capital and income growth that over the long term at least maintains the real value of the assets and the Investment Policy is reviewed annually by the Finance Committee of the Board of Trustees.

The portfolios are on a total return basis, with the aim of allowing the charity to maximise total returns - at minimum to maintain the real value of the investment assets - while making available an appropriate proportion of the total return for expenditure each year. The distribution level is currently set at 3.5% per annum for each portfolio and has been kept under constant review to ensure no erosion of capital.

Total income from the investment portfolio for the year ending 31 August 2023 was £0.205M (2022: £0.184M).

2023 saw investment gains of £0.115M compared of losses of (£0.729M) in 2022.

The closing value of the share investment portfolio was £7.101M as at 31 August 2023.

The closing figure for total investments - including 'other investments' – was £7.113M as at 31 August 2023.

Reserves policy and position

The Trustees seek to retain a prudent level of reserves from unrestricted income. London Youth holds financial reserves to be applied to future activities in a number of categories:

- **Unrestricted:** are available to be applied, at the discretion of the Trustees to any of London Youth's charitable purposes. This includes designated funds which have been put aside by the Trustees for specific future purposes.
- **Restricted:** are to be applied to the specific purpose intended by the donor.
- **Endowment:** are restricted funds that are to be retained for the benefit of London Youth as a capital fund. Permanent endowments require the capital to be maintained and only the income and capital growth can be utilised.

London Youth is funded in a number of different ways, including significant grants and donations from a variety of sources that support our London programmes, together with earned income from activities and residentials at the charity's two Outdoor Centres based in Buckinghamshire and East Sussex. These diverse income streams mean we are not reliant on a single source of funding and are unlikely to see all of our income withdrawn at the same time.

Trustees normally base their reserves policy on the identified needs to:

- Provide sufficient working capital for the following year and to provide against a downturn in revenue generation and an uncertain fundraising climate.
- Mitigate the risk of unforeseeable expenditure, with particular regard to ownership of the two residential centres which require ongoing capital investment.
- Support innovative programmes where such require a period of development and testing prior to proving their case to external funders.
- Invest in organisational development and infrastructure to better support front-line delivery and boost long-term stability and sustainability.

London Youth believes that its unrestricted (free) reserves should be between 3-6 months' expenditure, excluding capital appeal expenditure. This means that the charity would normally seek to hold unrestricted free reserves of between £2M and £4M.

The Trustees continue to monitor the ongoing investment decisions in terms of the longer-term depletion of Reserves. Based on longer-term budget forecasts, it is estimated that the equivalent six-month reserve figure will be £4M as at 31 December 2025, which has been adopted by the Trustees as the longer-term Reserve target, pending any significant shifts in expenditure patterns during that time.

The level of 'free' reserves as at year end available to fund the Reserves target - that is the total reserve figure of £13.242M (2022: £15,014M), less the value of the Permanent Endowment, £1.477M (2022: £1.509M); Restricted Programme funds, £1.024M (2022: £0.659M) and Fixed Asset reserve, £7.086M (2022: £7.324M) is £3.655M (2022: £5.522M).

This figure is consistent with the financial strategy and the Trustees therefore believe that the current level of 'free' reserves stand at a satisfactory level which is consistent with the adopted policy and ongoing organisational requirements.

Going concern

In setting budgets for the period of the Financial Strategy 2023-2026 the Trustees recognised that ongoing budget support would be required to enable the charity to move to a net surplus in terms of in-year unrestricted income and expenditure; thereby reducing the historical dependency on property sales to bridge successive year deficits.

The Trustees also recognised that ongoing investment would be required at the Centres to maintain the properties to minimum aesthetic and health and safety standards as well as investment to building the charity's fundraising capacity during this period.

The Board of Trustees annually review key criteria to assess the going concern of the charity and it's trading subsidiary and have adopted a framework (split in to four sections as below) for doing so.

- Budgets and forecasts
- Future cash flow projections
- Reserves and financing
- Conclusions

Along with the Finance Committee, the Board of Trustees have reviewed the ongoing budgets, reforecasts and cash flow to December 2025. They have scrutinised the reserve position, including cash held in the bank, investments (including the Endowment) and restricted commitments. During this review the Trustees priority was to ensure the Charity is able to endure any decline in income, unexpected increase in costs and continue to meet their restricted commitments.

'Free' reserves are defined as the total reserve figure less the value of the Permanent Endowment, Restricted Programme funds and Tangible Fixed Assets.

	2023	2022
	£	£
Total Reserves	13,242,790	15,013,565
LESS Permanent Endowment	(1,477,014)	(1,509,427)
Restricted Programme Funds	(1,024,389)	(658,542)
Tangible Fixed Assets	(7,086,492)	(7,324,020)
Total 'Free' Reserves	<u>3,654,895</u>	<u>5,521,576</u>

The Reserves Policy requirement is to hold between 3-6 months' expenditure and the charity adopted a six-month reserve target of £4.4M. The Charity carefully monitors this against current performance and plans. The financial year ending 2023 saw free reserves of £3.860M (2022: £5.5M) which although lower than the £4.4M target is comfortably within the Reserves Policy requirement.

The Trustees are confident that investment in new opportunities, equipment and technology will provide growth, against a backdrop of an existing robust delivery programme.

Given the current level of Free Reserves at £3.860M which is equivalent to 5 months of current expenditure, the Trustees believe there are sufficient resources available to manage the current operational risk, including the risk to the charity's reserves. The Board therefore considers there is a reasonable expectation that London Youth has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future.

For the reasons outlined above, the Board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Principal funding sources in 2022-23

We thank all our supporters to whom we are deeply grateful. Every donation makes a difference and is sincerely appreciated. Principal sources of funding in 2022-23:

Individuals

Guy Davison
Roger Jefcoate CBE DL
Ian Lundberg
Stephen Moss, CBE

Travis Tucker
Robert Mason
John and Marsha Rae Ratcliff

Trusts, Foundations and Statutory organisations

DCMS Tampon Tax Fund
Arts Council
C A Redfern Charitable Foundation
Centre for Youth Impact
City Bridge Trust
East Grinstead Common Good Trust
Garrick Club
Gigglemug Charitable Trust (Ludlow Trust)
Girdlers' Company Charitable Trust
GLA
Golden Bottle Trust
Golf Foundation
Hale Trust
Hall Charity TST
HS2/Groundwork
Islington Council
iWill
London Sport
Jack Petchey Foundation
James Wise CT (Marshalls Solicitors)

Jimmy Dixon Charitable Trust
John Scott Charitable Trust
Lawson Trust
Maurice Marks Charitable Trust
Morrisons' Foundation
National Lottery Heritage Fund
Portal Trust
Rockcliffe Charitable Trust
Roger & Jean Jefcoate Trust
Salters' Company
Sir Jeremiah Colman Trust
Sulgrave Foundation
Sport England
The 29th May 1961 Charity
The Clare Foundation
The Hobson Charity
The Roland Callingham Foundation
Trust for London
Tudor Foundation
Violence Reduction Unit

Companies and organisations

Accenture
AJG
Azzurri
Converse
CVC Capital Partners
Deverell Smith
Fairview
Gerald Edelman
Gucci
Haptivate

Ineos
Ingenious Media Group
Kinleigh Folkard and Hayward
Klayvio
McGee
MRI Software
Pennington Manches
RDAS
VISA
Wernick Group

In-kind support

Ambassadeurs Group
Azzurri
Coco Di Mama
CVC
Gucci

Gerald Edelman
Haptivate
Knight Frank
McGee
QPR

RAPP
RDAS
UBS
VISA

Plans for the future

Priorities for 2023-24

Our priorities for the coming year include:

- Continue to provide opportunities to young people through sports, employability, youth social action and arts – and where possible, we will aim to provide additional cost of living support to members through food and contributions towards increased core costs.
- Enable more members to access London Youth’s improved Quality Mark programme including the improved Quality Mark Resources Library and complete the redesign of the Silver and Gold Quality Mark Frameworks.
- Enhance the prospects for children and young to experience outdoor learning and trips away from home. In 2023-24 we continue to work on:
 - Increasing the funded opportunities for children and young people to attend trips way from home at Hindleap and Woodrow.
 - Implement our new learning and evaluation methodology at the Centres, ensuring that we have better evidence of the outcomes for young, learn more from our delivery and improve in future.
 - Planning for a capital appeal to support the development of Hindleap Warren, ensuring it continues to deliver a high-quality experience for all who visit.
- Support our Youth Board to design, develop and lead projects and campaigns to tackle issues faced by young Londoners.
- Provide specific tailored support to youth workers to ensure they are equipped to deal with the increasing mental health needs of young people.
- Focus on policy and influencing work - which continues to build the case on key structural issues affecting youth provision in London.
- Continue to collaborate with sector funders and partners, and expand our philanthropic income opportunities, to improve efficiencies and help develop better outcomes for young Londoners.
- Complete the implementation of the CRM project in the remaining parts of the organisation, as we work to achieve greater digital efficiencies.
- Continue to make further strides on our journey to becoming an anti-racist organisation as we implement our race equality action plan; engage with our members to learn, share and amplify challenges, as well as good practice across our networks.

Principal risks and uncertainties

London Youth maintains a risk register to identify the principal risks to which the charity is exposed and confirm that systems are in place to manage and mitigate those risks. The risk register is reviewed on a quarterly basis by the Board and its Committees and by the Senior and Leadership Teams on an ongoing basis to identify new risk and appropriate strategies to manage all relevant risks.

The key risks facing the organisation are:

Safety

London Youth monitors and manages activities that may result in a participant or member of staff being seriously injured or killed. This is especially the case at the Outdoor Centres, where activities are specifically designed to provide challenges to children and young people in a way that is safe and encourages them to participate.

The culture at London Youth, and at the Outdoor Centres in particular, is one of 'safety first' which is promoted by senior staff throughout the organisation, with expert input provided by the Head of Safety & Environment and external technical experts.

Specifically;

- adventurous activities are professionally built and inspected regularly. Trees located around activity locations are regularly inspected by professional arboriculturists;
- appropriate training is provided to instructors, including supervision of new employees until their competence can be validated;
- all activities are risk assessed, and appropriate control measures put in place. Staff carry out checks on personal safety equipment and on activity equipment before activities take place;
- Swimming pools are operated by staff with appropriate training and with two lifeguards on duty (or holders of an equivalent qualification) at all times;
- Minibuses are driven by staff who hold relevant qualifications and training, and buses are inspected regularly to ensure they are roadworthy; and
- Both of our Outdoor Centres hold external accreditations to warrant their fitness to operate. Hindleap Warren is also licensed by the Adventurous Activities Licensing Authority in respect of certain activities that we run there.

Regular health and safety reviews, coupled with accident and incident reporting - including investigation and review at senior level, as appropriate - enables London Youth to continually improve standards and manage risk.

Safeguarding

London Youth believes that it is always unacceptable for a child, young person or vulnerable adult to experience abuse of any kind and recognises its responsibility to safeguard the welfare of all children and young people, by a commitment to practice, which protects them.

The purpose of London Youths safeguarding policy is to

- Provide protection for the children, young people and vulnerable adults who receive London Youth's services
- Provide staff and volunteers with guidance on procedures they should adopt if they suspect a child, young person or vulnerable adult may be experiencing, or be at risk of, harm

London Youth's staff and volunteers are all vetted at recruitment stage. This includes undertaking a DBS check at the level appropriate to each role, providing a declaration of criminal convictions and references from former employers. All staff attend safeguarding training within three months of joining the organisation. This is then refreshed every three years. London Youth has established a cross-organisational Safety and Safeguarding Team which meets regularly to discuss, review and respond to new issues and events.

We have a Designated Safeguarding Lead, supported by a group of Designated Safeguarding Officers. These individuals are the route for all reporting of safeguarding concerns across the charity.

Member engagement

The number of members stood at 571 at year end 2023 (2022: 587) with 82 new or rejoining members. Members remain actively engaged, where there were 470 (2022: 425) members (75%) engaged with a part of the London Youth offer.

Membership engagement remains a principal risk that we continually monitor. Factors that could affect our membership include - economic circumstances being such that they can't keep operating or can't make use of what we offer; our value proposition not being compelling enough to them. The impact of a reduced membership includes, lessening our credibility and influence as a 'membership' body; programmes have smaller reach as we have fewer members, impacting our ability to deliver our mission and fundraise; number of young people in London are not supported as well as before.

London Youth's membership strategy prioritises quality of the interaction. We provide funding to clubs and work to support members. We ensure our training provision of members remains relevant. The London Youth Quality Mark puts clubs in a stronger position to access available funding. A comprehensive communication plan to engage with our membership. These offerings are constantly reviewed. We also continue to improve our digital infrastructure to improve member engagement.

Financial sustainability

The significant risk currently posed to the financial sustainability of the charity is the ongoing uncertainty posed by the energy price costs and the cost of living crisis.

As we emerge from the post-pandemic economic environment the subsequent impact on *Earned Income* at the Centres is still being felt. This is London Youth's primary source of unrestricted income.

During the pandemic the charity has demonstrated its capacity to be alert to such risks and to act appropriately through a range of risk mitigation measures close monitoring (and restructuring if necessary) of its cost base. The charity continues to invest in the infrastructure to support growth.

The Trustees will always be focused on the longer-term risk to the financial stability of the charity by placing too great an 'ask' on free reserves to support in-year budget deficits and/or ongoing investment. As a result, London Youth will continue to monitor and control, through the internal, Board and committee reporting, the direct and indirect costs required to successfully deliver the activities necessary for our members.

Funding risk

The Charity has demonstrated considerable expertise in raising restricted programme funds by developing strong multi-year funding relationships with trusts, foundations and institutional funders. A renewed focus on longer-term sustainability with a fundraising strategy that leverages new income sources – including corporate, high net worth individuals and unrestricted income. This approach has been complemented by continued investment in digital to improve the charity's membership reach and online funding capacity.

With the risk of an overreliance on existing funding streams, the Charity will continue to focus on diversifying its income streams, with a particular focus on generating new sources of unrestricted income, supported by a fit-for-purpose digital infrastructure to support relationship management and stewardship.

Trading Subsidiary

The principal risk for the trading subsidiary is its reliance on the parent company and recruitment of qualified staff. We are investing in improving the trading income streams and recruitment to manage these risks.

Trustees' Report

Structure and governance

Governance

Legal structure

The Federation of London Youth Clubs, operating under the name London Youth, is constituted as a company limited by guarantee registered in England and Wales (number 258577) and registered as a charity with the Charity Commission (number 303324).

The charity was founded in 1887 as The London Federation of Boys' Clubs and incorporated on 22nd August 1931 as a charitable company limited by guarantee. It is governed by its Articles of Association which were last amended on 21st March 2018.

Subsidiary undertakings

The charity's wholly owned trading subsidiary, London Youth Company Trading Ltd (company number 2977936, registered address 47-49 Pitfield Street, London N1 6DA), carries out non-charitable trading activities for the charity – primarily swimming lessons and sports hall hire for non-youth groups. Details are included in Note 4 to the accounts.

Charitable objects

The charitable objects are to give young people access to a range of learning opportunities and challenging experiences which promote their personal and social development. "Young people" are defined in the governing documents as aged up to 25 years old.

Our activities to achieve this are:

1. To assist the development of young people by promoting, improving and assisting the delivery of efficient and high-quality youth work services.
2. To relieve poverty by assisting young people in need and by encouraging young people to make use of educational and recreational facilities so that their lives may be improved.
3. To give young people access to a range of learning opportunities and challenging experiences which promote their personal, social and spiritual development.

These are embedded in our vision and reflected in our strategy and activities.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

London Youth's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its key objectives. The Trustees confirm, in the light of the guidance, that these aims fully meet the public benefit test and that all the activities of the charity, described in the Strategic Report, are undertaken in pursuit of these aims.

This report demonstrates how London Youth's strategy and activities during the year have helped young people through key performance metrics and reported outcomes. London Youth has also reiterated its commitment to continuing to deliver public benefit in the years ahead through its 2020-25 Strategy.

Appointment, induction and training of Trustees and Honorary Officers

The Board of Trustees (who are all also company Directors) comprised 8 (2022:10) at 31st August 2023. Trustees that served during the year are detailed on page 61.

Trustees are elected by Members at the Annual General Meeting following nomination either by the Board of Trustees or by five or more members and retire in accordance with the charity's Articles of Association which allows a maximum service of 9 years. Honorary Officers comprising the Chair, Deputy Chair and Treasurer are elected annually.

Two Trustees resigned before the 2023 AGM, who were Guy Davison and Sharaf Mahmood. London Youth would like to thank them both for their contribution to the charity during their time as Trustees.

Trustees are provided with a Trustee Handbook and have an induction on first joining London Youth, including meetings with senior staff and training as needed thereafter. The Trustee Board has an annual Away Day with senior staff to consider its strategic plans and improve governance at the beginning of the annual planning process. Both new and existing Trustees are asked to adhere to the Trustee Code of Conduct. All Trustees at London Youth are volunteers and receive no benefits from the charity. Any expenses reclaimed are paid in accordance with our Trustee Expenses Policy.

The Board regularly considers improvements to governance and performance and, during 2023, continue active recruitment for new Trustees, with a focus on improving the Board's skillset and diversity profile.

Having implemented the Charity Governance Code for Large Charities, including *Principle 6: Equality, Diversity and Inclusion*, the Board is committed to building on past high standards achieved and ongoing commitment to continual improvement in these areas.

The charity continues to focus on its Race Equality work and hold quarterly *Race Equality Action Stakeholder Group* meetings, chaired by Charline King, Trustee. Ongoing *Race Equality Training* was also provided to new Trustees and staff alike.



Management and decision-making

Management

Executive management is delegated to the Chief Executive and Senior Team, comprising departmental executive Directors. Senior staff comprising the Senior and Leadership Teams ('Heads of'); the latter holding budgetary responsibility across a range of cost centres that sit within relevant departments, including responsibility for monthly management reporting and the annual planning and budgeting cycle.

Trustees meet quarterly at formal Board and sub-committee meetings at which they review management accounts with forecast out-turn, the risk register and progress against planned deliverables. Trustees and staff interact regularly and, specifically:

- the Chief Executive, Director of Fundraising and Director of Programmes meet regularly with the Chair;
- the Director of Finance and Resources with the Treasurer;
- the Director of Residential Centres with the Chair of the Assurance Committee
- quarterly *Race Equality Action Stakeholder Group* meetings who are convened by the Director of Engagement and chaired by a Trustee.

Involving young people in decision-making

London Youth actively provides young Londoners with opportunities to develop their engagement and leadership potential. Following a review of the long-term objectives in context of London Youth's 2020-25 Strategy, our Youth Board regularly meet to strengthen our decision-making processes. We involve young people in decision-making fora in three distinct ways:

- **Ambassadors:** young people are visible within the wider sector; their voices heard and positioned to influence change
- **Advisers** – young people are a key part of London Youth organisationally and regularly involved in decision-making and development
- **Alumni** – young people who have been a part of London Youth's Youth Board can remain connected and contribute to change.

Grant making policy

London Youth's policy is to make grants to organisations working with young people in London with similar objects to that of the charity. Before making a grant, London Youth conducts a due diligence review, including an appraisal of the project, governance structures and the grantee's capacity to deliver; proportionate to the size of the grant. This process ensures that there is a good strategic fit between the objectives of London Youth and the partner organisation, and that the project provides an effective way of bringing about the desired impact. Bigger grants are usually disbursed in instalments to ensure

that deliverables are being achieved in line with the relevant grant agreement. Grants expenditure is accounted for in full as liabilities when approved and notified to grantees, as there is a valid expectation that they would receive the grant as offered and accepted.

Nonetheless, London Youth staff monitor and evaluate progress throughout the period of the grant and provide support, as required, to help project deliverables remain on track. London Youth reserves the right to discontinue grant funding if not satisfied that the grant is being managed according to the grant agreement.

Fundraising

London Youth is grateful for the crucial support received from trusts, foundations, government agencies, companies, and individuals, that share our dedication to empowering young Londoners throughout the capital. Through collaborative efforts, we enhance and sustain our membership services and programs, aligning with their priorities and objectives.

Our fundraising team remains proactive in diversifying, increasing, and sustaining philanthropic income. We are committed to forging partnerships with leading companies across various sectors in London, including technology, entertainment, social media, retail, healthcare, and financial services. Additionally, London Youth engages in a limited number of commercial agreements to leverage product sales for mutual benefit.

Looking ahead there will be increased focus on advocating for funding towards unrestricted income, enabling us to allocate resources where they are most needed. This flexibility is crucial in addressing emerging priorities and unforeseen challenges faced by young Londoners and our membership during these uncertain times.

London Youth does not engage third-party fundraising organisations, conduct telephone, or direct mail fundraising. While the charity does not undertake public fundraising, we adhere to the Code of Fundraising Practice and are registered with the Fundraising Regulator. There have been no complaints received regarding fundraising activities conducted by the charity or on its behalf during the review period.

While specific policies for protecting vulnerable individuals and the public are not in place for fundraising activities, London Youth upholds organisational safety and safeguarding procedures to ensure the well-being of all involved.

Our people

Volunteers

The Trustee Board acknowledges and greatly appreciates the contribution that volunteers make to the charity with their enthusiasm and dedication.

Staff

London Youth had, on average, a paid workforce of 124 (2022: 90) full time equivalent employees, who are based in London and at our two centres upon whom the charity relies on professionalism and commitment to deliver on its charitable objectives. The increase in

employee numbers marked the return to normal operations following the pandemic restrictions. Significant recruitment challenges at the Centres were supported by a commitment, as part of a Total Reward Framework (TRF) review to becoming a Real Living Wage employer in 2022-23, when employees' numbers did increase further during 2023.

London Youth is committed to the wellbeing of all employees and the charity continued to deliver a wide range of wellbeing activities including a menopause session supported by a new policy. Regular health and wellbeing checks are carried out on a 1:1 basis and, in 2022, the charity reviewed its overall benefits package as part of a Total Reward Framework review and added additional benefits – including a Health Care Cash Plan – effective in the 2022-23 financial year.

Remuneration policy

London Youth takes an approach to pay and reward that enables the charity to recruit and retain the skilled staff required to deliver on its charitable objectives. A new Pay Policy was introduced to support the introduction of the TRF. A performance management culture enables employees and volunteers to understand and deliver our strategy, while being accountable for their role in doing so. London Youth is a diverse organisation that competes in different job markets for varied skills and experience.

In 2023 as part of TRF a new non-contributory Health cash Plan was introduced with 92% of employees joining the scheme.

In recognition of escalating cost-of-living pressures, the Trustees awarded a 3% cost-of-living increase to all employees as part of the budget-setting process in July 2023 which was effective from 1 September 2023

The Senior Team are the key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis. They comprise the Chief Executive, Director for Centres, Director of Engagement, Director of Finance & Resources, Director of Fundraising and Director of Programmes, a part time Director of People and Wellbeing. See note 11 for the total remuneration of these roles.

Statement of Trustees responsibilities

The Trustees (who are also Directors of London Youth for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice \\\(Accounting and Reporting by Charities) (the Charities' SORP FRS 102);
- Make judgements 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 financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware; and
- They have taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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. The Report of the Trustees, which incorporates the requirements of the Strategic Report and the Directors' Report as set out in the Companies Act 2006 (strategic Report and Directors' Report) Regulations 2013, was approved by the Board and signed on its behalf by:



Stephen Moss, Chair: 13 September 2024

Independent Auditor's Report

Independent Auditor's Report to the Members of The Federation of London Youth Clubs

Opinion

We have audited the financial statements of The Federation of London Youth Clubs (the 'charitable company') and its subsidiary (the 'Group') for the year ended 31 August 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including 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 Group's and the charitable company's affairs as at 31 August 2023 and of the Group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group 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 Group or the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our 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.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 30 the trustees (who are also the directors of The Federation of London Youth Clubs for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group'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 group or the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Group for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Charity Commission, health and safety legislation, data protection legislation and employment law.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management.

Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, designing audit procedures over the timing of income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Julia Poulter
Senior Statutory Auditor For
and on behalf of Crowe U.K.
LLP Statutory Auditor
London

Date: 15 September 2024

Financial Statements

Statement of Financial Activities

Consolidated Statement of Financial Activities

Including Income and Expenditure year to 31 August 2023

Group	Notes	Unrestricted Funds £	Restricted Funds £	Permanent endowment £	Total 2023 £	Total 2022 £
Income						
Donations and legacies	2	351,883	-	-	351,883	708,063
Charitable activities						
. Development		95,605	493,122	-	588,727	1,251,396
. Opportunity		2,837,425	3,085,783	-	5,923,208	4,731,101
. Voice		-	-	-	-	52,899
. Best We Can Be		3,750	-	-	3,750	6,647
Other trading activities	3	100,411	-	-	100,411	73,781
Investments	4	152,320	-	53,166	205,486	184,371
Total income		3,541,394	3,578,905	53,166	7,173,465	7,008,258
Expenditure on:						
Raising funds	5	449,500	-	-	449,500	486,912
Charitable activities	6					
. Development		273,283	412,638	-	685,921	1,366,675
. Opportunity		3,667,381	2,804,498	-	6,471,879	5,046,291
. Voice		300,149	(3,638)	-	296,511	139,850
. Best We Can Be		1,145,612	-	-	1,145,612	1,052,308
Other	7	10,008	-	-	10,008	6,482
Total expenditure		5,845,933	3,213,498	-	9,059,431	8,098,518
Net gains / (losses) on investments		151,741	-	(36,550)	115,191	(729,161)
Net (expenditure) / income		(2,152,798)	365,407	16,616	(1,770,775)	(1,819,424)
Transfers between funds		49,029	-	(49,029)	-	-
Net movement in funds		(2,103,769)	365,407	(32,413)	(1,770,775)	(1,819,421)
Reconciliation of funds						
Total funds brought forward		12,845,596	658,542	1,509,427	15,013,565	16,832,986
Total funds carried forward	15	10,741,827	1,203,949	1,477,014	13,242,790	15,013,565

The above results are from continuing activities and there are no gains and losses except as stated above. Notes 1 to 22 form part of these accounts.

Balance Sheet

Company and Group Balance Sheet as at 31st August 2023

Company Number 0258577

	Notes	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Fixed assets					
Tangible fixed assets	11	7,086,492	7,086,492	7,324,020	7,324,020
Investments	12	7,113,134	7,113,136	7,582,956	7,582,958
		14,199,626	14,199,628	14,906,976	14,906,978
Current assets					
Debtors	13	395,809	557,110	680,310	790,323
Cash at bank and in hand		665,073	488,936	373,340	253,302
		1,060,882	1,046,046	1,053,650	1,043,625
Creditors:					
falling due within one year	14	(1,527,718)	(1,512,884)	(947,061)	(937,038)
Net current assets		(466,836)	(466,838)	106,589	106,587
falling due after one year	14	(490,000)	(490,000)	-	-
Total net assets		13,242,790	13,242,790	15,013,565	15,013,565
Represented by:					
Funds and reserves					
Permanent endowment funds	15	1,477,014	1,477,014	1,509,427	1,509,427
Restricted funds		1,024,389	1,024,389	658,542	658,542
Unrestricted funds					
. General funds		461,022	461,022	1,558,508	1,558,508
. Designated funds		10,280,365	10,280,365	11,287,088	11,287,088
		13,242,790	13,242,790	15,013,565	15,013,565

Total income for the charity was £7,201,995; with total expenditure and losses at £9,026,427 - giving a net deficit of (£1,824,832).

Approved by the Trustees and signed on their behalf by:



Stephen Moss
Chair



Morenike Ajayi
Treasurer

On 13 September 2024

Notes 1 to 22 form part of these accounts.

Cash Flow

Group Cash Flow Statement for the year ended 31st August 2023

Statement of cash flows	Notes	2023 £	2022 £
Cash inflow from operating activities:			
Net cash provided by operating activities	A	(329,891)	(1,103,079)
Cash flows from investing activities:			
Dividends, interest and rents from investments		205,486	184,051
Purchase of investments		(678,279)	-
Purchase of property, plant and equipment		(168,731)	(1,052,811)
Proceeds from the sale of assets (net of fees)		1,355,646	195,849
Net cash (used in) investing activities		714,122	(672,911)
Change in cash and cash equivalents in the reporting year		384,231	(1,775,990)
Cash and cash equivalents at the beginning of the reporting year		537,378	2,313,368
Cash and cash equivalents at the end of the reporting year	B	921,609	537,378

Notes to the cash flow statement for the year to 31 August 2023

A - Reconciliation of net movement in funds to net cash flow from operating activities	2023	2022
	£	£
Net movement in funds		
Adjustments for:		
Net (expenditure)/ income for the reporting period	(1,770,775)	(1,819,421)
Depreciation charge	400,261	333,544
Profit from sale of fixed assets	6,142	-
(Gains)/losses on investments	(115,191)	729,161
Dividends, interest and rents from investments	(205,486)	(184,051)
(Increase)/decrease in debtors	284,501	(168,113)
Increase/(decrease) in creditors	1,070,657	5,801
Net cash provided by operating activities	(329,891)	(1,103,079)
B - Analysis of cash and cash equivalents	2023	2022
	£	£
Cash at bank and in hand	665,073	373,340
Cash held by investment manager	256,537	164,038
Total cash and cash equivalents	921,609	537,378

Notes 1 to 22 form part of these accounts

Notes to the Financial Statements

Notes to the Financial Statements as at 31st August 2023

1. Policies and information

a) Charity information

The charity is an incorporated charity (company number: 00258577 and registered charity number: 303324) domiciled in the UK. The address of the charity is 47-49 Pitfield Street, London, N1 6DA.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK generally Accepted Practice. In preparing the Financial Statements for the year ended 2021-22, London Youth has availed of the exemption from presenting its unconsolidated Profit and Loss account under Section 408 of the Companies Act, 2006.

London Youth meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost (except for revaluation of assets) or transaction value unless otherwise stated in the relevant accounting policy notes.

London Youth's subsidiary, London Youth Trading Company Limited, commenced trading in August 2015, and its accounts are consolidated on a line by line basis into these accounts for the year ended 31 August 2022.

c) Preparation of the accounts on a going concern

The Trustees at London Youth have adopted the going concern basis in preparing the financial statements for the year ended 31 August 2023, having assessed the principal financial risk facing the charity, which is its overall sustainability. The major uncertainty facing the charity relates to the potential for further disruption as a result of a weak economic outlook for the UK with the energy price costs and cost of living crisis which may effect demand at the charity's outdoor Centres.

The Trustees continue to reprofile the drawdown on Free Reserves to the end of the current financial strategy in 2026 and, based on the Reserves Policy requirement to hold between 3-6 months' expenditure, and a six-month reserve target of £4M and are carefully monitoring progress against the budget targets set out within that timeframe. The Trustees are confident that investment in outdoor education opportunities, will provide growth supported by investment in fundraising and digital technologies, against a backdrop of a robust programme delivery.

Given the current level of Free Reserves at £3.8M which is equivalent to 5 months current expenditure and using the target of between £2M and £4M required by 2026, the Trustees believe there are sufficient resources available to manage the current operational risk, including the risk to the charity's reserves. The Board therefore considers there is a reasonable expectation that London Youth has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future.

For the reasons outlined above, the Board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

d) Income

Income is credited to the statement of financial activities on an accruals basis. Voluntary income is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably. Services are provided at the two outdoor education centres, Hindleap Warren and Woodrow High House, with deposits and course income invoiced in advance and deferred to the month when the course takes place. Income is deferred when it relates to activity in the next accounting year, primarily at the residential centres.

Grant Income is recognised in the Statement of Financial Activities when received or when the charity becomes entitled to receipt. Grants that have been received are treated as deferred income where there are specific requirements in the terms of the grant that the income recognition is dependent on certain activities being completed in a future accounting period.

The charity received some gifts in kind during the year and the prior year including legal services, provision of meeting rooms, provision of building materials and volunteer time; these gifts are not considered material and have not been recognised in the financial statements (2022: £45,868).

Income generated from endowment funds are unrestricted.

Where tax is recoverable by the charity in respect of income receivable, it is recognised as part of that income at the time it is receivable.

e) Expenditure

The costs of generating funds include the salaries, direct costs and overheads associated with generating income from fundraising for unrestricted activities and grants for charitable activities.

Costs of charitable activities comprise direct expenses incurred on the defined charitable purposes of the charity and include direct staff costs attributable to the activity.

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management, financial management, ICT and HR functions. Support costs are apportioned between charitable activity headings pro-rata with the proportion of full-time equivalent staff.

f) Investments

Investments are included on the balance sheet at their market value at the end of the financial period. Realised and unrealised gains and losses are credited, or debited, to the statement of financial activities in the year in which they arise. A Total Return approach is adopted for investments.

g) Tangible fixed assets

Land

Land is shown in the balance sheet at cost. Land has not been depreciated.

Freehold properties

Freehold properties are depreciated over their useful economic life, expected to be 50 years for permanent buildings and 20 years for more temporary structures, based on cost.

Assets under Construction

The value of Assets under Construction as at 31 August 2023, include a Biomass Boiler valued at £403,347 situated at Woodrow High House; as well as CRM development work valued at £200,679 as at the balance sheet date (see also Note 11).

No depreciation is applied to Assets under Construction in year.

Improvements

2-20% depreciation per annum has been provided against freehold improvements, according to the nature of the improvement and the useful economic life.

If no cost is recorded, or if property is not used by the charity for its own activities and is subject to onerous restrictions or held on trust it is considered to have no economic value to the charity, and such properties are held at a valuation of £nil.

Where improvements have been made to properties subject to onerous restrictions, the improvements have been capitalised and are depreciated over the expected time period for which the charity will benefit from the use of those properties.

Motor vehicles, furniture, fittings, fixtures and equipment

Depreciation at 10% to 33% per annum on cost to write down the motor vehicles and furniture and equipment to net realisable value over each asset's estimated useful life to the charity.

Computer equipment

Depreciation at 20% to 33.3% per annum on cost to write down the computer equipment to net realisable value over each asset's estimated useful life to the charity.

It is the charity's policy to capitalise assets of £1,000 and over in value.

h) Fund accounting

The general funds comprise those monies which may be used towards meeting the charitable objectives of the charity at the discretion of the Trustees.

The designated funds are monies set aside out of general funds and designated for specific purposes by the Trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or are donations subject to donor-imposed conditions.

The permanent endowment funds comprise monies which must be held as capital indefinitely; income arising from invested funds is unrestricted and is credited to the general fund in the Statement of Financial Activities.

i) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight line basis over the lease term.

j) Pension costs

The Charity makes payments into an auto-enrolment defined contributions pensions scheme operated by The People's Pension.

k) Grants administered on behalf of clubs

Grants and donations received by the charity acting as an agent for individual member organisations are not recorded as incoming or outgoing resources on the statement of financial activities. In 2022-23 these were payments made by City Bridge Trust to organisations achieving a Quality Mark award, totalling £62,000 (2022: £46,000).

l) Grant-making

London Youth acts as lead partner on several programmes, such as HeadStart Action and Rise Up and is responsible for making grants to its partners, which are paid out as soon as practically possible after receipt of funds; based on budgeted expenditure pre-agreed with the funder and relevant due diligence criteria; the partners then make payments to their sub-partners in the partnership.

Grants expenditure is accounted for in full as liabilities, when approved and notified to grantees, as there is a valid expectation that they would receive the grant as offered and accepted.

The charity also makes a limited number of grants to other charities with charitable objects similar to its own (or similar non-profit organisations), primarily its member youth organisations as part of programme delivery and member development.

m) Financial Instruments

London Youth 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand trade debtors, accrued income and other debtors. Financial liabilities held at amortised cost comprise trade creditors, accruals and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised with income and expenditure.

n) Key judgements and uncertainties

In the application of the charity's accounting policies, Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The key judgements relate to the current value of the property portfolio held as tangible fixed assets. These estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

o) Taxation

London Youth is a registered charity and therefore is not liable to corporation tax on income and gains derived from its charitable activities, as it falls within the various exemptions available to registered charities. No Taxation is payable for 2022-23 as London Youth Trading Company Limited donated its profits to London Youth under Gift Aid after the year end. No provision for taxation has therefore been made for 2022-23.

2. Donations

	Unrestricted Funds £	Restricted funds £	Total 2023 £	Total 2022 £
Donations & Legacies	351,883	-	351,883	708,063
	351,883	-	351,883	708,063

3. Trading Income

	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Rental income – Company	13,750	-	13,750	3,750
London Youth Trading Company income	86,661	-	86,661	70,031
Group Total	100,411	-	100,411	73,781

4. Investment Income

	Unrestricted funds £	Endowment Funds £	Total 2023 £	Total 2022 £
Income from listed investments				
. Unit trusts and common investment funds	152,320	53,166	205,486	184,051
Interest receivable				
. Bank interest	-	-	-	320
	152,320	53,166	205,486	184,371

5. Expenditure on raising funds

	Staff costs £	Other costs £	Total 2023 £	Total 2022 £
Fundraising costs	404,383	45,117	449,500	486,912
	<u>404,383</u>	<u>45,117</u>	<u>449,500</u>	<u>486,912</u>

6. Expenditure on charitable activities

	Direct Costs £	Support costs* £	Total 2023 £	Total 2022 £
Development	417,597	268,324	685,921	1,366,675
Opportunity	5,642,351	881,640	6,523,991	5,046,291
Voice	245,401	51,110	296,511	139,850
Best We Can Be	<u>1,068,947</u>	<u>76,665</u>	<u>1,145,612</u>	<u>1,052,308</u>
<i>*see note 8</i>	<u>7,374,296</u>	<u>1,277,739</u>	<u>8,652,035</u>	<u>7,605,124</u>

Included in expenditure are grants made to partners and members as part of development and programme delivery in the following amounts:

<u>Grants to Institutions</u>	2023	2022
	£	£
2-3 Degrees Legacy CIC	42,858	11,061
Alexz Education Ltd	35,586	14,562
All Change Arts Ltd	2,993	18,903
BIGKID Foundation	1,400	19,580
Bromley Children and Families	12,400	-
Focus CIC	1,050	9,050
Gloves not Gunz	35,336	800
Hackney Quest	3,932	12,962
Headstart Action Programme	28,572	-
Highbury Vale Blackstock	26,900	-
Indoamerican Refugee and Migrant Organization (IRMO)	-	15,000
Kinetika Bloco	42,858	-
Kids N Action	-	15,000
Knights Youth Centre	-	18,000
Leaders in community	33,586	30,062
London Tigers	57,744	-
Lewisham Irish Community	-	15,000
Lewisham Youth	-	15,000
Mediorite Ltd	21,820	-
Millwall Community Trust	17,250	-
NEWARK YOUTH LONDON	48,858	-
Oxygen CIO- Headstart Action Programme	31,555	-
Paddington Arts	-	15,500
Play Place	7,280	19,142
Pro Touch SA CIC	18,600	-
Project Zero WF CIC	58,641	-
Reaching Higher	9,280	14,762
QPR in the Community Trust	17,250	-
Rising Stars Support	16,700	-
Salaam Peace	1,000	5,350
Skyway Charity	11,096	-
Somerville Youth & Play	1,300	14,062
South Central Youth Ltd	-	15,000
Spiral Skills CIC	17,400	21,062
St Matthews Project	1,600	16,500
Start Easy	14,623	-
STREETS OF GROWTH	50,990	-
Sulgrave Club	7,800	21,800
TAG Youth Club	4,680	16,750
Teen Action	3,000	15,000
The Avenues Youth Project	7,880	5,290
The Salmon Youth Centre	-	7,117
The Albany	25,500	-
Trapped in Zone One	5,100	10,660
The Wickers Charity	24,029	-
Waltham Forest Community Hub	-	11,062
XLP	7,455	4,000
Young Urban Arts Foundation	-	22,000
Zest of Mind	10,800	10,080
Grants £10k and under for programme delivery	527,060	624,448
	<u>1,293,762</u>	<u>1,064,565</u>

7. Other Expenditure

	Total 2023	Total 2022
	£	£
Other costs (LYTC)	10,008	6,482
	10,008	6,482

8. Support costs

	Development	Opportunity	Voice	Best We Can Be	Total 2023	Total 2022
	£	£	£	£	£	£
Finance	53,552	82,450	4,780	7,170	147,952	220,620
HR	48,360	175,957	10,200	15,300	249,817	310,526
IT	56,004	158,899	9,212	13,818	237,933	224,147
Governance (note 9)	25,094	184,015	10,668	16,002	235,779	110,309
London Office	44,217	145,285	8,422	12,633	210,557	114,152
Safety & Safeguarding	8,236	27,061	1,569	2,353	39,219	35,718
Digital	32,861	107,973	6,259	9,389	156,482	-
	268,324	881,640	51,110	76,665	1,277,739	1,015,472

Support costs have been allocated based on full-time equivalent headcount.

9. Governance costs

	Total 2023	Total 2022
	£	£
Auditor's remuneration		
Current year audit fees	36,440	36,800
Non audit fees	1,440	1,500
Trustee Indemnity insurance	5,568	5,331
Salary Costs	105,837	45,622
Other	84,949	21,000
Trustee expenses	1,545	56
	235,779	110,309

10. Staff costs

Group and charity	Total 2023 £	Total 2022 £
Staff costs during the year were as follows:		
Wages and salaries	3,456,427	3,084,266
Social security costs	324,723	288,190
Redundancy and termination costs	-	14,924
Pension costs	146,729	139,975
	3,927,879	3,527,355
Temporary and outsourced staff costs	391,763	318,605
	4,319,642	3,845,960

No termination payments were made in 2023 (2022: £nil). No redundancy costs were incurred in 2023 (2022: £14,924).

Group and charity	Total 2023 £	Total 2022 £
Staff costs during the year were as follows:		
Charitable activities		
. Development	272,326	370,005
. Opportunity	2,837,977	2,367,927
. Voice	221,691	222,566
. Best We Can Be	583,265	551,220
Fundraising	404,383	334,242
	4,319,642	3,845,960

The average number of employees calculated on a monthly average head count and on a full-time equivalent (FTE) basis was:

Group and charity	2023 Number	2023 FTE	2022 Number	2022 FTE
Direct charitable				
. Development	9	9	8	8
. Opportunity	91	86	79	58
. Voice	5	5	7	7
. Best We Can Be/Resourcing	23	19	13	11
Fundraising	6	6	6	6
Total	134	125	113	90

During the year employees earning in excess of £60,000 per annum, including taxable benefits fell into the following ranges.

	<u>2023</u>	<u>2022</u>
	Number	Number
£80,000 - £89,999	1	1
£70,000 - £79,999	4	-
£60,000 - £69,999	-	5

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis comprise the Chief Executive and a Senior Team, currently comprising the Director for Centres, Director of Engagement, Director of Finance & Resources, Director of Fundraising and Director of Programmes.

The total taxable benefits and employers' pension and National Insurance contributions of the key management personnel for the year was £525,992 (2022: £504,272).

No Trustees received remuneration in respect of their services as a Trustee during the period (2022: £nil). Similarly, no Trustee received travel expenses reimbursement during the period (2022: £nil). The charity has a Trustee indemnity insurance policy in force for which the charge for the period was £5,568 (2022: £5,331).

11. Tangible fixed assets

	Land and Property £	Assets Under Construction* £	Furniture, fixtures & equipment £	Motor vehicles £	Computers £	Total £
Cost or valuation						
At 1 September 2022	10,346,104	540,164	931,174	19,977	279,748	12,117,167
Additions	-	63,862	69,443	8,574	26,852	168,731
(Disposals)	-	-	-	(6,000)	-	(6,000)
At 31 August 2023	10,346,104	604,026	1,000,617	22,551	306,600	12,279,898
Depreciation						
At 1 September 2022	3,909,084	-	650,040	8,726	225,295	4,793,145
Charge for year	274,699	-	92,314	601	32,647	400,261
(Disposal)	-	-	-	-	-	-
At 31 August 2023	4,183,783	-	742,354	9,327	257,942	5,193,406
Net book values						
At 31 August 2023	6,162,321	604,026	258,263	13,224	48,658	7,086,492
At 31 August 2022	6,437,018	540,164	281,135	11,251	54,452	7,324,020

*The value of Assets under Construction as at 31 August 2023, include a Biomass Boiler valued at £403,347 situated at Woodrow High House; as well as CRM development work valued at £200,679 as at the balance sheet date.

Freehold property included above at cost or Trustees' valuation at year end comprises:

47-49 Pitfield Street	London	London Youth own use
Hindleap Warren	Sussex	London Youth own use
Woodrow High House	Buckinghamshire	London Youth own use

The charity also owns freehold properties listed below which are included at a £nil valuation because the properties are held on trust or have restrictive covenants concerning their disposal. These properties have no recorded cost and are not in use by the charity.

<u>Freehold properties at £nil value:</u>	<u>Reason for non-valuation</u>	<u>Insurance Value (£)</u>
Westminster House Youth Club, London**	Held on Trust	450,000

** The lease relating to Westminster House Youth Club was transferred to Westminster House Youth Club on 19 January 2023 and the property is no longer held in trust by London Youth.

12. Investments

	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Shares in subsidiary undertaking at cost	-	2	-	2
Listed investments	6,844,597	6,844,597	7,406,918	7,406,918
Cash held by investment managers for investment	256,537	256,537	164,038	164,038
Other investments	12,000	12,000	12,000	12,000
	<u>7,113,134</u>	<u>7,113,136</u>	<u>7,582,956</u>	<u>7,582,958</u>

The charity owns the entire issued share capital of London Youth Trading Company Limited, company number 02977936, incorporated in England and Wales. This company traded throughout the year ended 31 August 2023; its balance sheet is consolidated within these accounts. London Youth Trading Company Limited has Shareholder funds of £2.

London Youth Trading Company Limited's income during the year was £86,661 (2022: £70,032) and its surplus for the year was £53,657 (2022: £40,072). An amount of £53,657 (2022: £40,072) was donated to London Youth under gift aid subsequent to the year end. Net assets of London Youth Trading Company Limited are shareholder funds of £2.

	Listed Investments £
Market value at 1 September 2022	7,406,918
Additions	678,279
Disposals	(1,055,644)
Withdrawals	(300,000)
Gains /(losses)	115,044
Market value at 31 August 2023	6,844,597
Cash held by investment managers	256,537
Total investment	<u>7,101,134</u>
Listed investments at cost	<u>6,459,708</u>

Listed investments held at 31 August 2023 comprised the following:

	2023 £	2022 £
Fixed income	772,839	513,347
Equities	4,983,775	5,430,698
Property	127,812	181,602
Alternative assets	760,179	907,095
Liquid assets	456,527	538,214
	<u>7,101,132</u>	<u>7,570,956</u>

Included within listed investments are 58.8 ordinary shares in Royal Bank of Scotland Plc with a market value of £135 (2022: £145) at 31st August 2023 which do not form part of the CCLA or Sarasin & Partners investment portfolios.

Investments include an endowment for the Girls Fund. London Youth adopted total return accounting for the Girls Fund in January 2019. A base date of 1st February 1999, the date of the merger with the London Union of Youth Clubs and transfer of assets when the fund was acquired, was approved for determining the permanent capital value of the endowed fund, based on the market value of £891,991 at the fund transfer date. The value of these investments was frozen and classified as frozen permanent capital, and the remaining value of the investments was classified as unapplied total return.

	Trust for Investment	Unapplied Total Return	Total Endowment
At beginning of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	617,436	617,436
Total	891,991	617,436	1,509,427
Movements in the reporting period:			
Gift of endowment funds	-	-	-
Recoupment of trust for investment	-	-	-
Allocation from trust for investment	-	-	-
Investment return: dividends and interest	-	53,166	53,166
Investment return: realised and unrealised gains/(losses)	-	(36,550)	(36,550)
Less: Withdrawals	-	-	-
Total	-	16,616	16,616
Unapplied total return allocated to income	-	(49,029)	(49,029)
Net movements in reporting period	-	(32,413)	(32,413)
At end of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	585,023	585,023
Total	891,991	585,023	1,477,014

13. Debtors

	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Trade debtors	82,986	82,885	457,829	456,916
Prepayments and accrued income	311,823	311,823	221,481	221,481
London Youth Trading Company	-	161,402	-	110,926
Other debtors	1,000	1,000	1,000	1,000
Total debtors	395,809	557,110	680,310	790,323

Amounts totalling £518,009 (2022: £179,776), which were invoiced prior to the year end but which relate to activity in the next accounting year, primarily at the residential centres, have been netted off Trade Debtors and Fees in Advance.

14. Creditors

Creditors falling due within one year

	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Fees in advance and deferred income	665,620	658,806	358,903	355,280
Trade creditors	464,121	464,121	274,001	274,001
Other creditors	12,611	12,611	8,050	8,050
PAYE and National Insurance	173,204	173,204	50,300	50,300
Pensions Payments	28,894	28,894	21,707	21,707
Accruals	183,268	175,248	234,100	227,700
Total creditors	1,527,718	1,512,884	947,061	937,038

Analysis of movement in fees in advance and deferred income

	Group	Charity
Deferred income at 1st September 2022	358,903	355,280
New deferred income in the year	665,620	658,806
Deferred income released	(358,903)	(355,280)
Deferred income at 31st August 2023	665,620	658,806

Creditors falling due after one year

	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Sundry Creditors	490,000	490,000	-	-
Total creditors	490,000	490,000	-	-

During the year London Youth agreed a 10-year interest free loan of £490,000 with The Joseph Levy Endowment Trust to fund a biomass boiler installation at Woodrow High House.

15. Funds

	1 Sept 2022	Income	Expenditure	Transfers *	Gains & Losses	31st Aug 2023
	£	£	£	£	£	£
Restricted Funds						
Development						
Membership Development						
Membership Development/Marketing	503	76,951	(77,454)	-	-	-
Jack Petchey Residentials**	-	140,250	(161,203)	-	-	(20,953)
Mental Health (Cornerstone)	16,800	138,000	(113,719)	-	-	41,081
Good for Girls	2,405	188,742	(121,150)	-	-	69,997
Rise Up Leadership Programme	111,195	569,468	(669,319)	-	-	11,344
Youth Mentoring Support	-	110,167	(47,664)	-	-	62,503
Sector Development (Islington)	30,560	165,754	(126,317)	-	-	69,997
Opportunity						
Residential Centres						
Woodrow Restricted	40,930	38,048	(45,462)	-	-	33,516
Hindleap Restricted	53,874	92,432	(110,838)	-	-	35,468
Youth Action						
Heritage**	-	38,249	(63,263)	-	-	(25,014)
Sport & Culture						
Sports Development – Getting Active	107,420	771,855	(582,562)	-	-	296,713
Jack Petchey Programme & Events	-	51,030	(28,493)	-	-	22,537
Young Creators	41,727	43,798	(46,500)	-	-	39,025
Capacity Building	-	33,186	(22,662)	-	-	10,524
Leadership Academy	-	60,000	(32,566)	-	-	27,434
Employability						
JP Morgan	205,179	35,000	(205,323)	-	-	34,856
CVC Employability	30,237	161,276	(121,512)	-	-	70,001
HeadStart Action	16,550	790,000	(562,362)	-	-	244,188
Voice						
Youth Involvement						
Youth Board	1,162	66,099	(64,204)	-	-	3,057
Best We Can Be						
Learning						
YMCA GWC**	-	8,600	(10,925)	-	-	(2,325)
Restricted Funds Total	658,542	3,578,905	(3,213,058)	-	-	1,023,949

	1st Sep 2022 £	Income £	Expenditure £	Transfers *	Gains & Losses £	31st Aug 2023 £
Designated Funds						
Fixed Assets Designated Fund	7,324,020	-	(400,261)	162,731	-	7,086,490
Development Fund	3,774,225	152,320	-	(884,411)	151,741	3,193,875
Fundraising Investment	1,231	-	-	(1,231)	-	-
Digital Development Fund	187,612	-	(339,685)	152,073	-	-
Permanent Endowment Funds						
London Girls Fund	1,509,427	53,166	-	(49,029)	(36,550)	1,477,014
Unrestricted Funds						
General funds	1,558,508	3,389,074	(5,105,987)	619,867	-	461,462
TOTAL FUNDS	15,013,565	7,173,465	(9,059,431)	-	115,191	13,242,790

*Transfers are made to and from the Fixed Assets Designated Fund when assets are capitalised and depreciated respectively.

**Funds that are in deficit as at 31st August 2023 represent timing differences where project expenditure occurred ahead of expected income that was received post year end.

Restricted Funds

Restricted funds are those funds that must be used in accordance with the donors' wishes.

Development

Membership Development - Developing, training, connecting and quality assuring our membership network to deliver good youth work, including running networks meetings to develop and share practice and providing specific support for young people. Our work is supported by City Bridge Trust, John Lyon's Charity, the Greater London Authority, the CVC Foundation, the Department for Digital, Culture, Media & Sport and others.

Opportunity

Creating a broad and inclusive range of quality opportunities for young people

Residential Centres – Funds to support our centres and outdoor education. This includes funds for the residential centres supported building and refurbishment works, equipment to better support disabled young people, and subsidised visits for your people including trips away from the centre.

Youth Action – A range of youth leadership and social action programmes supported by various funders.

Sports Development – A range of sports development programmes, events and training opportunities supported by the Greater London Authority, London's Violence Reduction Unit, Tudor Foundation, Jack Petchey Foundation, John Lyon's Charity, British Fencing and others.

Employability – A range of employability programmes supported by JP Morgan Chase Foundation, CVC Capital Partners, RDAS and others. The Greater London Authority have provided funding for the HeadStart Action programme which commenced in 2020.

Voice

Ensuring that our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion.

Best we can be

These funds support our ongoing learning and evaluation work, which includes innovation and developing practice with our members, supporting learning networks, and supporting organisational development with investment in fundraising development.

Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific reason:

Fixed Asset Fund

The fixed asset fund represents the net book value of tangible assets including property (see Note 12 above). These assets include Hindleap Warren and Woodrow High House which are fundamental to the day-to-day work of the charity.

Development Fund

The Development Fund was created to create a legacy from the sale of historic assets. This is a medium to long-term fund to support the development programmes at London Youth. It will be invested as determined by the Board of Trustees, with a particular focus on implementing the changes that will support the charity's longer-term sustainability.

Fundraising Investment Fund

This fund is for investment in our fundraising capacity and to support diversification of income streams.

Digital Development Fund

This fund is for investment in digital innovation to help us adapt to virtual environments, especially important in the post-Covid period.

Permanent endowment funds

London Youth acts as Trustee for the London Girls Fund. This is a capital restricted fund whereby London Youth is entitled to the income only. The London Union of Youth Clubs was appointed Trustee of the fund by a Charity Commission scheme dated 23 January 1998. Following the amalgamation of the London Union of Youth Clubs and the London Federation of Clubs for Young People on 1 February 1999, London Youth became the Trustee under the scheme.

Transfers between funds in year

A number of transfers have been made between funds which net to £nil and which comprise the following:

- Transfer of £0.162M from General Fund to Fixed Asset Reserve; representing the net increase in Fixed Assets in year.
- Transfer of £0.049M from the Permanent Endowment Fund to General Fund; representing the return paid out as cash by the Investment Managers of the fund (Sarasin & Partners, LLP).
- Transfer of £0.884M from the Development Fund to General Fund; representing the return paid out as cash by the Investment Managers of the fund (Sarasin & Partners, LLP).
- Transfer of £0.001M from the Designated Fundraising Fund from General Fund; representing the net value of the fund as at 31st August 2022 and to close this designated fund.
- Transfer of £0.152M from the Designated Digital Development Fund to General Fund; representing the net value of the fund as at 31st August 2022 and to close this designated fund.
- Transfer of £0.620M to General funds representing the net movement from the above transfers.

16. Analysis of net assets between funds

Charity	Unrestricted funds				Total 2023
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
	£	£	£	£	£
Fund balances at 31st August 2023 are represented by:					
Tangible fixed assets	-	7,086,492	-	-	7,086,492
Investments	2,156,367	3,479,755	-	1,477,014	7,113,136
Current assets	226,634	-	819,411	-	1,046,045
Creditors: amounts falling due within one year	(1,512,884)	-	-	-	(1,512,884)
Creditors: amounts falling after one year	(490,000)	-	-	-	(490,000)
Total net assets	380,117	10,566,247	819,411	1,477,014	13,242,789
Fund balances at 31st August 2022 are represented by:					
Tangible fixed assets	-	7,324,020	-	-	7,324,020
Investments	2,299,306	3,774,225	-	1,509,427	7,582,958
Current assets	196,240	188,843	658,542	-	1,043,625
Creditors: amounts falling due within one year	(937,038)	-	-	-	(937,038)
Total net assets	1,558,508	11,287,088	658,542	1,509,427	15,013,565

Group	Unrestricted funds				Total 2023
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
	£	£	£	£	£
Fund balances at 31st August 2023 are represented by:					
Tangible fixed assets	-	7,086,492	-	-	7,086,492
Investments	2,156,365	3,479,755	-	1,477,014	7,113,134
Current assets	241,471	-	819,411	-	1,060,882
Creditors: amounts falling due within one year	(1,527,718)	-	-	-	(1,527,718)
Creditors: amounts falling after one year	(490,000)	-	-	-	(490,000)
Total net assets	380,118	10,566,247	819,411	1,477,014	13,242,790

Fund balances at 31st August 2022 are represented by:					
Tangible fixed assets	-	7,324,020	-	-	7,324,020
Investments	2,299,304	3,774,225	-	1,509,427	7,582,956
Current assets	206,265	188,843	658,542	-	1,053,650
Creditors: amounts falling due within one year	(947,061)	-	-	-	(947,061)
Total net assets	1,558,508	11,287,088	658,542	1,509,427	15,013,565

17. Net Debt

Analysis of changes in net debt

	At Start of year	Cashflows	At end of year
	£	£	£
Cash	373,340	291,733	665,073
Cash Equivalents	164,038	92,499	256,537
	537,378	384,232	921,610
Loans falling due within one year	-	-	-
Loans falling due after more than one year	-	(490,000)	(490,000)
Total	537,378	(105,768)	431,610

18. Operating leases

At 31 August 2023, the charity's minimum commitments over the life of non-cancellable operating leases on office equipment and motor vehicles were as follows:

Group and charity	2023	2022
	£	£
Expiring within one year	5,607	-
Expiring within two to five years	-	5,607
Total	5,607	5,607

19. Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up members are required to contribute an amount not exceeding 25p.

20. Associated charities and related parties

The Joseph Levy Endowment Trust is an associated charity and has three Trustees in common with The Federation of London Youth Club and uses the same principal office. The Trustees in common are Stephen Moss, Morenike Ajayi and David Miller. The objects of The Joseph Levy Endowment Trust are to promote and support the instruction of young people of all walks of life, including by furtherance of the charitable purposes of London Youth.

During the year, the charity received £67,451 (2022: £40,000) from The Joseph Levy Endowment Trust and in July 2022, the Trustees of the Trust resolved to provide capital release to London Youth to enable the latter to install a biomass boiler at this Woodrow High House outdoor learning Centre. The sum of £490,000 was received by way of capital withdrawal from the Trust's investment portfolio, which will be repayable within a 10-year period, by agreement.

London Youth provided management, support services and facilities to London Youth Trading Company Limited in the amount of £22,996 (2022: £23,477), being primarily staff time and costs of the swimming pool and sports centre. London Youth Trading Company donated £53,657 (2022: £40,072) to London Youth through Gift Aid after the year end. As at 31 August 2023 £76,653 (2022: £110,926) was due to London Youth from London Youth Trading Company Limited.

The Addison Youth Club (T/A "Addison Youth") had one Trustee in common with The Federation of London Youth clubs for the period under review and uses the same principal office. The Trustee in common was David Miller, Vice-Chair at London Youth. During the year London Youth invoiced Addison Youth in the sum of £6,000 (2022: £6,000) in respect of a management and administration charge.

London Youth is a corporate Trustee of the Jimmy Dixon Charitable Trust, The Sulgrave Foundation, and Raymond Plummer Settlement. The Federation of London Youth Clubs received £50,000 (2022: £50,000) from the Jimmy Dixon Trust to support the youth action programme and £7,000 (2022: £7,000) from The Sulgrave Foundation to support its sports development work. The Sulgrave Club related to the Foundation is a member of London Youth and paid a membership fee of £125 during the year.

Charline King, a Trustee of London Youth is an employee of Rathbone Society. Rathbone Society is a member club and actively engaged with London Youth. London Youth invoiced Rathbone for a membership fee of £125. The Rathbone Society received a total of £7,100 in year for participation in London Youth's Good for Girls programme.

In 2023, two Trustees at London Youth made donations to the charity totalling £31,000 (2022: £44,000). There are no other transactions with related parties of which the Trustees are aware.

21. Capital Commitments

As at 31st August 2022 the charity had the following capital commitments

	2023	2022
Group and charity	£	£
Future capital expenditure not provided in the financial statements	15,300	-
Finance CRM Integration and consultancy		
Total	15,300	-

22. Prior year figures

Consolidated Statement of Financial Activities Including Income and Expenditure year to 31 August 2022

Group	Notes	Unrestricted Funds £	Restricted Funds £	Permanent endowment £	Total 2022 £	Total 2021 £
Income						
Donations and legacies	2	698,063	10,000	-	708,063	697,552
Charitable activities						
. Development		81,133	1,170,263	-	1,251,396	1,193,134
. Opportunity		2,795,844	1,935,257	-	4,731,101	2,879,421
. Voice		-	52,899	-	52,899	63,424
. Best We Can Be		6,647	-	-	6,647	7,555
Other Grant Income	3	-	-	-	-	289,217
Other trading activities	4	73,781	-	-	73,781	43,390
Investments	5	141,524	-	42,847	184,371	168,049
Total income		3,796,992	3,168,419	42,847	7,008,258	5,341,742
Expenditure on:						
Raising funds	6	486,912	-	-	486,912	238,481
Charitable activities	7					
. Development		80,652	1,286,023	-	1,366,675	983,154
. Opportunity		3,229,437	1,816,854	-	5,046,291	4,459,947
. Voice		34,564	105,286	-	139,850	124,101
. Best We Can Be		1,052,308	-	-	1,052,308	810,433
Other	8	6,482	-	-	6,482	9,210
Total expenditure		4,890,355	3,208,163	-	8,098,518	6,625,326
Net gains / (losses) on investments		(616,727)	-	(112,434)	(729,161)	1,053,573
Net (expenditure) / income		(1,710,090)	(39,744)	(69,587)	(1,819,421)	(230,011)
Transfers between funds		55,485	307	(55,792)	-	-
Net movement in funds		(1,654,605)	(39,437)	(125,379)	(1,819,421)	(230,011)
Reconciliation of funds						
Total funds brought forward		14,500,201	697,979	1,634,806	16,832,986	17,062,997
Total funds carried forward	16	12,845,596	658,542	1,509,427	15,013,565	16,832,986

Prior year funds movements to 31 August 2022

	1st Sep 2021 £	Incoming resources £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2022 £
Restricted Funds						
Development						
Membership Development						
Membership Development/Marketing	(5,101)	226,844	(269,275)	48,035	-	503
Mental Health	126,435	424,547	(486,367)	(47,815)	-	16,800
Good for Girls	(3,084)	538,820	(533,331)	-	-	2,405
Rise Up Leadership Programme	131,502	439,668	(459,975)	-	-	111,195
Sector Development (Islington)	-	112,500	(81,940)	-	-	30,560
Opportunity						
Residential Centres						
Woodrow General Restricted	30,932	28,000	(18,200)	(2)	-	40,930
Hindleap General Restricted	28,919	41,822	(16,687)	-	-	53,874
Hindleap Countryside Stewardship	-	-	-	-	-	-
Youth Action						
City Leaders - Core programme	19,933	74,763	(94,749)	-	-	-
City Leaders - Keeping it Wild	7,241	3,661	(10,902)	-	-	-
Sport & Culture						
Sports Development – Getting Active	240,512	378,826	(511,918)	-	-	107,420
Jack Petchey Programme & Events	31,613	61,034	(92,647)	-	-	-
Young Creators	-	115,457	(73,730)	-	-	41,727
Young Culture Makers	8,784	2,400	(11,220)	36	-	-
Employability						
JP Morgan	16,400	317,000	(176,074)	47,853	-	205,179
Future Talent	31,853	-	-	(31,853)	-	-
CVC Employability	19,570	100,000	(73,333)	(16,000)	-	30,237
HeadStart Action	9,375	193,178	(186,003)	-	-	16,550
Voice						
Youth involvement						
Youth Board/Coming of Age	3,549	102,899	(105,286)	-	-	1,162
Best We Can Be						
Learning						
Esmée Fairbairn/Other	(454)	6,800	(6,346)	-	-	-
Restricted Funds Total	697,979	3,168,419	(3,208,163)	307	-	658,542

	1st Sep 2021 £	Incoming resources £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2022 £
Designated Funds						
Fixed Assets Designated Fund	6,604,666	-	-	719,354	-	7,324,020
Development Fund	4,332,512	74,771	-	(142,674)	(490,384)	3,774,225
Fundraising Investment Fund	162,572	-	(17,939)	16,598	-	1,231
Digital Development Fund	194,902	-	(7,290)	-	-	187,612
Permanent Endowment Funds						
London Girls Fund	1,634,806	42,847	-	(55,792)	(112,434)	1,509,427
Unrestricted Funds						
General funds	<u>3,205,549</u>	<u>3,722,221</u>	<u>(4,705,126)</u>	<u>(537,793)</u>	<u>(126,343)</u>	<u>1,558,508</u>
TOTAL FUNDS	16,832,986	7,008,258	(8,098,518)	-	(729,161)	15,013,565

*Transfers are made to and from the Fixed Assets Designated Fund when assets are capitalised and depreciated respectively.

Reference Information

Patron	HRH Prince Edward, The Duke of Edinburgh	
President	Sir Kenneth Olisa, OBE	
Chair	Stephen Moss, CBE	
Deputy Chair	David Miller	
Honorary Treasurer	Morenike Ajayi	
Vice Presidents	Julian Beare The Lord Brooke Robin Callender Smith Jane Earle Clive Efford MP Peter Hudson Rt. Hon. Sir Simon Hughes Peter Hunter Sir David Knox Resignations G Davide Rodrigues (4 March 2023) Robin Gowlland (21 May 2024)	Roger Merton MBE Dr. Terry Powley John Ratcliff CBE Marsha Rae Ratcliff OBE Paul Stewart Joy Toghill Joseph Williams Carl Wonfor The Rt. Rev. Roger Sainsbury (10 May 2024)
Trustees	Morenike Ajayi, MBE Kevin Holian Charline King, MBE Michael Bishop Nimitaz-Tanya Noordin Appointments Mohammed Motin (8 November 2023) Linzi Thomas (14 May 2024) Resignations Guy Davison (17 April 2023) Adem Holness (21 June 2024)	David Miller Stephen Moss, CBE Stu Thomson Simon Turek Julie Milnes Lily Tidy (14 February 2024) Sharaf Mahmood (26 June 2023)
Youth Advisors Attending Board meetings	Rowan FitzMaurice Curtis Johnson Kalliyah Kirlew	Mohammed Meshnumi Veronica Sarmiento Mohammed Motin

Committee Chairs:

Assurance
Finance
Governance and People
Membership

Kevin Holian
Morenike Ajayi
Simon Turek
Charline King

Chief Executive and Company Secretary

Pauline Daniyan (Appointed 18 September 2023)
Rosemary Watt-Wyness (Resigned 15 September 2023)

Senior Team

Director of Engagement

Pauline Daniyan (appointed Chief Executive 18 September 2023). Role was not refilled.

Director of Finance & Resources

Danyanne Quemper (Resigned 21 April 2023)
Razib Hassan
(Appointed 1 July 2023, resigned 18 January 2024)

Director of Fundraising

Glen Fendley (Resigned 1 March 2024)
James Hails (Appointed 25 March 2024)

Director of Programmes
Director for Residential Centres

Zoe Mellis
Martin Curtis (Resigned 5 June 2024)
David Jackson (Appointed 27 August 2024)

Registered name

The Federation of London Youth Clubs

Registered/principal office

47-49 Pitfield Street
London, N1 6DA

Telephone
E-mail
Website

020 7549 8800
hello@londonyouth.org
www.londonyouth.org

Company registration number

00258577 (England and Wales)

Charity registration number

303324

Auditors

Crowe U.K. LLP
55 Ludgate Hill
London, EC4M 7JW

Bankers

National Westminster Bank plc
54 Marsh Wall
West India Dock
London, E14 6LJ

Investment managers

Sarasin & Partners
Juxon House
100 St Paul's Churchyard
London, EC4M 8BU

CCLA
Senator House
85 Queen Victoria Street
London, EC4V 4ET

Lawyers

Charles Russell Speechlys LLP
5 Fleet Place
London, EC4M 7RD



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Charity Registration: 303324
Company Limited by Guarantee. Registration (England and Wales): 258577



THE FEDERATION OF LONDON YOUTH CLUBS

England & Wales - Charity number 303324

Accounts

Annual Report 2021-22

Annual Report and Financial Statements 2021-22

Year ended 31st August 2022

The Federation of London Youth Clubs

47-49 Pitfield Street London N1 6DA

Charity Registration: 303324

Company Limited by Guarantee. Registration (England and Wales): 258577

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Introduction

Chair's welcome

As we conclude and reflect on the year ending August 2022, we must acknowledge that this time last year, and indeed the year before, we were looking back at months of lockdowns, virtual delivery, and fluctuating uncertainty. With great effort and creativity from everyone in the organisation, we managed to navigate our way through the impact of the pandemic and continued to provide the vital support and programming to our member youth organisations.

While I am greatly relieved to see London Youth and the wider youth sector return to face-to-face delivery, with the wonders and benefits of that in-person connection, we must also acknowledge the new and emerging challenges this year has thrown at young Londoners. A new crisis – a cost of living crisis – is impacting not just the future viability of our members but the very young Londoners we all work so hard to support. However, London Youth exists to champion the youth sector which, at the best and worst of times, provides young people with somewhere to go, something to do, and someone to trust.

The stark clarity of the urgent need for youth work only serves to highlight the incredible work of London Youth's member organisations. I thank each one of them for what they do. Our mission as London Youth is to support them, and I am proud to say that our team has once again driven tangible impact, delivering 142 networks, training and information sessions benefiting almost 1,700 youth professionals this year. Furthermore, over 8,000 young people have accessed our own programmes this year, and over 28,000 in total were supported by London Youth - a significant and welcome increase on last year.

I have been delighted to visit our two outdoor residential centres, Hindleap and Woodrow, several times over the course of the year. They are back up and running after an extremely challenging few years of pandemic-related closures, delivering 42,000 young person visit days this year, over three times as many as last year. We will never stop saying that all young people deserve the opportunity to enjoy a stay away from home, to experience what the countryside has to offer and to enjoy outdoor adventure. None of London Youth's work would be possible without the strong team of committed staff that make it all happen, led by Rosemary Watt-Wyness, who I take the opportunity to thank here for her leadership, along with the expert senior team she has assembled. This year we were pleased to appoint two new leadership team members, Head of Policy and Communications Natalia Rossetti and Head of Programmes Robbie Cheyne, leading youth action. Youth action and youth voices are indeed at the heart of everything we do, so I am also pleased to be able to thank our brilliant Youth Board and our Young Advisors for their time, commitment, courage, and enthusiasm.

I want to extend sincere thanks to Sue Asprey-Price, Louise Rodgers and Mario Washington-Ihieme who stepped down as Trustees during the year. We've been successful in recruiting four new Trustees: Julie Milnes, Michael Bishop, and Nimitaz-Tanya Noordin as well as young Trustee Mohammed Abu Nasir Motin, who had previously sat on our Youth Board. A huge thank you to our president Sir Kenneth Olisa for his tireless support of London Youth, and to our patron, the Earl of Wessex, who is such an important advocate for young voices and whose father's legacy we continue to honour in all we do, especially through the Prince Philip Award. During Youth Work Week 2021 this was awarded to CVC and its foundation.

Next year, we will continue to strive to be an anti-racist organisation and do all we can to support our member organisations. There is certainly a huge amount of work to do on behalf of young Londoners. With the help of our funders and supporters - without whom we wouldn't exist and who I would like to sincerely thank - we will continue to deliver opportunity, drive impact and demand the change young people need to see.

Stephen Moss CBE
Chair of Trustees

Chief Executive's message

It is impossible to round off this incredibly full, productive, and impactful year without acknowledging the challenges that Londoners, especially young Londoners from underserved communities, are facing. There is an escalating mental health crisis among the UK's young people, which half a million of them identified as their single biggest concern in a recent survey. They also reported they consider mental and physical health as, quite rightly, inextricable. Now a cost-of-living crisis described as well beyond the living memory of most people, certainly of young Londoners, is further exacerbating poor mental health, jeopardising physical health, and widening inequalities. It doesn't feel like a hyperbole to say that young people have never needed us more. 'Us' meaning support, meaning safe spaces, meaning trusted adults: meaning youth work.

In this light, almost 600 member organisations are doing literally life-saving work, and I take this opportunity to thank and celebrate every single professional, youth worker, volunteer, and staff member whose daily efforts make this work happen. The role you play in young people's lives is vital, and we exist to support you to deliver it. That's why we're so proud that as of this year, 159 of our members hold a London Youth Quality Mark, and that 226 members accessed a London Youth programme or visited our outdoor residential centres this year.

Hindleap Warren and Woodrow High House have indeed had an exciting year, in no small part thanks to the Jack Petchey Foundation, which allowed us to welcome to our two centres around 800 young Londoners across 21 boroughs. The Jack Petchey Adventures are a fabulous example of London Youth's values and unique provision at work, uniting the joys of outdoor education with a focus on those least likely to experience this. 78% of all young people who took part were young people of colour, and 87% of participants felt that being in nature had made a positive difference to their wellbeing. We wouldn't be able to provide this without our funders, so an enormous thank you to the Jack Petchey Foundation for making this possible.

This year we also operated 15 programmes and delivered several events involving over 200 members. Whether the focus is on sport, youth action, employability, mental health or art, our activities help young people do better physically and emotionally, and help them gain skills, knowledge and networks, inspiring them to make a positive contribution to their community.

Of course, I'd like to thank the brilliant team at London Youth across all three sites for their energy, enthusiasm and hard work this year. Like every year, we welcomed some new staff members and said goodbye to others who are off on new adventures, but what always remains constant is the passion for our mission and the reciprocal support for colleagues. It's a pleasure to be on your team.

My deepest thanks also to our Board of Trustees; again, we've seen some changes and are delighted to welcome new faces, and we're consistently grateful as a team to have such a supportive and wise group of Trustees, particularly under the chairmanship of Stephen Moss, who I thank for his work this year. Last but certainly not least, our Youth Board is one of the driving forces behind what we do; the voices of our young Board members and Advisors are invaluable to us and we are so grateful for their time, creativity and commitment to London Youth.

Our work to become an anti-racist organisation continued this year, and I'm humbled by the hard work, effort, vulnerability, and generosity of all staff in embracing this fully. We're still learning, and we will never stop learning, and I really want to thank everyone who has used their position and experience to help us be and do better every day. I look forward to continuing this work which will remain at the forefront of our agenda.

Rosemary Watt-Wyness
Chief Executive

Young Advisor's Message

As we place the last pieces of our 2022 stories on the board, we realise that we weren't completing a puzzle, we were making a collage.

The post-pandemic life has settled itself as the 'new normal': a digitalised, social media documented, politically confusing, socially ambiguous, debate-sparking, thought-provoking, fast paced way of life has young Londoners shifting from '*bright future*' discussions and aspirations to the routine that a 'will I make it?' mentality creates. With rising living costs, decreasing access to opportunities and limited funds going to Youth Clubs and young people, painted a world that was not paying much attention to me, which had me wonder: Will I make it?

I was given the opportunity to work on HeadStart Action. Being able to reflect on a journey of youth clubs, youth workers and young people; not just as individual valued positions within the greater scheme of youth work, but as a network that was given a platform to enact social action holistically and practically was an inspiring experience. Furthermore, I felt privileged to be interviewed by the BBC, about my journey with London Youth in honour of Duke of Edinburgh's life. Finally, working on the Mental Health Alphabet Project, (*which aims to explore Mental Health amongst young people, especially in minority & marginalised communities. Aiming to create an open and ever growing source of information and support for minority communities, and organisations that work with them*) through which London Youth has given us the chance to run the Green Chair Activity as part of the Mental Health Alphabet Project, and as an extension to the Keeping it Wild legacy, to continue to advocate for green spaces & wellbeing. As an extension of that, I was invited to the Houses of Parliament to talk about the project as a guest speaker for the Politics School led by Virendra Sharma MP, representing London Youth's support on young people's social action projects and initiatives. The list of activities, events, opportunities including being part of discussion forums, research, award ceremonies, events with the GLA, fundraisers and more, is very long. As my CV exceeds its two-page limit, I have organisations like London Youth to thank and attribute a lot of my future success to.

The past year with London Youth was also my last year as a Young Ambassador, a 4-year journey that has been a witness of my development as a young leader. Upon looking back, I see my yesterday-self unaware that the support I was receiving was what would help my today-self grow. For me, as for most young people, school, family and the world float like islands on a deep, beautiful and sometimes chaotic sea. Youth clubs build a bridge for us to cross and connect these spheres of life together. Aspiring to bring positive change, in a world that shifts and moves in heavy blocks of stubborn and uncaring decisions, as a young person, you always feel you lack the strength to push and lift enough; to justify your place in the world and make a difference. But youth clubs and youth workers, are career catalysts, springboards to success, welcoming meetings, jokes and pizza after, fun residentials and friends for life. Youth Clubs and youth workers give us multi-career role models, grassroots coaches, level playing fields, platforms for discussions, marathons to run and cheering for us throughout – an inspiring voice that needs to be heard, because so many young people will be silent if they do not hear it.

The past year has taught us the importance of our voices, of constructive debate and thought-provoking discussions. The past world changes, political instabilities and international conflicts have taught us a lesson of courage, persistence and resilience. Homes that we have created along the way of becoming the young leaders of today, like London Youth, amplify our voices, and teach us how to translate what we have learnt into action. I am thankful to all youth workers who give us their time, expertise, patience and inspire in us the drive to be and do better. I am grateful for all youth clubs that are part of London's testimony that change is possible. Finally, I am fulfilled, motivated and most importantly, hopeful, that London Youth, youth workers, and youth clubs will continue to build the new generation of young leaders. In conclusion, we will certainly make it!

Amina Meshnuni
Young Advisor

At a glance: 2021-22 in numbers



28,106

Total young people supported
(2021: 17,500)

8,231

Young people on programmes
(2021: 5,080)

587

Member youth organisations in our network

(2021: 606)

42,477

Young people visit days at the centres
(2021: 11,090)

159

Members holding Quality Mark
(2021: 139)

142

Networks & training sessions
(2021: 160)

1,676

Youth professionals on training & networks
(2021: 2,093)

226

Members using programmes or centres

NB: the numbers listed are for the opportunities created, not necessarily the numbers of individual people or members supported. In some cases there is duplication where a young person or youth professional might take part in more than one opportunity. As noted within this report, as part of the strategy for 2020-25, monitoring, evaluation and learning approaches have evolved and we are making improvements to our systems; where measurement approach or data collection has changed, a like for like figure for the year before has been used.



About London Youth

We are London Youth. A charity on a mission to improve the lives of young people in London, challenging them to become the best they can be. Young people need opportunities outside school to have fun with their friends, to learn new skills, to make a positive change in their communities and to shape the city they live in.

Our vision and mission

Our vision is that all young Londoners live happy, healthy, safe and fulfilled lives.

Our mission is to support and challenge young people to be the best they can be.

What is special about London Youth is that we do this with – and through – our network of community youth organisations in London and at our two residential centres.

We provide opportunities – in sports, arts, youth action, outdoor learning, employability - for all young people. We focus particularly on those who wouldn't otherwise have access to the kind of opportunities we offer.

We believe these opportunities are best achieved through a network of strong youth organisations embedded in their communities, building lasting local relationships and delivering excellent youth work.

Because good youth work works.

Our principles

We strive to act in line with our four simple principles:

- **Honesty** – about what works (and what doesn't) – we learn from our mistakes
- **Collaboration** – with each other, young people, our members, and the world beyond
- **Improvement** – committed to continual improvement
- **Fun** – because we think we achieve and learn the most when we enjoy ourselves

Our story

London Youth was founded in 1887 because the individual youth organisations of the day knew that they were stronger and could achieve more for young people by working together. Since then, much has changed for young Londoners, but the need to work together is more pressing than ever – and especially given the COVID-19 pandemic.

Since 1887, we have worked with our members to offer young people a wide range of high-quality opportunities for learning and fun and to build strong trusted relationships with adults and their peers.

We grew from the Ragged Schools movement of the 19th century, inspired by the simple idea that every young person, irrespective of background and circumstance, has something to gain from somewhere to go, something to do and someone to talk to.

We spent the twentieth century as two separate charities, The Federation of Boys' Clubs and The Union of Youth Clubs, which worked primarily with girls. In 1999, the two charities merged to create The Federation of London Youth Clubs.

That's still our legal name, though we prefer London Youth.

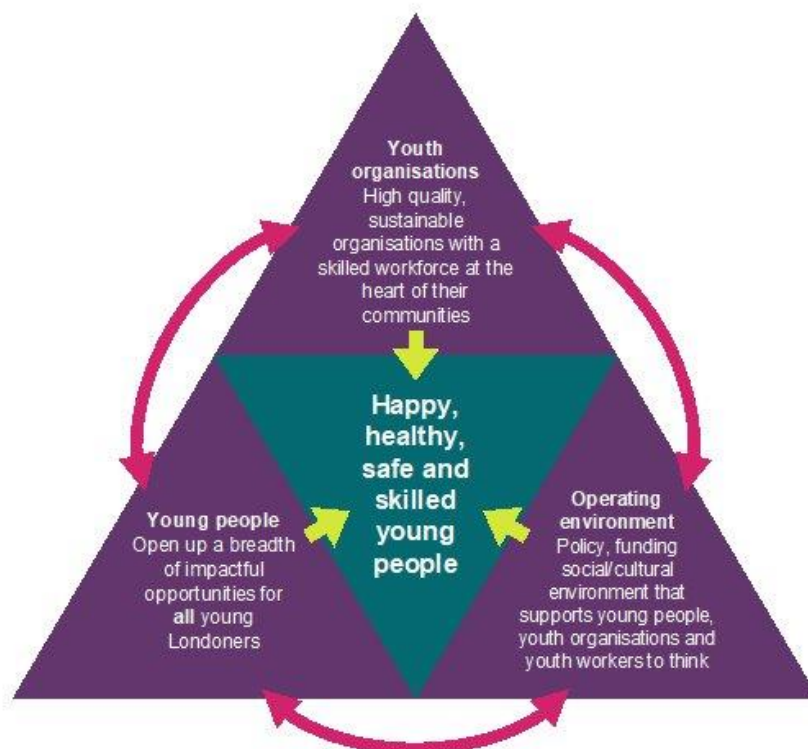
We're proud of our history, helping young people become the best they can be for over 130 years.

London Youth continues to provide a united voice and support for community youth organisations and youth workers across the capital.

Our unique position

- We support community youth organisations: so that youth workers can support young people and we deliver on our mission
- We are pan-London: our breadth gives us a view of what needs to happen for young people across the city
- Our reach: we have a combination of numbers, spread and relationship with members that is unique in London. The majority of young people our network supports are young people of colour.
- Opportunities: we offer more opportunities and a wider range of them than any other organisation in London
- Capacity: we are the only youth infrastructure organisation that has significant capacity to deliver in London
- History: we have the gravitas of over 130 years of influential history

How we make change happen



By working in and across these three areas we aim to achieve the change needed to achieve our mission.

Our aims and strategic priorities

The central intention of our 2020-25 strategy is to tackle the effects of increasing need and inequality combined with decreasing funding and support. We want young Londoners to grow up in the world's best city for young people. In summary, our strategy aims to:

- 1. Deliver Opportunity:** we will seek to deliver opportunity at scale and breadth for young people. We will get better at hearing and understanding the needs of young people and members and more adaptive at turning what we hear into practical applications. We will emphasise the distinctive way our programmes also build capacity.
- 2. Drive Impact:** we will improve our responsiveness and customer service, leveraging digital technology. We will better connect members to support within London Youth plus expertise and support beyond. We will increase our understanding of our impact for members and use this to improve our work.
- 3. Demand Change:** we will be a bold advocate for change, amplifying the voices of young people and youth workers. We will be unapologetic about voicing the needs of London and putting the needs of young Londoners first. We will identify points in the system where we can get best leverage for change and put sustained focus there.

We will do this within the context of a sustainable business model with the financial objective of breaking even after capital expenditure by 2025.

Why our work is needed now more than ever

We are entering a period of economic crisis for the youth sector that feels equal in its magnitude as the pandemic period which preceded it. Critically though, there has been no recovery period in between to build back the infrastructure and resources to support young people. This means that reserves are depleted, demands for services are up, and the workforce is stretched to beyond capacity

- 1. Cost of living impact on the youth sector.** Measures to mitigate the cost of living crisis in the [Government's Autumn statement](#) may offset the closure of some grassroots youth clubs over the winter months. However, a third of statutory youth clubs closed in London over the past decade. For those still operating, they face mounting challenges as we heard from our many of our London Youth members who shared their experiences with us in late 2022 on the [cost of living crisis](#). Pressures on the on-statutory youth sector will be even greater¹.
 - Cuts in London Council's budgets by £700 million in 2023, will undoubtedly impinge on their youth services, and on what Government can achieve in seeking to strengthen their current statutory obligations
 - City Hall [analysis](#) points to inflationary pressures being more acute in London. This will have an impact on the capital's youth sector infrastructure and its workforce, which is currently overstretched and under-resourced.
 - Lack of funding for open access youth work in London Boroughs, given core youth funding focused on capital spend for new facilities over existing infrastructure: this is also largely outside of London due to Government's [levelling up criteria](#).

¹ London Youth's September 2021 membership survey shows over 40% fear closure within a year

2. **Trends in child poverty in London are spiralling upwards.** 37% of London’s children live below the poverty line and 41% are living in poverty and not eligible for free schools meals ([Children Poverty Action Group](#)); Children in London are 9% more likely to live in poverty than those in the rest of England ([Trust for London](#)); In Tower Hamlets there is a child poverty rate of 51%, and in Hackney it is 45% - these are well above other London and England averages. London Youth played an active role in this year’s London Challenge Poverty week, advocating on behalf of our members. We briefed all London MPs, Assembly Members and other stakeholders, highlighting some of these points.
3. **We are in the midst of a mental health emergency.** Over the course of the last year London Youth has been making the case for greater preventative action in support of young Londoners to [policy makers](#) – as outlined in our response to the Government’s 10 year plan for mental health and wellbeing for England. We have also worked in partnership with other organisations to spotlight the evidence in support of policy intervention.
 - Youth Employment UK’s [2022 Youth Voice Census](#), which outlines the latest feedback from over 4,000 young people, illustrates how acute the mental health emergency is for young people and how it shapes their experience of the job market
 - the Children’s Commissioner [Big Ask Survey](#), showed that mental health was the single biggest concern for children and young people. Critically, it highlighted that they perceive mental health as being inseparable from their physical health.
 - Childhood obesity levels have risen sharply in the last 12 months. London is the region with the highest percentage of overweight and obese children in the whole of the country. The percentage of year 6 children who are overweight or obese rose from 38.2% in 2019-20 to 45.2% in 2020-21, 15% rise in the space of 12 months².
4. **There are significant structural and racial inequalities whose impact is felt in the areas of the work that we do, and the young people we support.** The majority of our programmes’ beneficiaries are young people of colour. Their outcomes are markedly different from their white counterparts, whether seen through the prism of employment opportunities, physical wellbeing or mental health outcomes.
 - In London, where the concentration of ethnic minorities is most prevalent young black men in particular face unemployment in far greater numbers than their white counterparts - 24% vs 12% (latest figures [here](#)).
 - Access to formal mental health support is unequal: those least likely to receive mental health treatment are “aged between 16-24, male, and from BAME groups” ([‘TIP’ Report, Power the Fight, 2020](#))
 - Poorer access to open space: Black children and young people are the least likely to be active (36% vs 48% for white British group) according to Sport England’s latest [Active Lives survey](#)
 - Stop and search is vastly disproportionate in targeting young people from a black Caribbean background: young Black men in particular are 8 times more likely to be stopped and searched by police compared to those from a white background according to latest government [data](#).

² <https://digital.nhs.uk/data-and-information/publications/statistical/national-child-measurement-programme/2020-21-school-year#summary>

Strategic Report

Achievements and Performance

Introduction

The Covid-19 pandemic and its aftershocks continued to affect London in 2021-22. Our members still faced reduced ability for face-to-face provision due to regulations and lower capacity because of youth workers getting ill. Many young people coming out of lockdowns found social interactions more difficult and combined with additional pressure at school to cover content missed, they continued to experience mental health challenges. Energy prices rose slowly and then sharply in spring 2022, increasing the pressure on low-income families and on our members.

Despite these challenges, London Youth continued our mission to support and challenge young people to be the best they can be with, and through our members, a network of community youth organisations in London, and at our two residential centres³. Working to our 2020-2025 strategy, aiming to deliver opportunity, drive impact and demand change, we kept our focus on key issues affecting young people in London, especially inequality of support in outer London and mental health. This section of the report describes what we did and what we achieved with and for young people, youth professionals, youth organisations and the youth sector environment.

Through our direct work and our work with members, young people have continued to do better physically and emotionally. They have gained skills, knowledge and networks, and have made contributions in their communities. Youth professionals gained new skills, knowledge and confidence which had positive impact on members' quality of provision, compliance and governance, connections and funding. The voices of young people and members was amplified in local and national policy making and funding circles, as well as through the media.

Our members and the young people they serve

During 2021-22 we had 587 youth organisations as members (2021: 606). On average, they rated the support we provided as 'very good', with 90% saying they would recommend London Youth to another organisation (2021: 90%)⁴.

From our annual membership renewal process conducted in spring, we collected data from members on their organisation, the young people they work with and the work they do. In the second year of collecting more detailed information, 92% of our membership responded (2021: 79%)⁵. The overall results from this data have stayed almost the same, compared with last year. Below are key statistics about our members:

³ We deliver many of our programmes and other services in partnership with other organisations. A full list is available upon request.

⁴ 102 Youth professionals from 98 members completed our impact survey, which provides a 9% margin of error

⁵ 540 members completed the data update. Associate members (20) do not complete this survey.

About our member organisations

- The majority of members have a turnover of £500k or lower (67%); half have a turnover of less than £250k (51%)
- Our members have over 18,000 staff members and over 22,000 volunteers, a third of them youth workers. However, half of our members do not have a single staff member with JNC qualifications (51%)
- The majority of our members work across multiple boroughs (60%), and 210 (36%) are based in outer boroughs

About the young people they work with

- We heard from members that there was more demand for their services:
 - Our members worked with over 601,770 young people, 258 per member on median average⁶ (2021: 250).
 - Each week, over 113,500 young people attend members, 210 per member on median average (2021: 174). Half of the members have up to 60 young people attending per week (2021: 50).
- On average, 68% of the young people attending are from Black, Asian and minority ethnic groups. 44% are girls and young women, 53% are boys and young men and 3% identify otherwise
- 43% of our members exists to primarily serve a specific group, such as young people affected by trauma, abuse or exploitation, or young carers
- 49% of our members have a youth board

Deliver Opportunity: at scale for young people through our programmes and at our outdoor centres

What we did

We deliver opportunities for young people through our members in employability, sport, arts, mental health & wellbeing and youth social action programmes and visits to our outdoor centres. During 2021-22 we operated 15 programmes and delivered multiple events with 201 members in which 13,336 young people have taken part^{7,8} (2021: 256 members; 8,334 young people). We delivered 42,214 young people visit days at the Outdoor Centres (2021: 11,090; 2019, the last full year pre-pandemic: 51,290). 14,770 young people visited our outdoor centres (2021: 9,197).

⁶ We used a median average because we have a large number of smaller organisations, with a smaller number of big organisations

⁷ Throughout the report, the numbers of young people may not be unique as some of them take part in different opportunities and with different members.

⁸ 72% of young people on our programmes provided some demographic data. Other totals exist for different outcomes according to the number of young people responding. *Icons CC thenounproject.com*



48% boys and young men (52%), 49% girls and young women (47%), 0.3% trans and non-binary young people

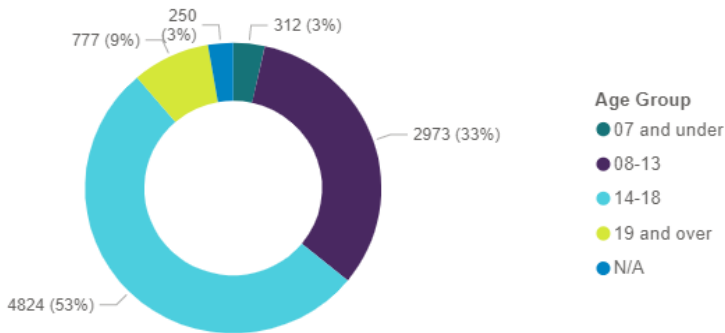


70% young people from Black and Minority Ethnic groups (73%)



11% young people with mental and/or physical disabilities (11%)

Age range of programmes participants



Our programmes include a structure for activities for young people delivered with and through our member youth organisations. We also support and build the capacity of youth professionals and facilitate connections and collaborations across London (see more about this in strategic objective: [Drive Impact](#)). Across our membership, the programmes were rated as ‘very good’, and yet again, almost all the

young people who answered our surveys said they enjoyed taking part in the activities.

Sport

Our sport programmes and one-off events help young people, particularly those who don’t feel sport and being physically active is for them, to get active in their community in the way that best works for them and their friends.

The sport programmes successfully targeted the most inactive young people and worked with specialist members to break down barriers for them to become more active. Although this year members could come back to full in-person, offline provision, for some groups, hybrid or full remote delivery was still the best way to get young people active.

During the year 4,204 young people (2021: 3,565) took part in our sport programmes on regular sessions and 4,834 young people (2021: 2,417) took part in our one-off events, from 169 members. They experienced a range of sports and physical activity, including football, fencing, golf and wellbeing walks. We also supported young people with leadership potential to develop their skills through the delivery of hyper-local events in service of their community and help them achieve qualifications in the sector.

Youth Action

Young people taking action on issues that are important to them and shaping decision making across London, is a key area of activity. The youth action programmes support members to create their own youth-led projects, as well as making a difference in their youth organisations and wider communities, both now and into the future.

In 2021-22, 609 young people (2021: 525) from 43 members took part in our youth action programmes. The programmes revolve around social issues, focusing in 2021-22 on mental health and wellbeing, food & nutrition – such as a cookbook project, safe space, and fun and creative projects. This included a live-streamed performance exploring what it’s like to be a young refugee or asylum seeker in the UK.

Employability

Young people feel at home at youth organisations and that is where they turn to for information, advice and guidance. This is what they are able to access through our members as part of our employability programmes. Support to explore what is out there, to identify positive career paths, and to provide opportunities to gain direct experience – so they can increase their future employment prospects. We recognise barriers they face such as long-term youth unemployment and racial inequality, while building self-confidence and personal

development, as well as encouraging educational attainment.

In 2021-22, 561 young people (2021: 805) from 28 members took part in our employability programme and 177 young people (2021: 106) took part in our one-off events. Summer grants enabled members to run activities through the summer holiday. Our new Digital Talent programme guides members to provide wrap-around support to young people, focused on the digital and technology sector. This includes personal and professional skills development, inspiration and career-focused workshops, mentoring and traineeships at a range of partnering employers.

Mental Health and Arts

With evidenced need for more mental health support, all our programmes include a wellbeing element. The Good for Girls (GfG) programme continued its focus on improving the mental health and wellbeing of girls and young women, incorporating elements of sports, art, mental health and youth action together. In 2021-22, 620 young people (2021: 600) from 30 members took part in the GfG programme and 243 young people (2021: 8) from 12 members took part in the Arts programme. As well as GfG's arts and sports activities, the young people delivered social action projects such as self-care packages, community meals, LGBTQ+ rights awareness campaign, and performance events that included teaching younger children. These activities were accompanied by talking circles, to facilitate discussions around mental health and wellbeing, which proved to be an essential element of the Good for Girls programme's success – so good that the young people copied it in some of their social action activities

Emergency funding

Responding to our members dire need in the height of the pandemic, in early 2021 we forged a one-off partnership with Burberry to help 15 members to 'keep the lights on'. Members' activities focused on providing support on one or more of three themes: education, food, and mental health and wellbeing. The programme reached 3,457 young people in total, 2,063 of them during 2021-22. Members appreciated the flexible funding which enabled them to continue providing their own core delivery. In addition, they were able to respond to needs and requests voiced by the young people, for example going to a residential as soon as Covid-19 measures enabled it: *"It truly was a great experience and one of the most transformative funding packages we've received to date"* (Burberry programme member).

Youth Voice

London Youth's youth board supports the work of our Young Ambassadors and Young Advisors. The Young Ambassadors are regularly involved in our policy, media engagement and events, representing London Youth and their peers. They contribute to our Demand Change agenda, and you can read below more about their work as part of the Coming of Age programme which provided training and support for them to speak out and campaign. Some chose to take on additional responsibility to become Young Advisors, where they were regularly involved in decision making and development for London Youth. This included sitting on our Board and Committees, on recruitment panels and in consultations on new programmes.

In 2020-21, the Youth Board comprised of 25 young people aged between 16-25 from our member organisations (2021: 19). They represent young people from different backgrounds who live across London. A new alumni network was started during the year, aimed at continued engagement with former youth board members to advocate and help fundraise for London Youth.

Outdoor Centres

Many young people in London have not left the city or have limited opportunity to do so and

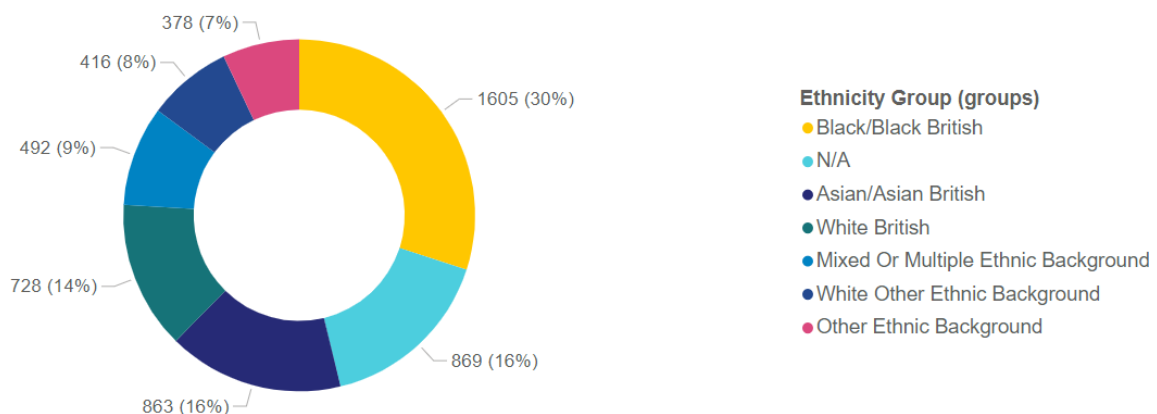
we believe that being out in the countryside can have a profound and positive effect on their personal and social development. At our two outdoor centres, Hindleap Warren and Woodrow High House, young people get the opportunity to learn and have fun outside in informal settings. This is essential in helping young people develop the skills and confidence they need for the rest of their lives.

We were thrilled to host young people in the outdoor centres again during 2021-22, following the pandemic years. In addition to the school day trips that came back the year before, Hindleap Warren also began hosting residential in June 2021. Woodrow High House had gone through a refurbishment, and residential started there in January 2022. In total, we delivered 42,214 (2020: 11,090) young person visit days at our centres. Of those, 3,582 opportunities were for young people from 83 of our members (2021: 519; 25) – some more than once. Across our membership, members rated the outdoor centres as ‘very good’.

What we achieved

Our programmes focus on three key outcomes - changes we are supporting young people to achieve through our programmes, as detailed below. We also aim to support young people from the most disadvantaged groups, who may not have some of these opportunities available to them. We have been able to achieve this across the board:

Ethnicity groups of programmes participants



- 70% of young people engaged in our programmes are from Black, Asian and Minority Ethnic groups (2021: 73%). A detailed breakdown is shown in the diagram above.
- We worked with slightly more females (49%) than males (48%) (2021: 48% vs 52%). Our new Sport for Development programme had more boys and young men (66%), while in other sport programmes we continued our efforts to recruit more girls and young women, especially through targeted events such as a summer football tournament. In addition, the Good for Girls programme targets young women and girls, who feel they have less opportunities: *“I feel like there are already lots of clubs for boys, but not much for girls”* (young participant of Good for Girls). In addition, the sport programme continued to target LGBTQ+ young people in partnership with specialist members.
- This year again, 11% of the young people engaging in our programmes have a disability whilst in the UK population 7% of young people have a disability⁹

⁹ Public Health England report: <https://www.slideshare.net/PublicHealthEngland/disabilities-in-children-andyoung-people-in-london>

- 82% of the young people on our programmes are located in the most deprived communities in the country (0-30% IMD)¹⁰.

Members and young people continued seeing the effect of the Covid-19 pandemic in 2021-22. Although many missed in-person interaction, the accessibility and comfort provided by online training meant getting in person proved a challenge for some programmes. For 15–18-year-olds, the increased pressure caused by sitting their first exams also meant any extra-curricular activities were difficult to find time for. As a result, many members continued to deliver a hybrid service, offering both online and in-person sessions.

“We are still seeing the impact of the pandemic. We are still seeing an increase in mental health issues and more severe mental health issues affecting young people, which is a barrier to employment. But also, academically wise, they are still disenfranchised when they’ve had exams cancelled in the last couple of years, they’ve been isolated at school and college. We will still see those repercussions for a number of years” (Youth worker, CVC grants).

Our members provided a safe space for young people, an inclusive environment in which they can take part free of judgement. The fact that the young people aren’t forced to join activities means that youth workers have to keep them interested and motivated. Members talked about how using the [‘five ways to wellbeing’](#) approach our programmes champion, and having skilled youth workers who were supported to deliver programme activities was essential.

81% of the young people were doing better physically and/or emotionally (2021: 70%)

Our Getting Active programme is successfully reaching young people who are generally much less active than the wider population. 87% *have improved physical activity* (2021: 65%), with inactivity being drastically reduced. Importantly, the programme is having a long-term impact on participants, who are also being more active outside of programme activities – with friends and family members, trying new sports, joining other sport clubs and even encouraging others to be active. In addition, many mentioned how important learning about nutrition was to keep themselves healthy.

The majority of young people on our programmes *said they improved their mental health and wellbeing*. Our programmes also worked to improve young people’s awareness of mental health and helped them find ways to discuss and reach out for help when needed: *“I enjoyed expressing my emotions during our sessions especially with the jackets like just being able to do what I think and everything and having that freedom was a good thing for me” (Young person, Feathers art programmes).*

Young people on the Jack Petchey Adventures programme were funded to go on a residential to one of our outdoor centres. For 26% of them it was the first time to be away from home overnight, with a group of their peers. 87% felt that being in nature has made a positive difference to their wellbeing.

Most young people on our programmes *said they increased their confidence*. This was a result of being able to use their voice more, feel like they’re in a safe place, and access opportunities they wouldn’t usually be able to. Increased confidence is a key outcome across all our activities, with young people connecting it to increased self-esteem and motivation. For example, a 21-year-old on our employability programme (CVC Summer grants) is now

¹⁰ Postcode data includes participants’ home address or the location of where the programme is delivered. IMD: Indices of Multiple Deprivation

travelling to different parts of London to access work, which would have been unthinkable for him only a year ago.

82% of young people have gained skills, knowledge and networks (2021: 78%)

Removing barriers to access opportunities was a major goal for all of our programmes. *Young people said they had improved access to opportunities* as they had become aware of different opportunities and were able to explore them.

Most of the young people said they aspire to more, after participating in the HeadStart Action employability and youth action programme. 81% of participants on the CVC summer grants employability programme have *said they're more aware of potential career opportunities*. In addition, 208 young people gained qualifications through employability and sport programmes.

Our programmes are structured to be relevant, engaging and enabling to young people, and as a result they *said they had more or better skills and increased their knowledge*:

"I'm now trying to get certified for implementing performance systems and excel. The community is really nice – it's a good environment, and I think a lot of other courses like this haven't really implemented a friendly community with learning. It plays to each other. It gives you a reason to come, and it's not a chore. You have fun" (Young person, Digital Talent).

75% of young people were inspired and enabled to make positive contribution to their communities (2021: 91%)

Young people improved their connections to others and to their community and reduced their isolation. Following the pandemic, young people still report high levels of isolation, and they sometimes lack the experience of social skills. Our programmes helped alleviate this and young people were able to build better connection with peers.

85% of the young people asked had *increased their participation in their community* through our youth action programmes, interacting with a range of stakeholders. This led to a sense of community, and young people have felt more responsible. Many were also more empowered to take on leadership roles.

Young people across our programmes felt they had greater voice, reporting they felt involved in shaping the project and that their youth workers were supportive. For example, over two-thirds of the young people on the Young Creators art programme felt better able to express themselves. In a broader sense, the Coming of Age programme allowed young people to engage in social action projects and learn how to take an idea from conception to campaign roll-out.

Our long-running youth involvement programme have been supporting young people and their youth organisations to involve young people in decision-making through training and seed funding. In an impact review we found that Members appreciated a more flexible approach where they were able to work at their own pace without time pressures to set up a formal Youth Board. Instead, the programme allowed for more critical and creative thinking about their youth involvement in general within their organisation. The review found that members embedded approaches to youth involvement and continued to build on seed funding delivered via the programme.

The [Summer of Sport Festival](#) at the Queen Elizabeth Olympic Park was a highlight for London Youth in 2021-22, bringing together over 600 young people from different youth clubs

to try over 25 different sports. Achieving elements of our three overarching outcomes, the young people built up their appetite for being active, experienced team building and competition but also interacted with young people they didn't know before – and had a great time doing it.

Drive Impact: provide a responsive, relevant and consistent offer that fuels the quality, sustainability and impact of our network

What we did

Youth professionals and youth organisations accessed our offer which aims to improve the quality of provision and the resilience of our members. We do this through training, networks, our quality assurance programme, grants, EAP (employee assistance programme), leadership development programmes and direct support. During 2021-22, 425 members took advantage of our offer (2021:350). We delivered 133 training sessions (2021: 149), 9 network sessions (2021:11) and supported over 290 members on their Quality Mark journey (2021: 230). Most of our offer remained online which enabled members to access services more easily. Whilst some training, networks and direct support started to be provided in person again.

Our training offer is our most in-demand service, and during 2021-22 we conducted a training review. Members thought the training offer is highly relevant to them and liked the wide range of courses. They also felt it being reliable and free are important factors, especially to smaller organisations that wouldn't have been able to afford training otherwise. Members wanted access and registration to be easier. In addition to digital improvements, following the review we have organised the training into three overarching areas:

- Core competencies
- Individual development
- Organisational development

Within them there are eight series, each ranging from intro to expert levels but can be accessed at will. They include: Equality, Diversity and Inclusion, Fundraising, Intro to London Youth, Monitoring, Evaluation and Learning (MEL), Mental Health, Organisational Practice, Safeguarding and Youth Work Practice. Members said this structure is useful to understand which courses are most relevant to them, allowing for a clear progression.

Our training supported 924 youth workers (2021: 1,000) from 333 members who attended over 4,000 hours of professional development. In addition, some of our programmes offer specialised training, with 152 youth workers taking part (2021:56). On average, 86% of participants rated our training highly immediately after the training (2021: 89%). Across our membership, our training was rated as 'very good'.

We also continued to deliver the Rise Up leadership programme, providing training, coaching and mentorship to 89 youth professionals with lived experiences (2021:82). 97% of participants rated the training highly and said they would recommend it to peers.

Our networks were attended by 224 youth professionals from our membership and other organisations in the youth sector (2021: 402) to learn and be supported by peers and 88%

rated our networks highly (2021:86%). Across the membership, it received a rate as 'very good'. Each network focus on a different topic: employability, mental health and wellbeing, impact, art and creativity, and the new safeguarding and sport networks.

Our quality assurance framework, the Quality Mark, is a London Youth flagship, helping members improve their policies, procedures and practice. Across the membership, it received a 'very good' rating. Over a quarter of our membership, 159 members (2021: 139), held a Bronze, Silver or Gold Quality Mark (QM) in 2021. The Bronze QM review continued during 2020-21 and the new offer was launched at the end of the year. 100 members applied to our new Bronze Quality Mark programme, but we were only able to start 48 for the first cohort to receive a high level of structured support from the team. The remaining 52 were able to access the new resources and continued to work independently on the indicators in the Bronze QM framework, ahead of starting the programme in the next cohort.

The direct support we provide to our members via emails, phone calls and visits is one of the most valued aspect of our provision. Across the membership, direct support was rated as 'very good'. When asked what was the best thing about being a London Youth member, a member said: *"That we could reach out to our membership officer anytime and always has someone there to answer and support"*

What we achieved

Provide relevant high-quality support to youth professionals and members

Members highly valued London Youth's bespoke, personalised and responsive support. 80% thought our offer is relevant to their needs (2021: 82%), and 76% felt they have opportunities to provide feedback, and that it is being heard. All elements of our offer were rated as 'very good' by our members, who find our services highly relevant. Members often mention our staff team as professional, knowledgeable, supportive and friendly, and see us as a reliable source of support.

Quality: Improved quality of youth work provision

Almost two-thirds (64%) of our members said that their engagement with London Youth had positively affected their quality of provision (2021:65%).

80% of the youth professionals who have engaged with us agreed that they increased their practice skills and knowledge (2021: 85%). 158 youth professionals were qualified as Designated Safeguarding Leads (DSL). Through our training offer, 90% of youth professionals said they gained knowledge (2021:89%), 87% increased their confidence (2021: 90%) and 91% said they intend to apply what they learned in their job (2021: 84%).

Having access to training and networks provides members with a way to develop staff skills and implement new organisational approaches, *"providing a better provision all round"* (LY member). Members feel their youth workers have gained an understanding of the issues affecting young people through our offer, and the sharing of knowledge from professional trainers and peers is seen as valuable.

In addition, our programme grants enable members to expand their provision, working with more young people and offering them a wider range of activities. The funding and support provided enabled members to create and deliver projects they wouldn't have been able to deliver otherwise, with grants being relatively easily accessible to smaller organisations.

Resilience: Strengthened resilience of youth professionals and sustainability of youth organisations

61% of our members said that their engagement with London Youth had positively affected their compliance and governance (2021: 71%). 53% said it did the same for their funding and fundraising (2021: 58%). Members used the resources and support they receive from our different teams and the Quality Mark process to update and reshape their policies and practice and to raise their standards. The QM specifically helped members to understand what they're doing well and what needs to change to achieve more. Training and the QM also helped them evidence the quality of their work, which in turn supported their fundraising.

On an individual level, 11 youth professionals accessed different types of therapeutic support through the Employment Assistance Programme (EAP) (2021:7). Although a small number, it's an important element on our offer, with almost all users suffering from stress and anxiety, 55% of them work-related. The benefit of EAP was mentioned by a few youth professionals in our survey, as this support is hard to access otherwise.

Youth professionals who have engaged with us agreed they now feel they are equipped to deal with challenges in their work. Almost all the participants and alumni of the Rise Up leadership programme who replied, said they are more confident to confront youth violence or conflict. The programme aims to support youth workers with lived experiences to become leaders in the sector, and alumni said they are now more confident to engage in senior and strategic level conversations.

Collective: Enhanced connections and collaboration within the sector

61% of our members said their engagement with London Youth had positively affected their organisation's connection with other youth organisations and youth professionals (2021: 52%). Many members are smaller organisations without much recourse to meeting others in the sector. Our collective opportunities can make them feel less isolated: *"... in the face of exceptionally difficult operating environments it's helpful to feel part of something and that we aren't alone"* (London Youth member). Many would like to see us providing more networking opportunities.

Consistently, members expressed the benefit of being able to learn and collaborate with other organisations. This could be through connections with employers, funders or corporates – but they especially appreciated the connections we provide online and in person, and the peer learning and support opportunities with other youth organisations. 92% of the youth professionals who have engaged with us across our offer, agreed that they have relevant and useful peer-learning opportunities through London Youth (2021: 92%). Members on programmes talked about specific support and collaboration opportunities created. And all who joined the networks and replied, agreed that the network gave them an opportunity to talk to peers or hear from them, which was useful.

Demand change for young people and a better environment for youth organisations

We continued to bring together the voice of London's youth sector, advocating for long-term sustainable funding, backed by a long-term youth strategy, to sustain London's youth sector. Throughout 2021-22, we have done this through a combination of communications, public

affairs and coalition activities in which we put our members, and young people, at the forefront.

Coming of Age continued to engage our Youth Board with training and workshops to develop campaigns. They developed four campaign ideas, with two going into implementation phase at the end of the year. Another important aspect of Coming of Age was to create opportunities for young people to engage directly with policy makers, and influence agendas. These opportunities included:

- Youth Board member Kalliyah Kirlew taking part in the Centre for London Conference 2021, co-chairing a session that included Bell Riberio-Addy (Labour MP for Streatham).
- Youth Board member Amina Meshnuni attended Virendra Sharma MP's summer school at the House of Commons
- Nine Youth Board members planned and lead an event called 'Putting Young People at the centre of their Health Decisions & Choices', speaking to NHS professionals and managers, other youth organisations and the Mayor of London

A Youth Board member also featured on the BBC coverage of the memorial service for the Duke of Edinburgh, our former patron.

A communications highlight was a dedicated [segment from BBC London TV](#) for the Summer of Sport Festival that included an interview with our CEO (see more about the event [above](#)). The event was endorsed by the Sports Minister and the Mayor of London, with senior Greater London Authority (GLA) and Department of Digital, Culture, Media & Sport (DCMS) attending. In the interview, our CEO highlighted the importance of youth work and the need for more funding.

This theme was echoed in our advocacy and public affairs work where we engaged policy and funding decision makers. Responding to formal calls, we submitted a comprehensive position to the 10 Year Mental Health Plan and responded to the Government's response to the Sewell report on race and ethnic disparities, with a strong emphasis on the need for youth workers, not police officers, in schools.

We contacted all London MPs regarding the lack of funding for London in the Levelling Up agenda, and met with several London MPs from different parties, as well as London Assembly members. On the parliamentary front, we were able to secure a place for our member Leaders in Community to appear on the All Party Parliamentary Group (APPG) for Youth Affairs panel. We attended Parliamentary receptions, met with the lead minister for Mental Health in the Department of Health and Social Care and other MPs, and briefed the Mental Health minister.

All this work was informed by what we hear from our members. During 2021-22 we re-launched our Policy Advisory Group, a productive engagement with youth practitioners from across our network who come together monthly to hear about and discuss policy issues, and feed into our priorities and key messages. We also continued our co-leadership of the Young Londoners Coalition, together with Partnership for Young London. This is a network of infrastructure voices in the statutory and voluntary sector across London. Our aim is to work together to ensure the London youth sector can speak with one voice to London and national policy makers and other partners on its capacity, needs and concerns.

Best we can be

Anti-racism journey

We continued with our commitment to become an anti-racist organisation. We know that racism is endemic in our society and have worked to identify and be conscious of how we contribute to perpetuating racism and inequality within our own organisation. We also know that many young people face the significant challenge of racism and the direct and indirect negative impact racism has on their opportunities to live happy, healthy, safe and fulfilled lives. This challenge is a key driver of our commitment to antiracism as an organisation and as individuals. During 2021-22 we worked on achieving the targets in the Race Equality Action Plan, affirmed in August 2021. This spans six pillars: anti-racist organisation; diversity; Inclusion; education and learning; governance and accountability; and external impact.

We continued the focus on embedding anti-racism throughout our organisational processes. This included putting systems in place to monitor and review our staff ethnicity and inclusion data, which received positive feedback from experts Inclusive Employers. We delivered a series of bespoke anti-racism training to the whole organisation including Trustees and launched affinity groups for staff under-represented in the organisation. With our members we sought to obtain a better understanding of the ethnic makeup of their staff and leadership teams and Trustee board. This will help us to identify the impact of our membership reach.

Digital

Worked progressed during the year on implementing the new Salesforce CRM system at London Youth, which is a key enabler to achieving our digital goals. The CRM is a key pillar in embedding digital technology as a part of our organisational approach. Particularly in creating a more consistent experience for our members and stakeholders.

The CRM project has been phased, starting with our fundraising team, who completed their design and development stages in 2021/22 and are due to go live imminently. Work is on track with the development of the remaining business areas – centres, membership, programmes, policy and communications – and we hope to fully implement the new Salesforce CRM by end of summer 2023.

Monitoring, Evaluation & Learning

Our monitoring, evaluation and learning (MEL) work looks to monitor progress and evaluate the impact of our offer, proving the difference we are making and improving the way we work.

During 2021-22, we created accessible and engaging ways for our team to view the data we are collecting and learn from it. This included completing a pro-bono project with volunteers from Visa Europe, who worked with us to create a dynamic PowerBI report. The report visualises the data collected from our programmes, and it enabled better data analysis.

Building on the frameworks and tools established the year before, we were able to show the impact London Youth is making on its different audiences in our first impact report in recent years. In addition, our Sports team championed the development of unique impact reports to the 120 members who took part in the Getting Active programme. They were able to use this for their own learning and fundraising – a leading feature of sharing back evaluation findings with the people who benefitted from the programme.



Financial review

Financial report

The Financial Strategy agreed by the charity in 2020 for the period to 2025 sought to achieve a break-even position of income over expenditure (before depreciation), with deficits in the intervening years to be funded from general reserve. Total Reserves held as at 1 September 2020 (the first year of the strategy) were £17.063M (2019: £16.329M), and had been bolstered by the sale of the last remaining property not in use in February 2020, which delivered net sale proceeds of £1.448M.

Significantly, the level of Free Reserves held as at 1 September 2020 was £7.574M which, due to the generosity of funders during the intervening pandemic year, reached £7.896M by year end 2021. The opening Free Reserves figure for 2021-22 was therefore considerably in excess of the levels required by the level set by the Trustees within the approved Reserves Policy, comprising 3-6 months' expenditure and estimated to be between £2M and £4M by 31 August 2025.

In recognition of the ongoing impact of the pandemic and the concurrent withdrawal of government support in the form of the CJRS (“furlough”) scheme in year, which had delivered £0.289M in ‘Other Grant Income’ in 2021, the Trustees agreed to continue to fund the 2021-22 budget by £0.955M (2021: £1.496M), including continued support at London Youth’s two Outdoor Centres based in Buckinghamshire and East Sussex as they emerged from the full impact of the pandemic.

In addition, the Trustees continued their commitment to building fundraising capacity by £0.178M in 2022 (2021: £0.100M) and invested £0.201M in digital capacity (2021: £0.085M) (see Note 12 re *Assets under Construction*); the latter to support future fundraising efforts and to improve the reach and impact of the charity.

Total Income in 2022 of £7.008M (2021: £5.341M) met budget expectations within a margin of 5%. Donations and Legacies saw consistent performance at £0.708M (2021: £0.698M), when compared to the prior year figure.

London Youth continued its strong track record of attracting programme funds in 2021-22 which the charity uses to deliver a range of membership opportunities to help meet the needs of young people in London. Once again, the generosity and timely response of key trust and foundation supporters and corporate partners helped to ensure that London Youth continued to meet the post-pandemic needs of young people in the capital; delivering £3.767M to the charity in year (2021: £3.672M), to support programme funding across the capital.

Earned Income at the Centres performed above pandemic values at £2.275M in 2022 (2021: £0.472M) as both Centres worked towards full operability in the post-pandemic environment and in the face of significant recruitment challenges.

Trading income also performed better in 2022; realising almost twice the prior year income at £0.070M (2021: £0.038M).

Although a number of key programmes wound down in year, notably those which had provided emergency pandemic relief, restricted programme expenditure remained on a par with prior year at £3.208M (2021: £3.510M). This included expenditure of £0.186M on HeadStart Action (2021: £0.544M); £0.320M on Burberry Foundation support for members (2021: £0.450M); £0.512M on Getting Active (2021: £0.421M); £0.460M on Rise Up (2021: £0.375M); £0.533M on Good for Girls (2021: £0.350M) and £0.176M on JP Morgan Employability (2021: 0.019M).

Included in this spend was a total of £1.065M (2021: £1.567M) in direct grants to members, with a notable rise of 25% at £0.624M (2021: £0.468M), comprising grants of under £10k to help build capacity in sector, as London Youth continued to support members and young people during the period of post-pandemic recovery.

The ratio of overall expenditure of £8.098M (2021: £6.625M) to Income of £7.008M (2021: £5.052M - excluding CJRS payments received in 2020-21 under *Other Grant Income*) in 2022, represents an improvement of over 13% in the prior year outturn as London Youth returns to a 'break-even' position, following the impact of the pandemic on *Earned Income* at the Centres.

To make best use of the pandemic 'downtime' available, the decision was taken in early 2020 to carry out extensive refurbishment at Woodrow High House in Buckinghamshire at a total cost of £0.704M. Included in this figure were actual refurbishments to Woodrow High House of £0.653M (2021: £0.117M), of which £0.424M has been included within *Land & Property* additions in the Balance Sheet, together with part-construction costs in respect of the installation of a biomass boiler at the site of which £0.340M (2021: £nil) has also been included as an '*asset under construction*' (see also Note 12).

It was agreed that the most cost-effective way to fund the biomass boiler installation would be by way of application for capital release from the Joseph Levy Endowment Trust (JLET), who had funded a similar project in 2015. The Board of JLET agreed to release £0.560M to fund the project, which comprised £0.490M of repayable investment capital. Formal permission was granted by the Levy Family Representative, in line with the Trust's governing document, on the last day of the financial year, 31 August 2022 and the cash was released by the Trust in September 2022.

Significantly, had the charity's investments performed to the level seen in 2021 which saw investment gains of £1.053M, these investment decisions would have been fully covered. Although market values dipped in September 2021, they recovered well in the period to end of January 2022. However, what started as a slow decline of investment values in February 2022 showed no sign of reversal as the markets demonstrated increased volatility as a result of economic uncertainty. Against this backdrop, the value of London Youth's portfolio dropped by £0.810M; taking overall losses to £0.729M.

Investment performance

The opening value of London Youth's investment portfolio was £8.381M as at 1 September 2021 (excluding 'other investments' of £0.012M, per Note 13); comprising of two main portfolios; one of which is held at Sarasin & Partners (£5.967M) and the other at CCLA (£2.414M).

Included in the opening balance of the Sarasin & Partners portfolio is £1.635M which is held as a permanent endowment (the "Girls Fund"). The permanent endowment was acquired on 1st February 1999 following the merger with the London Union of Youth Clubs. The value of these investments - £891,991 – at the fund transfer date was classified as frozen permanent capital; the remaining value of the investments being classified as unapplied total return.

London Youth's objective is to achieve a level of capital and income growth that over the long term at least maintains the real value of the assets and the Investment Policy is reviewed annually by the Finance Committee of the Board of Trustees.

In 2019 the existing portfolios were moved to a total return basis, with the aim of allowing the charity to maximise total returns - at minimum to maintain the real value of the investment assets - while making available an appropriate proportion of the total return for expenditure each year. The distribution level is currently set at 3.5% per annum for each portfolio and has been kept under constant review to ensure no erosion of capital.

Total income from the investment portfolio for the year ending 31 August 2022 was £0.184M (2021: £0.165M).

However, 2022 was notable in terms of ongoing market volatility which saw a reversal of some of the £1.053M gains in prior year; with losses of £0.729M incurred.

The closing value of the share investment portfolio was £7.571M as at 31 August 2022.

The closing figure for total investments - including 'other investments' – was £7.583M as at 31 August 2022.

Reserves policy and position

The Trustees seek to retain a prudent level of reserves from unrestricted income. London Youth holds financial reserves to be applied to future activities in a number of categories:

- **Unrestricted:** are available to be applied, at the discretion of the Trustees to any of London Youth's charitable purposes. This includes designated funds which have been put aside by the Trustees for specific future purposes.
- **Restricted:** are to be applied to the specific purpose intended by the donor.
- **Endowment:** are restricted funds that are to be retained for the benefit of London Youth as a capital fund. Permanent endowments require the capital to be maintained and only the income and capital growth can be utilised.

London Youth is funded in a number of different ways, including significant grants and donations from a variety of sources that support our London programmes, together with earned income from activities and residentials at the charity's two Outdoor Centres based in Buckinghamshire and East Sussex. These diverse income streams mean we are not reliant on a single source of funding and are unlikely to see all of our income withdrawn at the same time.

Trustees normally base their reserves policy on the identified needs to:

- Provide sufficient working capital for the following year and to provide against a downturn in revenue generation and an uncertain fundraising climate.
- Mitigate the risk of unforeseeable expenditure, with particular regard to ownership of the two residential centres which require ongoing capital investment.
- Support innovative programmes where such require a period of development and testing prior to proving their case to external funders.
- Invest in organisational development and infrastructure to better support front-line delivery and boost long-term stability and sustainability.

London Youth believes that its unrestricted (free) reserves should be between 3-6 months' expenditure, excluding capital appeal expenditure. This means that the charity would normally seek to hold unrestricted free reserves of between £2M and £4M.

The Trustees continue to monitor the ongoing impact of the pandemic and ongoing investment decisions in terms of the longer-term depletion of Reserves. Based on longer-term budget forecasts, it is estimated that the equivalent six-month reserve figure will be £4M as at 31 August 2025, which has been adopted by the Trustees as the longer-term Reserve target, pending any significant shifts in expenditure patterns during that time.

The level of 'free' reserves as at year end available to fund the Reserves target - that is the total reserve figure of £15.014M (2021: £16,833M), less the value of the Permanent Endowment, £1.509M (2021: £1.6M); Restricted Programme funds, £0.659M (2021: £0.653M) and Fixed Asset reserve, £7.324M (2021: £6.605M) - is £5.522M (2021: £7.941M).

This figure is consistent with the financial strategy aim to provide support from 'free' reserves of £0.800M in the remaining years of the strategy to 2025 to support the development of a fundraising strategy and to continue to support digital adaptation and development.

The Trustees therefore believe that the current level of 'free' reserves stand at a satisfactory level which is consistent with the adopted policy and ongoing organisational requirements.

Going concern

The financial year ending 2021 saw an excess level of free reserves of £7.941M (2020: £7.574M), which had been bolstered by the sale of the last remaining unused property in February 2020; netting £1.448M to the charity. The Trustees recognised, in setting budgets for the period of the Financial Strategy 2020-2025, that ongoing budget support would be required to enable the charity to move to a net surplus in terms of in-year unrestricted income and expenditure; thereby reducing the historical dependency on property sales to bridge successive year deficits.

The Trustees also recognised that ongoing investment would be required at the Centres to maintain the properties to optimum aesthetic and health and safety standards as well as investment to building the charity's fundraising and digital capacity.

While the charity netted a saving of £0.330M compared to the budgeted target deficit of £0.955M in 2022 the decision, taken in early 2020, to provide budget support of £0.280M for the refurbishment project costing £0.704M at Woodrow High House (of which £0.424M was capitalised in year), coupled with ongoing revenue support for fundraising and digital capacity of £0.185M in 2022 (2021: £0.185M) led to an overall deficit, before investment gains/losses, of £1.090M (2021: £1.284M), of which £1.093M (2021: £0.731M) related to unrestricted funds (Free Reserves).

Investment losses of £0.729M (2021: gain £1.053M), of which £0.617M related to General Fund (2021: gain £0.877M) combined with negative net transfers of £0.664M (2021: £0.101M) and operational losses of £1.093M to take the reduction in Free Reserves from the opening balance of £7.896M to £5.522M by 31 August 2022.

The Trustees have reprofiled the drawdown on Free Reserves to the end of the current financial strategy in 2025 and, based on the Reserves Policy requirement to hold between 3-6 months' expenditure, have adopted a six-month reserve target of £4M and are carefully monitoring progress against the budget targets set out within that timeframe.

The Trustees are confident that investment in outdoor education opportunities, as well as fundraising and digital, will provide further growth impetus demonstrated by the post-pandemic results we have already seen at the Centres, where *Earned Income* grew in year to £2.275M in 2022 (2021: £0.472M) and trading income to £0.070M (2021: £0.038M). Unrestricted Income has seen additional growth in 2022 via *Donations and Legacies* at £0.698M (2021: £0.339M), supported by investment in fundraising and digital technologies, against a backdrop of robust programme funding which delivered £3.767M in year (2021: £3.672M).

Having regard to the foregoing and, given the current level of Free Reserves at £5.522M which is equivalent to >8 months' expenditure using the target of between £2M and £4M required by 2025, the Trustees believe there are sufficient resources available to manage the current operational risk, including the risk to the charity's reserves. The Board therefore considers there is a reasonable expectation that London Youth has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future. For these reasons, the Board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Principal funding sources in 2021-22

We thank all our supporters to whom we are deeply grateful. Every donation makes a difference and is sincerely appreciated. Principal sources of funding in 2021-22:

Individuals

Eric and Virginia Campus
Guy Davison
Sir David Knox
Roger Merton, MBE
Poppy and Charlie Scott-Plummer

Dr David Cox
Roger Jefcoate CBE DL
Ian Lundberg
Stephen Moss, CBE
David and Lucy Wernick

Trusts, Foundations and Statutory organisations

DCMS Tampon Tax Fund
Arts Council
C A Redfern Charitable Foundation
Centre for Youth Impact
City Bridge Trust
East Grinstead Common Good Trust
Garrick Club
Gigglemug Charitable Trust (Ludlow Trust)
Girdlers' Company Charitable Trust
GLA
Golden Bottle Trust
Golf Foundation
Hale Trust
Hall Charity TST
HS2/Groundwork
Islington Council
iWill
London Sport
Jack Petchey Foundation
James Wise CT (Marshalls Solicitors)

Jimmy Dixon Charitable Trust
John Scott Charitable Trust
Lawson Trust
Maurice Marks Charitable Trust
Morrisons' Foundation
National Lottery Heritage Fund
Portal Trust
Rockcliffe Charitable Trust
Roger & Jean Jefcoate Trust
Salters' Company
Sir Jeremiah Colman Trust
Sulgrave Foundation
Sport England
The 29th May 1961 Charity
The Clare Foundation
The Hobson Charity
The Roland Callingham Foundation
Trust for London
Tudor Foundation
Violence Reduction Unit

Companies and organisations

Benevity
BNP Paribas
British Fencing
Burberry
EE/BT
Clifford Chance
CVC Capital Partners
Gilead
JP Morgan
Hiscox Foundation

Kinleigh Folkard and Hayward
Lacoste
London & Partners
M&G plc Community Fund
RDAS
Sigma Capital Property Limited
UBS
VISA
Wernick Group

In-kind support

Montagu Evans
Jones Lang LaSalle (JLL)
Savills
JPMC/Good Things Foundation

Plans for the future

Priorities for 2022-23

Our priorities for the coming year include:

- Ensure the smooth delivery of London Youth's improved Quality Mark programme which includes the launch of a Quality Mark Resources Library and redesign of the Silver and Gold Quality Mark Frameworks.
- As part of the member engagement strategy, ensuring member satisfaction in changes to customer service and delivery of core services.
- Enhance outdoor opportunities and learning for young people at the Centres – there are several elements of this work continuing in the year ahead:
 - A review of the learning and evaluation methodology at the Centres, ensuring that we learn more from our delivery such that it informs us of the ways we can improve in future (this was postponed from 2021-22).
 - With the support of professional advisors, establish our vision for the Centres for the years ahead, helping to inform where we invest in the maintenance and development of our sites.
 - Repeat and grow the funding available to our members to support them in being able to attend residential and outdoor adventure experiences.
- Continue to collaborate with sector funders and partners, and expand our philanthropic income opportunities, to improve efficiencies and help develop better outcomes for young Londoners.
- We will provide opportunities to young people through arts, sports, youth social action and employability – and where possible, we will also provide additional cost of living support to members through food and contributions towards increased utility costs.
- Through consultation with young people and our members, we will develop new programmes and areas of support to tackle emerging needs.
- We will provide specific tailored support to youth workers to ensure they are equipped to deal with the increasing mental health needs of young people.
- Focus on policy and influencing work - which continues to build the case on key structural issues affecting youth provision in London
- Complete the design and implementation of the new CRM project in the remaining parts of the organisation, as we work to achieve greater digital efficiencies.
- Continue to make further strides on our journey to becoming an anti-racist organisation as we implement our race equality action plan; engage with our members to learn, share and amplify challenges, as well as good practice across our networks.

Principal risks and uncertainties

London Youth maintains a risk register to identify the principal risks to which the charity is exposed and confirm that systems are in place to manage and mitigate those risks. The risk register is reviewed on a quarterly basis by the Board and its Committees and by the Senior and Leadership Teams on an ongoing basis to identify new risk and appropriate strategies to manage all relevant risks.

The key risks facing the organisation are:

Safety

London Youth monitors and manages activities that may result in a participant or member of staff being seriously injured or killed. This is especially the case at the Outdoor Centres, where activities are specifically designed to provide challenges to children and young people in a way that is safe and encourages them to participate.

The culture at London Youth, and at the Outdoor Centres in particular, is one of 'safety first' which is promoted by senior staff throughout the organisation, with expert input provided by the Head of Safety & Environment and external technical experts.

Specifically;

- adventurous activities are professionally built and inspected regularly. Trees located around activity locations are regularly inspected by professional arboriculturists;
- appropriate training is provided to instructors, including supervision of new employees until their competence can be validated;
- all activities are risk assessed, and appropriate control measures put in place. Staff carry out checks on personal safety equipment and on activity equipment before activities take place;
- Swimming pools are operated by staff with appropriate training and with two lifeguards on duty (or holders of an equivalent qualification) at all times;
- Minibuses are driven by staff who hold relevant qualifications and training, and buses are inspected regularly to ensure they are roadworthy; and
- Both of our Outdoor Centres hold external accreditations to warrant their fitness to operate. Hindleap Warren is also licensed by the Adventurous Activities Licensing Authority in respect of certain activities that we run there.

Regular health and safety reviews, coupled with accident and incident reporting - including investigation and review at senior level, as appropriate - enables London Youth to continually improve standards and manage risk.

Safeguarding

London Youth's staff and volunteers are all vetted at recruitment stage. This includes undertaking a DBS check at the level appropriate to each role, providing a declaration of criminal convictions and references from former employers. All staff attend safeguarding training within three months of joining the organisation. This is then refreshed every three years. London Youth has established a cross-organisational Safety and Safeguarding Team which meets regularly to discuss, review and respond to new issues and events.

We have a Designated Safeguarding Lead, supported by a group of Designated Safeguarding Officers. These individuals are the route for all reporting of safeguarding concerns across the charity.

Member engagement

Following a previous growth in membership across the network, the number of members stood at 587 at year end 2021-22. There was an attrition rate of 3% from the previous year's total members of 606 in 2020-21. Members remain actively engaged, where there were 425 members (72%) engaged with a part of the London Youth offer. A further 191 members (32%) engaged with more than one aspect of the offer; and 194 members (33%) engaged with our programmes. Between Q1 - Q4, we decreased the number of members not engaged with our offer from 54% to 28% - and overall, our engagement data demonstrates that throughout the year, it's easier to continue to engage members already interacting with us. Improvements to our digital infrastructure has also enabled our improved member engagement.

Financial sustainability

The greatest risk currently posed to the financial sustainability of the charity is the ongoing uncertainty posed by the post-pandemic economic environment and subsequent impact on *Earned Income* at the Centres; for now, London Youth's primary source of unrestricted income.

The charity has demonstrated its capacity to be alert to such existential risk and to act appropriately through a range of risk mitigation measures such as its ability to secure emergency funding, coupled with restructuring of its cost base. The charity has invested in the physical and virtual infrastructure to support growth and has already started to see positive results from this strategy.

However, Trustees are focused on the longer-term risk to the financial stability of the charity by placing too great an 'ask' on free reserves to support in-year budget deficits and/or ongoing investment. As a result, London Youth will continue to monitor and control budget appropriately in terms of direct and indirect costs required to successfully deliver a wide range of activities at the charity.

Funding risk

Having demonstrated considerable expertise in raising restricted programme funds by developing strong multi-year funding relationships with trusts, foundations and institutional funders, London Youth appointed a new Director of Fundraising in late 2020 to enable the charity to focus on its longer-term sustainability by leveraging new income sources – including corporate, high net worth individuals and unrestricted income. This approach has been complemented by additional investment in digital approaches to improve the charity’s membership reach and online funding capacity.

Having seen an uplift in *Donations and Legacy* income in 2020-21 to £0.697M (2020: £0.263M) London Youth continued to see growth in 2022 to £0.708M, supported by investment in fundraising and digital technologies, against a backdrop of robust programme funding which delivered £3.250M in year, compared to £2.9M in 2021.

The charity will continue to focus on diversifying its income streams, with a particular focus on generating new sources of unrestricted income, supported by a fit-for-purpose digital infrastructure to support relationship management and stewardship.

Trustees' Report

Structure and governance

Governance

Legal structure

The Federation of London Youth Clubs, operating under the name London Youth, is constituted as a company limited by guarantee registered in England and Wales (number 258577) and registered as a charity with the Charity Commission (number 303324).

The charity was founded in 1887 as The London Federation of Boys' Clubs and incorporated on 22nd August 1931 as a charitable company limited by guarantee. It is governed by its Articles of Association which were last amended on 21st March 2018.

Subsidiary undertakings

The charity's wholly owned trading subsidiary, London Youth Company Trading Ltd (company number 2977936, registered address 47-49 Pitfield Street, London N1 6DA), carries out non-charitable trading activities for the charity – primarily swimming lessons and sports hall hire for non-youth groups. Details are included in Note 4 to the accounts.

Charitable objects

The charitable objects are to give young people access to a range of learning opportunities and challenging experiences which promote their personal and social development. "Young people" are defined in the governing documents as aged up to 25 years old.

Our activities to achieve this are:

1. To assist the development of young people by promoting, improving and assisting the delivery of efficient and high-quality youth work services.
2. To relieve poverty by assisting young people in need and by encouraging young people to make use of educational and recreational facilities so that their lives may be improved.
3. To give young people access to a range of learning opportunities and challenging experiences which promote their personal, social and spiritual development.

These are embedded in our vision and reflected in our strategy and activities.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

London Youth's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its key objectives. The Trustees confirm, in the light of the guidance, that these aims fully meet the public benefit test and that all the activities of the charity, described in the Strategic Report, are undertaken in pursuit of these aims.

This report demonstrates how London Youth's strategy and activities during the year have helped young people through key performance metrics and reported outcomes. London Youth has also reiterated its commitment to continuing to deliver public benefit in the years ahead through its 2020-25 Strategy.

Appointment, induction and training of Trustees and Honorary Officers

The Board of Trustees (who are all also company Directors) comprised 10 (2021:13) at 31st August 2022. Trustees that served during the year are detailed on page 69

Trustees are elected by Members at the Annual General Meeting following nomination either by the Board of Trustees or by five or more members and retire in accordance with the charity's Articles of Association which allows a maximum service of 9 years. Honorary Officers comprising the Chair, Deputy Chair and Treasurer are elected annually.

Three Trustees resigned before the 2022 AGM, who were Sue Asprey-Price, Louise Rodgers and Mario Washington-Ihieme. London Youth would like to thank all three for their contribution to the charity during their time as Trustees.

Trustees are provided with a Trustee Handbook and have an induction on first joining London Youth, including meetings with senior staff and training as needed thereafter. The Trustee Board has an annual Away Day with senior staff to consider its strategic plans and improve governance at the beginning of the annual planning process. Both new and existing Trustees are asked to adhere to the Trustee Code of Conduct. All Trustees at London Youth are volunteers and receive no benefits from the charity. Any expenses reclaimed are paid in accordance with our Trustee Expenses Policy.

The Board regularly considers improvements to governance and performance and, in 2022, commenced the recruitment process for four new Trustees, with a focus on improving the Board's skillset and diversity profile. The Board co-opted three new Trustees elect at their July 2022 meeting who are Michael Bishop, Julie Milne and Nimtaz Tanya-Noordin. The co-opted Trustees, together with a fourth, Mohammed Motin a former member of London Youth's Youth Board who was co-opted at the Board's November meeting, will be proposed by the Trustees for election at the 2023 AGM.

Having implemented the Charity Governance Code for Large Charities, including *Principle 6: Equality, Diversity and Inclusion*, the Board is committed to building on past high standards achieved and ongoing commitment to continual improvement in these areas.

The charity continued to focus on its Race Equality work in 2022 and continued to hold quarterly *Race Equality Action Stakeholder Group* meetings, chaired by Charline King, Trustee. Ongoing *Race Equality Training* was also provided to new Trustees and staff alike.



Management and decision-making

Management

Executive management is delegated to the Chief Executive and Senior Team, comprising departmental executive Directors. Senior staff comprising the Senior and Leadership Teams ('Heads of'); the latter holding budgetary responsibility across a range of cost centres that sit within relevant departments, including responsibility for monthly management reporting and the annual planning and budgeting cycle.

Trustees meet quarterly at formal Board and sub-committee meetings at which they review management accounts with forecast out-turn, the risk register and progress against planned deliverables. Trustees and staff interact regularly and, specifically: the Chief Executive, Director of Fundraising and Director of Programmes meet regularly with the Chair; the Director of Finance and Resources with the Honorary Treasurer; and the Head of Safety and Safeguarding with the Chair of the Assurance Committee as well as quarterly *Race Equality Action Stakeholder Group* meetings who are convened by the Director of Engagement and chaired by Charline King, Trustee.

Involving young people in decision-making

London Youth actively provides young Londoners with opportunities to develop their engagement and leadership potential. Following a review of the long-term objectives in context of London Youth's 2020-25 Strategy, a new Youth Board was convened and decision-making processes strengthened to involve young people in decision-making fora in three distinct ways:

- **Ambassadors:** young people are visible within the wider sector; their voices heard and positioned to influence change
- **Advisers –** young people are a key part of London Youth organisationally and regularly involved in decision-making and development
- **Alumni –** young people who have been a part of London Youth's Youth Board can remain connected and contribute to change.

Grant making policy

London Youth's policy is to make grants to organisations working with young people in London with similar objects to that of the charity. Before making a grant, London Youth conducts a due diligence review, including an appraisal of the project, governance structures and the grantee's capacity to deliver; proportionate to the size of the grant. This process ensures that there is a good strategic fit between the objectives of London Youth and the partner organisation, and that the project provides an effective way of bringing about the desired impact. Bigger grants are usually disbursed in instalments to ensure that deliverables are being achieved in line with the relevant grant agreement.

Grants expenditure is accounted for in full as liabilities when approved and notified to grantees, as there is a valid expectation that they would receive the grant as offered and accepted.

Nonetheless, London Youth staff monitor and evaluate progress throughout the period of the grant and provide support, as required, to help project deliverables remain on track. London Youth reserves the right to discontinue grant funding if not satisfied that the grant is being managed according to the grant agreement.

Fundraising

London Youth continued to grow its fundraising team in 2022 to 7 staff (2021: 6) in total, including the Director of Fundraising who was appointed in November 2020 to lead the team and realise a long-held ambition to resource the charity to continue to work with existing funders and to take active steps to diversify and increase its unrestricted income.

London Youth does not use third party fundraising organisations, nor carry out telephone or direct mail fundraising.

London Youth also enters into a limited number of commercial agreements in order to benefit from product sales. As London Youth does not undertake public fundraising, the charity does not have specific policies in place to protect vulnerable people and members of the public, beyond the organisational safety and safeguarding procedures. However, London Youth adheres to the Code of Fundraising Practice and is registered with the Fundraising Regulator. No complaints have been received by the charity regarding fundraising activities carried out by the charity or someone on behalf of the charity during the period under review.

Our people

Volunteers

The Trustee Board acknowledges and greatly appreciates the contribution that volunteers make to the charity with their enthusiasm and dedication.

Staff

London Youth had, on average, a paid workforce of 90 (2021: 84) full time equivalent staff, who are based in London and at our two centres upon whom the charity relies on professionalism and commitment to deliver on its charitable objectives. The increase in staff numbers marked the removal of pandemic restrictions and return to wider operations. Significant recruitment challenges at the Centres were supported by a commitment, as part of a *Total Reward Framework* (TRF) review to becoming a Real Living Wage employer in 2022-23, when staff numbers will be set to increase further.

London Youth is committed to the wellbeing of staff and the charity continued to deliver a wide range of wellbeing supports to support hybrid working environments as the charity commenced its post-pandemic recovery. Regular health and wellbeing checks are carried out on a 1:1 basis and, in 2022, the charity reviewed its overall benefits package as part of a Total Reward Framework review and added additional benefits – including a Health Care Cash Plan – effective in the 2022-23 financial year.

Remuneration policy

London Youth takes an approach to pay and reward that enables the charity to recruit and retain the skilled staff required to deliver on its charitable objectives. A performance management culture enables staff and volunteers to understand and deliver our strategy, while being accountable for their role in doing so. London Youth is a diverse organisation that competes in different job markets for varied skills and experience.

In 2022 London Youth ran a competitive tender process to support a review of its pay and conditions to ensure competitiveness within a dynamic post-pandemic labour market.

The principles underpinning the *Total Reward Framework* (TRF) review, supported by AJG Consulting, were:

- *Fairness*: policies and processes should ensure that colleagues feel fairly treated and recognised for their contribution to the organisation.
- *Market Alignment*: pay, benefits and policies should be competitive in the market place, for example, base salary is positioned at the median of the voluntary/not-for-profit sector.
- *Flexibility*: reward programmes should provide sufficient flexibility to attract, recruit and retain outstanding talent, and recognise differing colleague needs throughout the employee life-cycle.
- *Cost Efficiency*: the charity should base its reward policies on affordability as a key consideration and in light of financial sustainability challenges.

In determining pay policy, following a rigorous job levelling exercise carried out across the organisation for all roles/grades, the objective is to maintain a fair and equitable approach to rewarding colleagues and balancing their wellbeing needs, while ensuring that the charity is positioned competitively in the sector in order to effectively attract and retain talent.

In recognition of escalating cost-of-living pressures, the Trustees awarded a 3% cost-of-living increase to staff as part of the budget-setting process in July 2022 as well as making a key commitment to be a *Real Living Wage* employer, effective from 1 September 2022. Where applicable, a number of staff also received a TRF uplift, equivalent to 2% of the total salary budget for 2022-23 of £4,873M, to align their base salary to the median of relevant roles within the voluntary/not-for-profit sector.

Future roles will be benchmarked to the TRF scales, and any new roles will be subjected to the job evaluation/levelling tool.

Key management personnel currently comprise the Chief Executive, Director for Centres, Director of Engagement, Director of Finance & Resources, Director of Fundraising and Director of Programmes. See note 11 for the total remuneration of these roles.

Statement of Trustees responsibilities

The Trustees (who are also Directors of London Youth for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice (Accounting and Reporting by Charities) (the Charities' SORP FRS 102);
- Make judgements 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 financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware; and
- They have taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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. The Report of the Trustees, which incorporates the requirements of the Strategic Report and the Directors' Report as set out in the Companies Act 2006 (strategic Report and Directors' Report) Regulations 2013, was approved by the Board and signed on its behalf by:



Stephen Moss, Chair: 30 March 2023

Independent Auditor's Report

Independent Auditor's Report to the Members of The Federation of London Youth Clubs

Opinion

We have audited the financial statements of The Federation of London Youth Clubs (the 'charitable company') and its subsidiary (the 'Group') for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Reserves, the Consolidated and Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including 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 Group's and the charitable company's affairs as at 31 August 2022 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group 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 Group or the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our 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.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 37 the trustees (who are also the directors of The Federation of London Youth Clubs for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group'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 group or the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Group for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Charity Commission, health and safety legislation, data protection legislation and employment law.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management.

Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, designing audit procedures over the timing of income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Julia Poulter
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

Date: 3 April 2023

Financial Statements

Statement of Financial Activities

Consolidated Statement of Financial Activities

Including Income and Expenditure year to 31 August 2022

Group	Notes	Unrestricted Funds £	Restricted Funds £	Permanent endowment £	Total 2022 £	Total 2021 £
Income						
Donations and legacies	2	698,063	10,000	-	708,063	697,552
Charitable activities						
. Development		81,133	1,170,263	-	1,251,396	1,193,134
. Opportunity		2,795,844	1,935,257	-	4,731,101	2,879,421
. Voice		-	52,899	-	52,899	63,424
. Best We Can Be		6,647	-	-	6,647	7,555
Other Grant Income	3	-	-	-	-	289,217
Other trading activities	4	73,781	-	-	73,781	43,390
Investments	5	141,524	-	42,847	184,371	168,049
Total income		3,796,992	3,168,419	42,847	7,008,258	5,341,742
Expenditure on:						
Raising funds	6	486,912	-	-	486,912	238,481
Charitable activities						
. Development	7	80,652	1,286,023	-	1,366,675	983,154
. Opportunity		3,229,437	1,816,854	-	5,046,291	4,459,947
. Voice		34,564	105,286	-	139,850	124,101
. Best We Can Be		1,052,308	-	-	1,052,308	810,433
Other	8	6,482	-	-	6,482	9,210
Total expenditure		4,890,355	3,208,163	-	8,098,518	6,625,326
Net gains / (losses) on investments		(616,727)	-	(112,434)	(729,161)	1,053,573
Net (expenditure) / income		(1,710,090)	(39,744)	(69,587)	(1,819,421)	(230,011)
Transfers between funds		55,485	307	(55,792)	-	-
Net movement in funds		(1,654,605)	(39,437)	(125,379)	(1,819,421)	(230,011)
Reconciliation of funds						
Total funds brought forward		14,500,201	697,979	1,634,806	16,832,986	17,062,997
Total funds carried forward	16	12,845,596	658,542	1,509,427	15,013,565	16,832,986

The above results are from continuing activities and there are no gains and losses except as stated above. Notes 1 to 22 form part of these accounts.

Balance Sheet

Company and Group Balance Sheet as at 31st August 2022
Company Number 0258577

	Notes	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Fixed assets					
Tangible fixed assets	12	7,324,020	7,324,020	6,604,666	6,604,666
Investments	13	7,582,956	7,582,958	8,392,965	8,392,967
		14,906,976	14,906,978	14,997,631	14,997,633
Current assets					
Debtors	14	680,310	790,323	512,197	543,804
Cash at bank and in hand		373,340	253,302	2,264,417	2,224,048
		1,053,650	1,043,625	2,776,614	2,767,852
Creditors:					
falling due within one year	15	(947,061)	(937,038)	(941,259)	(932,499)
Net current assets		106,589	106,587	1,835,355	1,835,353
Total net assets		15,013,565	15,013,565	16,832,986	16,832,986
Represented by:					
Funds and reserves					
Permanent endowment funds	16	1,509,427	1,509,427	1,634,806	1,634,806
Restricted funds		658,542	658,542	652,741	652,741
Unrestricted funds					
. General funds		1,558,508	1,558,508	3,250,787	3,250,787
. Designated funds		11,287,088	11,287,088	11,294,652	11,294,652
		15,013,565	15,013,565	16,832,986	16,832,986

Total income for the charity was £6,938,226; with total expenditure and losses at £8,821,196 - giving a net deficit of (£1,882,970).

Approved by the Trustees and signed on their behalf by:



Stephen Moss
Chair



Morenike Ajayi
Treasurer

On 30 March 2023

Notes 1 to 22 form part of these accounts.

Cash Flow

Group Cash Flow Statement for the year ended 31st August 2022

Statement of cash flows	Notes	2022 £	2021 £
Cash inflow from operating activities:			
Net cash provided by operating activities	A	(1,103,079)	(999,696)
Cash flows from investing activities:			
Dividends, interest and rents from investments		184,051	165,218
Purchase of investments		-	(1,000,000)
Purchase of property, plant and equipment		(1,052,811)	(30,272)
Proceeds from the sale of assets (net of fees)		195,849	80,551
Net cash (used in) investing activities		(672,911)	(784,503)
Change in cash and cash equivalents in the reporting year		(1,775,990)	(1,784,198)
Cash and cash equivalents at the beginning of the reporting year		2,313,368	4,097,567
Cash and cash equivalents at the end of the reporting year	B	537,378	2,313,369

Notes to the cash flow statement for the year to 31 August 2022

A - Reconciliation of net movement in funds to net cash flow from operating activities	2022	2021
	£	£
Net movement in funds		
Adjustments for:		
Net (expenditure)/ income for the reporting period	(1,819,421)	(230,011)
Depreciation charge	333,544	322,319
Profit from sale of fixed assets	-	-
(Gains)/losses on investments	729,161	(1,053,573)
Dividends, interest and rents from investments	(184,051)	(165,218)
(Increase)/decrease in debtors	(168,113)	402,023
Increase/(decrease) in creditors	5,801	(275,236)
Net cash provided by operating activities	(1,103,079)	(999,696)
B - Analysis of cash and cash equivalents	2022	2021
	£	£
Cash at bank and in hand	373,340	2,264,417
Cash held by investment manager	164,038	48,952
Total cash and cash equivalents	537,378	2,313,369

Notes 1 to 22 form part of these accounts

Notes to the Financial Statements

Notes to the Financial Statements as at 31st August 2022

1. Policies and information

a) Charity information

The charity is an incorporated charity (company number: 00258577 and registered charity number: 303324) domiciled in the UK. The address of the charity is 47-49 Pitfield Street, London, N1 6DA.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK generally Accepted Practice. In preparing the Financial Statements for the year ended 2021-22, London Youth has availed of the exemption from presenting its unconsolidated Profit and Loss account under Section 408 of the Companies Act, 2006.

London Youth meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

London Youth's subsidiary, London Youth Trading Company Limited, commenced trading in August 2015, and its accounts are consolidated on a line by line basis into these accounts for the year ended 31 August 2022.

c) Preparation of the accounts on a going concern

The Trustees at London Youth have adopted the going concern basis in preparing the financial statements for the year ended 31 August 2022, having assessed the principal financial risk facing the charity, which is its overall sustainability in the face of exogenous threat. As revenues at the charity's Outdoor Residential Centres continue to recover in 2021-22, the major uncertainty facing the charity relates to the potential for further disruption as a result of the prevailing weak economic outlook for the UK and, indeed, the threat of pandemic variants which may effect closure and/or staffing levels which may lead to a fall-off in demand at the charity's outdoor Centres.

The Trustees have reprofiled the drawdown on Free Reserves to the end of the current financial strategy in 2025 and, based on the Reserves Policy requirement to hold between 3-6 months' expenditure, have adopted a six-month reserve target of £4M and are carefully monitoring progress against the budget targets set out within that timeframe.

The Trustees are confident that investment in outdoor education opportunities, as well as fundraising and digital, will provide further growth impetus demonstrated by the post-pandemic results we have already seen at the Centres, where *Earned Income* grew in year to £2.275M in 2022 (2021: £0.472M) and trading income to £0.070M (2021: £0.038M).

Unrestricted Income has seen additional growth in 2022 via *Donations and Legacies* at £0.698M (2021: £0.339M), supported by investment in fundraising and digital technologies, against a backdrop of robust programme funding which delivered £2.381M in year, compared to £1.581M in 2021.

Having regard to the foregoing and, given the current level of Free Reserves at £5.543M which is equivalent to >8 months' expenditure using the target of between £2M and £4M required by 2025, the Trustees believe there are sufficient resources available to manage the current operational risk,

including the risk to the charity's reserves. The Board therefore considers there is a reasonable expectation that London Youth has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future.

For the reasons outlined above, the Board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

d) Income

Income is credited to the statement of financial activities on an accruals basis. Voluntary income is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably. Services are provided at the two outdoor education centres, Hindleap Warren and Woodrow High House, with deposits and course income invoiced in advance and deferred to the month when the course takes place. Income is deferred when it relates to activity in the next accounting year, primarily at the residential centres.

Grant Income is recognised in the Statement of Financial Activities when received or when the charity becomes entitled to receipt. Grants that have been received are treated as deferred income where there are specific requirements in the terms of the grant that the income recognition is dependent on certain activities being completed in a future accounting period.

The charity received some gifts in kind during the year including theatre tickets for young people, provision of meeting rooms, provision of laptops and football boots for member clubs which have been recognised in the financial statements at a combined value of £45,868 (2021: £nil).

Incoming resources generated from endowment funds are unrestricted.

Where tax is recoverable by the charity in respect of income receivable, it is recognised as part of that income at the time it is receivable.

e) Expenditure

The costs of generating funds include the salaries, direct costs and overheads associated with generating income from fundraising for unrestricted activities and grants for charitable activities.

Costs of charitable activities comprise direct expenses incurred on the defined charitable purposes of the charity and include direct staff costs attributable to the activity.

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management, financial management, ICT and HR functions. Support costs are apportioned between charitable activity headings pro-rata with the proportion of full-time equivalent staff.

f) Investments

Investments are included on the balance sheet at their market value at the end of the financial period. Realised and unrealised gains and losses are credited, or debited, to the statement of financial activities in the year in which they arise. A Total Return approach was adopted for investments in January 2020.

g) Tangible fixed assets

Land

Land is shown in the balance sheet at cost. Land has not been depreciated.

Freehold properties

Freehold properties are depreciated over their useful economic life, expected to be 50 years for permanent buildings and 20 years for more temporary structures, based on cost.

Assets under Construction

The value of Assets under Construction as at 31 August 2022, include a Biomass Boiler valued at £339,485 situated at Woodrow High House; as well as CRM development work valued at £200,679 as at the balance sheet date (see also Note 12).

No depreciation is applied to Assets under Construction in year.

Improvements

2-20% depreciation per annum has been provided against leasehold improvements, according to the nature of the improvement and the useful economic life.

If no cost is recorded, or if property is not used by the charity for its own activities and is subject to onerous restrictions or held on trust it is considered to have no economic value to the charity, and such properties are held at a valuation of £nil.

Where improvements have been made to properties subject to onerous restrictions, the improvements have been capitalised and are depreciated over the expected time period for which the charity will benefit from the use of those properties.

Motor vehicles, furniture, fittings, fixtures and equipment

Depreciation at 10% to 33% per annum on cost to write down the motor vehicles and furniture and equipment to net realisable value over each asset's estimated useful life to the charity.

Computer equipment

Depreciation at 20% to 33.3% per annum on cost to write down the computer equipment to net realisable value over each asset's estimated useful life to the charity.

It is the charity's policy to capitalise assets of £1,000 and over in value.

h) Fund accounting

The general funds comprise those monies which may be used towards meeting the charitable objectives of the charity at the discretion of the Trustees.

The designated funds are monies set aside out of general funds and designated for specific purposes by the Trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or are donations subject to donor-imposed conditions.

The permanent endowment funds comprise monies which must be held as capital indefinitely; income arising from invested funds is unrestricted and is credited to the general fund in the Statement of Financial Activities.

i) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight line basis over the lease term.

j) Pension costs

The Charity makes payments into an auto-enrolment defined contributions pensions scheme operated by The People's Pension.

k) Grants administered on behalf of clubs

Grants and donations received by the charity acting as an agent for individual member organisations are not recorded as incoming or outgoing resources on the statement of financial activities. In 2021-22 these were payments made by City Bridge Trust to organisations achieving a Quality Mark award, totalling £46,000 (2021: £71,500).

l) Grant-making

London Youth acts as lead partner on several programmes, such as HeadStart Action and Rise Up and is responsible for making grants to its partners, which are paid out as soon as practically possible after receipt of funds; based on budgeted expenditure pre-agreed with the funder and relevant due diligence criteria; the partners then make payments to their sub-partners in the partnership.

Grants expenditure is accounted for in full as liabilities, when approved and notified to grantees, as there is a valid expectation that they would receive the grant as offered and accepted.

The charity also makes a limited number of grants to other charities with charitable objects similar to its own (or similar non-profit organisations), primarily its member youth organisations as part of programme delivery and member development.

m) Financial Instruments

London Youth 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand trade debtors, accrued income and other debtors. Financial liabilities held at amortised cost comprise trade creditors, accruals and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised with income and expenditure.

n) Key judgements and uncertainties

In the application of the charity's accounting policies, Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The key judgements relate to the current value of the property portfolio held as tangible fixed assets. These estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

o) Taxation

London Youth is a registered charity and therefore is not liable to corporation tax on income and gains derived from its charitable activities, as it falls within the various exemptions available to registered charities. No Taxation is payable for 2021-22 as London Youth Trading Company Limited donated its profits to London Youth under Gift Aid after the year end. No provision for taxation has therefore been made for 2021-22.

2. Donations

	Unrestricted Funds £	Restricted funds £	Total 2022 £	Total 2021 £
Donations & Legacies	698,063	10,000	708,063	697,552
	698,063	10,000	708,063	697,552

3. Other Grant Income

	Unrestricted Funds £	Restricted funds £	Total 2022 £	Total 2021 £
Government CJRS	-	-	-	289,217
	-	-	-	289,217

4. Trading Income

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Rental income – Company	3,750	-	3,750	5,856
London Youth Trading Company income	70,031	-	70,031	37,534
Group Total	73,781	-	73,781	43,390

5. Investment Income

	Unrestricted funds £	Endowment Funds £	Total 2022 £	Total 2021 £
Income from listed investments				
. Unit trusts and common investment funds	141,204	42,847	184,051	165,218
Interest receivable				
. Bank interest	320	-	320	2,831
	141,524	42,847	184,371	168,049

6. Expenditure on raising funds

	Staff costs £	Other costs £	Total 2022 £	Total 2021 £
Fundraising costs	382,567	104,345	486,912	238,481
	<u>382,567</u>	<u>104,345</u>	<u>486,912</u>	<u>238,481</u>

7. Expenditure on charitable activities

	Direct costs £	Support costs* £	Total 2022 £	Total 2021 £
Development	1,153,425	213,250	1,366,675	983,154
Opportunity	4,345,615	700,676	5,046,291	4,459,947
Voice	99,230	40,620	139,850	124,101
Best We Can Be	991,379	60,929	1,052,308	810,433
<i>*see note 8</i>	<u>6,589,649</u>	<u>1,015,475</u>	<u>7,605,124</u>	<u>6,377,635</u>

Included in expenditure are grants made to partners and members as part of development and programme delivery in the following amounts:

<u>Grants to Institutions</u>	2022	2021
	£	£
2-3 Degrees Legacy CIC	11,061	50,549
Alexz Education Ltd	14,562	40,408
All Change Arts Ltd	18,903	30,000
BIGKID Foundation	19,580	29,200
Clare Partner	-	61,800
Focus CIC	9,050	11,584
Goals4Girls	800	8,141
Hackney Quest	12,962	38,008
Indoamerican Refugee and Migrant Organization (IRMO)	15,000	27,000
Kentish Town Community Centre	-	11,160
Kids N Action	15,000	27,000
Knights Youth Centre	18,000	27,000
Leaders in community	30,062	75,258
Leap Confronting Conflict	-	125,504
Lewisham Irish Community	15,000	27,000
Lewisham Youth	15,000	27,000
Paddington Arts	15,500	44,022
Play Place	19,142	55,400
Reaching Higher	14,762	37,008
Salaam Peace	5,350	6,080
Somerville Youth & Play	14,062	37,008
South Central Youth Ltd	15,000	27,000
Spiral Skills CIC	21,062	36,508
St Matthews Project	16,500	28,500
Sulgrave Club	21,800	28,500
TAG Youth Club	16,750	31,900
Teen Action	15,000	27,000
The Avenues Youth Project	5,290	15,980
The Salmon Youth Centre	7,117	37,008
Trapped in Zone One	10,660	-
Waltham Forest Community Hub	11,062	36,508
XLP	4,000	4,500
Young Urban Arts Foundation	22,000	28,600
Zest of Mind	10,080	-
Grants £10k and under for programme delivery	624,448	468,432
	<u>1,064,565</u>	<u>1,566,566</u>

There were no Microgrants made to individuals and groups of young people (2021: £3,844)

8. Other Expenditure

	Total 2022	Total 2021
	£	£
Other costs (LYTC)	6,482	9,210
	6,482	9,210

9. Support costs

	Developm ent	Opportunity	Voice	Best We Can Be	Fund- raising	Total 2022	Total 2021
	£	£	£	£	£	£	£
Finance	46,330	152,228	8,825	4,412	8,825	220,620	228,289
HR	65,210	214,263	12,421	6,211	12,421	310,526	204,258
IT	47,071	154,661	8,966	4,483	8,966	224,147	177,795
Governance (note 11)	23,165	76,114	4,412	2,206	4,412	110,309	96,518
London Office	23,972	78,765	4,566	2,283	4,566	114,152	135,893
Safety & Safeguarding	7,501	24,645	1,429	714	1,429	35,718	31,968
	213,249	700,676	40,619	20,309	40,619	1,015,472	874,721

Support costs have been allocated based on full-time equivalent headcount.

10. Governance costs

	Total 2022	Total 2021
	£	£
Auditor's remuneration		
Current year audit fees	36,800	45,360
Non audit fees	1,500	6,323
Trustee Indemnity insurance	5,331	4,950
Salary Costs	45,622	36,318
Other	21,000	3,511
Trustee expenses	56	56
	110,309	96,518

11. Staff costs

Group and charity	Total 2022	Total 2021
	£	£
Staff costs during the year were as follows:		
Wages and salaries	3,084,266	2,669,416
Social security costs	288,190	251,897
Redundancy and termination costs	14,924	10,760
Pension costs	139,975	116,514
	3,527,355	3,048,587
Temporary and outsourced staff costs	318,605	65,137
	3,845,960	3,113,724

No termination payments were made in 2022 (2021: £nil). However, redundancy costs of £14,924 (2021: £10,760) were incurred in 2022.

Group and charity	Total 2022	Total 2021
	£	£
Staff costs during the year were as follows:		
Charitable activities		
. Development	370,005	225,972
. Opportunity	2,367,927	2,262,189
. Voice	222,566	100,267
. Best We Can Be	551,220	385,721
Fundraising	334,242	139,575
	3,845,960	3,113,724

The average number of employees calculated on a monthly average head count and on a full-time equivalent (FTE) basis was:

Group and charity	2022 Number	2022 FTE	2021 Number	2021 FTE
Direct charitable				
. Development	8	8	8	8
. Opportunity	79	58	74	52
. Voice	7	7	7	7
. Best We Can Be/Resourcing	13	11	13	12
Fundraising	6	6	5	5
Total	113	90	107	84

During the year employees earning in excess of £60,000 per annum, including taxable benefits fell into the following ranges.

	<u>2022</u>	<u>2021</u>
	Number	Number
£80,000 - £89,999	1	-
£70,000 - £79,999	-	1
£60,000 - £69,999	5	3

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis comprise the Chief Executive and a Senior Team, currently comprising the Director for Centres, Director of Engagement, Director of Finance & Resources, Director of Fundraising and Director of Programmes.

The total taxable benefits and employers' pension and National Insurance contributions of the key management personnel for the year was £504,272 (2021: £508,030).

No Trustees received remuneration in respect of their services as a Trustee during the period (2021: £nil). Similarly, no Trustee received travel expenses reimbursement during the period (2021: one Trustee £56). The charity has a Trustee indemnity insurance policy in force for which the charge for the period was £5,331 (2021: £4,590).

12. Tangible fixed assets

	Land and Property £	Assets Under Construction* £	Furniture, fixtures & equipment £	Motor vehicles £	Computers £	Total £
Cost or valuation						
At 1 September 2021	9,920,261	-	887,398	22,077	236,719	11,066,455
Additions	425,841	540,164	43,777	-	43,029	1,052,811
(Disposals)	-	-	-	(2,100)	-	(2,100)
At 31 August 2021	10,346,102	540,164	931,175	19,977	279,748	12,117,166
Depreciation						
At 1 September 2021	3,685,970	-	571,924	8,503	195,305	4,461,702
Charge for year	223,114	-	78,116	2,323	29,991	333,544
(Disposal)	-	-	-	(2,100)	-	(2,100)
At 31 August 2021	3,909,084	-	650,040	8,726	225,296	4,793,146
Net book values						
At 31 August 2022	6,437,018	540,164	281,135	11,251	54,452	7,324,020
At 31 August 2021	6,234,203	-	315,474	13,574	41,414	6,604,666

The value of Assets under Construction as at 31 August 2022, include a Biomass Boiler valued at £339,485 situated at Woodrow High House; as well as CRM development work valued at £200,679 as at the balance sheet date.

Freehold property included above at cost or Trustees' valuation at year end comprises:

47-49 Pitfield Street	London	London Youth own use
Hindleap Warren	Sussex	London Youth own use
Woodrow High House	Buckinghamshire	London Youth own use

The charity also owns freehold properties listed below which are included at a £nil valuation because the properties are held on trust or have restrictive covenants concerning their disposal. These properties have no recorded cost and are not in use by the charity.

Freehold properties at £nil value:	Reason for non-valuation	Insurance Value (£)
Westminster House Youth Club, London**	Held on Trust	450,000

** The lease relating to Westminster House Youth Club was transferred to Westminster House Youth Club on 19 January 2023 and the property is no longer held in trust by London Youth (see also Note 22).

13. Investments

	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Shares in subsidiary undertaking at cost	-	2	-	2
Listed investments	7,406,918	7,406,918	8,332,013	8,332,013
Cash held by investment managers for investment	164,038	164,038	48,952	48,952
Other investments	12,000	12,000	12,000	12,000
	<u>7,582,956</u>	<u>7,582,958</u>	<u>8,392,965</u>	<u>8,392,967</u>

The charity owns the entire issued share capital of London Youth Trading Company Limited, company number 02977936, incorporated in England and Wales. This company traded throughout the year ended 31 August 2022; its balance sheet is consolidated within these accounts. London Youth Trading Company Limited has Shareholder funds of £2.

London Youth Trading Company Limited's income during the year was £70,032 (2021: £37,534) and its surplus for the year was £40,070 (2021: £14,077). An amount of £40,070 (2021: £14,077) was donated to London Youth under gift aid subsequent to the year end. Net assets of London Youth Trading Company Limited are shareholder funds of £2.

	Listed Investments £
Market value at 1 September 2021	8,332,013
Additions	7,337
Withdrawals	(203,271)
Gains /(losses)	(729,161)
Market value at 31 August 2022	7,406,918
Cash held by investment managers	164,038
Total investment	<u>7,570,956</u>
Listed investments at cost	<u>6,459,708</u>

Listed investments held at 31 August 2022 comprised the following:

	2022 £	2021 £
Fixed income	513,347	615,939
Equities	5,430,698	6,544,438
Property	181,602	160,266
Alternative assets	907,095	739,564
Liquid assets	538,214	320,758
	<u>7,570,956</u>	<u>8,380,965</u>

Included within listed investments are 58.8 ordinary shares in Royal Bank of Scotland Plc with a market value of £145 (2021: £125) at 31st August 2022 which do not form part of the CCLA or Sarasin & Partners investment portfolios.

Investments include an endowment for the Girls Fund. London Youth adopted total return accounting for the Girls Fund in January 2019. A base date of 1st February 1999, the date of the merger with the London Union of Youth Clubs and transfer of assets when the fund was acquired, was approved for determining the permanent capital value of the endowed fund, based on the market value of £891,991 at the fund transfer date. The value of these investments was frozen and classified as frozen permanent capital, and the remaining value of the investments was classified as unapplied total return.

	Trust for Investment	Unapplied Total Return	Total Endowment
At beginning of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	742,815	742,815
Total	891,991	742,815	1,634,806
Movements in the reporting period:			
Gift of endowment funds	-	-	-
Recoupment of trust for investment	-	-	-
Allocation from trust for investment	-	-	-
Investment return: dividends and interest	-	42,847	42,847
Investment return: realised and unrealised gains/(losses)	-	(112,434)	(112,434)
Less: Withdrawals	-	-	-
Total	-	(69,587)	(69,587)
Unapplied total return allocated to income	-	(55,792)	(55,792)
Net movements in reporting period	-	(125,379)	(125,379)
At end of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	617,436	617,436
Total	891,991	617,436	1,509,427

14. Debtors

	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Trade debtors	457,829	456,916	179,355	177,840
Prepayments and accrued income	221,481	221,481	331,842	331,842
London Youth Trading Company	-	110,926	-	33,122
Other debtors	1,000	1,000	1,000	1,000
Total debtors	680,310	790,323	512,197	543,804

Amounts totalling £179,776 (2021: £82,809), which were invoiced prior to the year end but which relate to activity in the next accounting year, primarily at the residential centres, have been netted off Trade Debtors and Fees in Advance.

15. Creditors

	Group 2022	Charity 2022	Group 2021	Charity 2021
	£	£	£	£
Fees in advance and deferred income	358,903	355,280	148,073	139,313
Trade creditors	274,001	274,001	298,326	298,326
Other creditors	8,050	8,050	205,539	205,539
PAYE and National Insurance	50,300	50,300	69,936	69,936
Pensions Payments	21,707	21,707	18,941	18,941
Accruals	234,100	227,700	200,444	200,444
Total creditors	947,061	937,038	941,259	932,499

Analysis of movement in fees in advance and deferred income

	Group	Charity
Deferred income at 1st September 2021	148,073	139,313
New deferred income in the year	358,903	355,280
Deferred income released	(148,073)	(139,313)
Deferred income at 31st August 2022	358,903	355,280

16. Funds

	1 Sept 2021	Income	Expenditure	Transfers *	Gains & Losses	31st Aug 2022
	£	£	£	£	£	£
Restricted Funds						
Development						
Membership Development						
Membership Development/Marketing	(5,101)	226,844	(269,275)	48,035	-	503
Mental Health	126,435	424,547	(486,367)	(47,815)	-	16,800
Good for Girls	(3,084)	538,820	(533,331)	-	-	2,405
Rise Up Leadership Programme	131,502	439,668	(459,975)	-	-	111,195
Sector Development (Islington)	-	112,500	(81,940)	-	-	30,560
Opportunity						
Residential Centres						
Woodrow General Restricted	30,932	28,200	(18,200)	(2)	-	40,930
Hindleap General Restricted	28,919	41,822	(16,867)	-	-	53,874
Hindleap Countryside Stewardship	-	-	-	-	-	-
Youth Action						
City Leaders - Core programme	19,933	74,763	(94,749)	53	-	-
City Leaders - Keeping it Wild	7,241	3,661	(10,902)	-	-	-
Sport & Culture						
Sports Development – Getting Active	240,512	378,826	(511,918)	-	-	107,420
Jack Petchey Programme & Events	31,613	61,034	(92,647)	-	-	-
Young Creators	-	115,457	(73,730)	-	-	41,727
Young Culture Makers	8,784	2,400	(11,220)	36	-	-
Employability						
JP Morgan	16,400	317,000	(176,074)	47,853	-	205,179
Future Talent	31,853	-	-	(31,853)	-	-
CVC Employability	19,570	100,000	(73,333)	(16,000)	-	30,237
HeadStart Action	9,375	193,178	(186,003)	-	-	16,550
Voice						
Youth Involvement						
Youth Board/Coming of Age	3,549	102,899	(105,286)	-	-	1,162
Best We Can Be						
Learning						
Esmée Fairbairn/Other	(454)	6,800	(6,346)	-	-	-
Restricted Funds Total	697,979	3,168,419	(3,208,163)	307	-	658,542

	1st Sep 2021 £	Income £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2022 £
Designated Funds						
Fixed Assets Designated Fund	6,604,666	-	-	719,354	-	7,324,020
Development Fund	4,332,512	74,771	-	(142,674)	(490,384)	3,774,225
Fundraising Investment	162,572	-	(177,939)	16,598	-	1,231
Digital Development Fund	194,902	-	(7,290)	-	-	187,612
Permanent Endowment Funds						
London Girls Fund	1,634,806	42,847	-	(55,792)	(112,434)	1,509,427
Unrestricted Funds						
General funds	3,205,549	3,722,221	(4,705,126)	(537,793)	(126,343)	1,558,508
TOTAL FUNDS	16,832,986	7,008,258	(8,098,518)	-	(729,161)	15,013,565

*Transfers are made to and from the Fixed Assets Designated Fund when assets are capitalised and depreciated respectively.

Restricted Funds

Restricted funds are those funds that must be used in accordance with the donors' wishes.

Development

Membership Development - Developing, training, connecting and quality assuring our membership network to deliver good youth work, including running networks meetings to develop and share practice and providing specific support for young people. Our membership development work is supported by City Bridge Trust, John Lyon's Charity, Paul Hamlyn Foundation, the Burberry Foundation, the Greater London Authority (Violence Reduction Unit), the National Lottery Community Fund, the CVC Foundation, the Department for Digital, Culture, Media & Sport and others.

Opportunity

Creating a broad and inclusive range of quality opportunities for young people

Residential Centres – Funds to support our centres and outdoor education. This includes funds donated by Bucks Association for Gardening with disabled people in the Woodrow grounds; Countryside Stewardship supports forestry work at Hindleap Warren; Other funds for the residential centres supported building and refurbishment works, equipment to better support disabled young people, and subsidised visits for your people including trips away from the centre.

Youth Action – A range of youth leadership and social action programmes supported by The City Bridge Trust, The Jimmy Dixon Charitable Trust, The National Lottery Community Fund, and National Lottery Heritage Fund.

Sports Development – A range of sports development programmes and events supported by Sport England, London Sport, British Fencing, the Greater London Authority, Tudor

Foundation, Jack Petchey Foundation, John Lyon's Charity, The National Lottery Community Fund and others.

Employability – A range of employability programmes supported by JP Morgan Chase Foundation and CVC Capital Partners. The Greater London Authority have provided funding for the HeadStart Action programme which commenced in 2020.

Voice

Ensuring that our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion. While the majority of expenditure in this area was from unrestricted income, a grant was received for support for our youth involvement work and our Youth Advisory board.

Best we can be

City Bridge Trust/Cornerstone continue to support our ongoing learning and evaluation work, which includes innovation and developing practice with our members, supporting learning networks, and supporting organisational development with investment in fundraising development.

Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific reason:

Fixed Asset Fund

The fixed asset fund represents the net book value of tangible assets including property (see Note 12 above). These assets include Hindleap Warren and Woodrow High House which are fundamental to the day-to-day work of the charity.

Development Fund

The Development Fund was created to create a legacy from the sale of historic assets. This is a medium to long-term fund to support the development programmes at London Youth. It will be invested as determined by the Board of Trustees, with a particular focus on implementing the changes that will support the charity's longer-term sustainability.

Fundraising Investment Fund

This fund is for investment in our fundraising capacity and to support diversification of income streams.

Digital Development Fund

This fund is for investment in digital innovation to help us adapt to virtual environments, especially important in the post-Covid period.

Permanent endowment funds

London Youth acts as Trustee for the London Girls Fund. This is a capital restricted fund whereby London Youth is entitled to the income only. The London Union of Youth Clubs was appointed Trustee of the fund by a Charity Commission scheme dated 23 January 1998. Following the amalgamation of the London Union of Youth Clubs and the London Federation of Clubs for Young People on 1 February 1999, London Youth became the Trustee under the scheme.

Transfers between funds in year

A number of transfers have been made between funds which net to £nil and which comprise the following:

- Transfer of £0.056M from the Permanent Endowment Fund to General Fund; representing the return paid out as cash by the Investment Managers of the fund (Sarasin & Partners, LLP).
- Transfer of £0.143M from the Development Fund to General Fund; representing the return paid out as cash by the Investment Managers of the fund (Sarasin & Partners, LLP).
- Transfer of £0.066M from the General Investment Fund to General Fund; representing the return paid out as cash by the Investment Managers of the fund (CCLA).
- Transfer of £0.719M from General Fund to Fixed Asset Reserve; representing the net increase in Fixed Assets in year.
- Transfer of £0.017M from General Fund to Designated Fund (Digital investment)
- Transfer of £0.0003M from General Fund to eliminate minor negative balances on various (historical) Restricted Funds

In relation to Note 17 of the 2020-21 Trustees' Annual Report & Accounts, an adjustment has been made which effectively reallocates £0.045M of expenditure from Restricted Funds to General Fund in respect of in-year expenditure at the Centres.

The adjusted balances in respect of the financial year ending 31 August 2021 are shown in the Prior Year Funds movement on pages 63 and 64 of this report and reflected in the opening balances shown in Note 16.

17. Analysis of net assets between funds

Charity	Unrestricted funds				Total 2022
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
	£	£	£	£	£
Fund balances at 31st August 2022 are represented by:					
Tangible fixed assets	-	7,324,020	-	-	7,324,020
Investments	2,299,306	3,774,225	-	1,509,427	7,582,958
Current assets	196,240	188,843	658,542	-	1,043,625
Creditors: amounts falling due within one year	(937,038)	-	-	-	(937,038)
Total net assets	1,558,508	11,287,088	658,542	1,509,427	15,013,565

Fund balances at 31st August 2021 are represented by:					
Tangible fixed assets	-	6,604,666	-	-	6,604,666
Investments	2,425,649	4,332,512	-	1,634,806	8,392,967
Current assets	1,743,559	357,475	652,741	-	2,753,775
Creditors: amounts falling due within one year	(918,422)	-	-	-	(918,422)
Total net assets	3,250,786	11,294,653	652,741	1,634,806	16,832,986

Group	Unrestricted funds				Total 2022
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
	£	£	£	£	£
Fund balances at 31st August 2022 are represented by:					
Tangible fixed assets	-	7,324,020	-	-	7,324,020
Investments	2,299,304	3,774,225	-	1,509,427	7,582,956
Current assets	206,265	188,843	658,542	-	1,053,650
Creditors: amounts falling due within one year	(947,061)	-	-	-	(947,061)
Total net assets	1,558,508	11,287,088	658,542	1,509,427	15,013,565

Fund balances at 31st August 2021 are represented by:					
Tangible fixed assets	-	6,604,666	-	-	6,604,666
Investments	2,425,647	4,332,512	-	1,634,806	8,392,965
Current assets	1,766,398	357,475	652,741	-	2,776,614
Creditors: amounts falling due within one year	(941,259)	-	-	-	(941,259)
Total net assets	3,250,786	11,294,653	652,741	1,634,806	16,832,986

18. Operating leases

At 31 August 2022, the charity's minimum commitments over the life of non-cancellable operating leases on office equipment and motor vehicles were as follows:

Group and charity	2022	2021
	£	£
Expiring within one year	-	5,943
Expiring within two to five years	5,607	-
Total	5,607	5,943

19. Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up members are required to contribute an amount not exceeding 25p.

20. Associated charities and related parties

The Joseph Levy Endowment Trust is an associated charity and has three Trustees in common with The Federation of London Youth Club and uses the same principal office. The Trustees in common are Stephen Moss, Morenike Ajayi and David Miller. The objects of The Joseph Levy Endowment Trust are to promote and support the instruction of young people of all walks of life, including by furtherance of the charitable purposes of London Youth.

During the year, the charity received £40,000 (2021: £30,000) from The Joseph Levy Endowment Trust and in July 2022, the Trustees of Trust resolved to provide capital release to London Youth to enable the latter to install a biomass boiler at this Woodrow High House outdoor learning Centre; replicating a similar project delivered at Hindleap Warren with support from the Trust in 2015. The sum of £490,000 was subsequently released post year-end by way of capital withdrawal from the Trust's investment portfolio, which will be repayable within a 10-year period, by agreement.

London Youth provided management, support services and facilities to London Youth Trading Company Limited in the amount of £23,477 (2021: £14,426), being primarily staff time and costs of the swimming pool and sports centre. London Youth Trading Company donated £40,070 (2021: £14,077) to London Youth through Gift Aid after the year end. As at 31 August 2021 £110,926 (2020: £33,122) was due to London Youth from London Youth Trading Company Limited.

The Addison Youth Club (T/A "Addison Youth") had one Trustee in common with The Federation of London Youth clubs for the period under review and uses the same principal office. The Trustee in common was David Miller, Vice-Chair at London Youth. During the year London Youth invoiced Addison Youth in the sum of £6,000 (2021: £6,000) in respect of a management and administration charge.

London Youth is a corporate Trustee of the Jimmy Dixon Charitable Trust, The Sulgrave Foundation, and Raymond Plummer Settlement. The Federation of London Youth Clubs received £50,000 (2021: £50,000) from the Jimmy Dixon Trust to support the youth action programme and £7,000 (2021: £7,000) from The Sulgrave Foundation to support its sports development work. The Sulgrave Club related to the Foundation is a member of London Youth and paid a membership fee of £125 during the year.

Charline King, a Trustee of London Youth is an employee of Rathbone Society. Rathbone Society is a member club and actively engaged with London Youth. London Youth invoiced Rathbone for a membership fee of £125. The Rathbone Society received a total of £7,100 in year for participation in London Youth's *Good for Girls* programme.

In 2021, two Trustees at London Youth made donations to the charity totalling £44,000 (2021: £10,000); one of which comprised a restricted grant to support refurbishment works at Woodrow High House.

There are no other transactions with related parties of which the Trustees are aware.

21. Prior year figures

Consolidated Statement of Financial Activities Including Income and Expenditure year to 31 August 2021

Group	Notes	Unrestricted Funds £	Restricted Funds £	Permanent endowment £	Total 2021 £	Total 2020 £
Income						
Donations and legacies	2	339,411	358,141	-	697,552	263,290
Charitable activities						
. Development		70,691	1,122,443	-	1,193,134	490,483
. Opportunity		1,465,190	1,414,231	-	2,879,421	3,697,071
. Voice		45,000	18,424	-	63,424	52,271
. Best We Can Be		7,555	-	-	7,555	10,000
Other Grant Income	3	289,217	-	-	289,217	320,329
Other trading activities	4	43,390	-	-	43,390	82,374
Investments	5	123,744	-	44,305	168,049	213,972
Profit on the sale of assets	6	-	-	-	-	1,447,609
Total income		2,384,198	2,913,239	44,305	5,341,742	6,577,399
Expenditure on:						
Raising funds	7	238,481	-	-	238,481	198,994
Charitable activities	8					
. Development		12,974	970,180	-	983,154	581,894
. Opportunity		1,963,482	2,496,465	-	4,459,947	5,029,128
. Voice		80,677	43,424	-	124,101	103,042
. Best We Can Be		810,433	-	-	810,433	57,485
Other	9	9,210	-	-	9,210	34,977
Total expenditure		3,115,257	3,510,069	-	6,625,326	6,005,520
Net gains / (losses) on investments		876,934	-	176,638	1,053,573	162,028
Net (expenditure) / income		145,878	(596,830)	220,943	(230,011)	733,907
Transfers between funds		(71,192)	120,000	(48,808)	-	-
Net movement in funds		74,686	(476,830)	172,135	(230,011)	733,907
Reconciliation of funds						
Total funds brought forward		14,470,755	1,129,571	1,462,671	17,062,997	16,329,090
Total funds carried forward	17	14,545,441	652,741	1,634,806	16,832,986	17,062,997

Prior year funds movements to 31 August 2021

	1st Sep 2020	Incoming resources	Expenditure	Transfers *	Gains & Losses	31st Aug 2021
	£	£	£	£	£	£
Restricted Funds						
Development						
Membership Development						
Membership Development/Marketing	31,058	194,614	(175,967)	-	-	49,705
Quality Mark (CBT & YLF Training)	(1,105)	205,000	(179,249)	-	-	24,646
CVC Mental Health	-	45,309	(26,701)	-	-	18,608
Burberry	-	485,000	(450,012)	-	-	34,988
Good for Girls	-	346,837	(349,921)	-	-	(3,084)
Rise Up Leadership Programme	11,433	494,972	(374,903)	-	-	131,502
Opportunity						
Residential Centres						
Woodrow General Restricted	11,571	28,000	(8,639)	-	-	30,932
Woodrow Restricted Projects	-	66,500	(136,500)	70,000	-	-
Hindleap General Restricted	13,931	23,088	(8,100)	-	-	28,919
Hindleap Countryside Stewardship	10,473	11,251	(21,724)	-	-	-
Youth Action						
City Leaders - Core programme	36,324	99,500	(115,891)	-	-	19,933
City Leaders - Keeping it Wild	16,488	101,904	(111,151)	-	-	7,241
Microgrants	6,410	8,032	(14,442)	-	-	-
Sports Development						
Sports Development	311,477	350,370	(421,335)	-	-	240,512
ActiveLeads	35,100	-	(35,100)	-	-	-
Young Leaders	66,216	19,941	(86,157)	-	-	-
JP Events	(3,585)	25,000	(21,415)	-	-	-
Arts						
Young Culture Makers	17,935	15,000	(24,151)	-	-	8,784
Employability						
JP Morgan	-	35,000	(18,600)	-	-	16,400
Future Talent	204,606	1,750	(174,503)	-	-	31,853
HeadStart Action	356,134	197,000	(543,759)	-	-	9,375
CVC Employability	-	70,347	(50,777)	-	-	19,570
Voice						
Youth involvement						
Youth Board (formerly DARE London)	2,606	-	(49,057)	50,000	-	3,549
Coming of Age	-	43,424	(43,424)	-	-	-
Best We Can Be						
Learning						
Other	2,500	45,400	(23,354)	-	-	24,546
Restricted Funds Total	1,129,571	2,913,239	(3,464,831)	120,000	-	697,979

	1st Sep 2020 £	Incoming resources £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2021 £
Designated Funds						
Fixed Assets Designated Fund	6,896,712	-	(322,318)	30,272	-	6,604,666
Development Fund	3,529,976	77,320	-	117,860	607,356	4,332,512
Digital & Programme Innovation Fund	263,000	-	(100,428)	-	-	162,572
	280,338	-	(85,436)	-	-	194,902
Permanent Endowment Funds						
London Girls Fund	1,462,671	44,305	-	(48,808)	176,638	1,634,806
Unrestricted Funds						
General funds	3,500,729	2,306,880	(2,652,314)	(219,324)	269,578	3,205,549
TOTAL FUNDS	17,062,997	5,341,744	(6,625,326)	-	1,053,572	16,832,986

22. Post balance sheet events

Non-adjusting events post 31 August 2022

Hindleap Warren Outdoor Centre – Sewage Treatment provision

In November 2021, the Trustees were notified of a sewage leak at London Youth's Hindleap Warren outdoor centre. Two separate surveys have been commissioned and the most recent one conducted in March 2022 estimates the cost of replacing the plant at between £0.200M and £0.300M. The charity has appointed a consultant to take the project through design and planning permission stages before going out to tender.

In the meantime, temporary repairs and interim measures have been implemented to enable the plant to continue to function within Environment Agency guidelines, pending full replacement of the unit(s) and provision continues to be made in the reserves of £0.350M to meet the associated costs.

Assets Under Construction

1. Woodrow High House – biomass boiler

Installation of a biomass boiler installation commenced in April 2022; currently itemised as an 'asset under construction' (see Note 12) at the Centre in respect of which £0.340M has been capitalised (2021: £nil). Outstanding capital commitments in respect of this AUC is £0.088M (2021: £nil).

It was agreed that the most cost-effective way to fund the biomass boiler installation would be by way of application for capital release from the Joseph Levy Endowment Trust (JLET), who had funded a similar project in 2015. The Board of JLET agreed to release £0.560M to fund the project, which comprised £0.490M of repayable investment capital.

Formal permission was granted by the Levy Family Representative, in line with the Trust's governing document, on the last day of the financial year, 31 August 2022 and the cash was released by the Trust in September 2022.

2. CRM – systems investment

To support its engagement with members and funders, London Youth realised the decision made in 2019 to invest in its CRM capacity. A number of proposals and approaches were considered and London Youth decided to develop its existing Salesforce capabilities to build better relationships across its membership base and to more effectively steward funder relationships.

A total of £200,679 had been spent on installing/developing the software by year end 31 August 2022. The system became 'live' in February 2023. Outstanding capital commitments in respect of this AUC is £0.081M (2021: £nil) as at year end 31 August 2022.

Transfer of lease previously held in trust

Westminster House Youth Club

Historically, London Youth held leases in trust for many of its unincorporated members. Following development of the site at 29 Nunhead Grove, Peckham, SE15 3LZ and incorporation of Westminster House Youth Club in 2022, London Youth officially transferred the lease to their member on 19 January 2023. As a result, the property is no longer held in trust by London Youth.

Reference Information

Patron	HRH Prince Edward, The Earl of Wessex	
President	Sir Kenneth Olisa, OBE	
Chair	Stephen Moss, CBE	
Deputy Chair	David Miller	
Honorary Treasurer	Morenike Ajayi	
Vice Presidents	Julian Beare The Lord Brooke Robin Callender Smith Jane Earle Clive Efford MP Robin Gowlland Peter Hudson Rt. Hon. Sir Simon Hughes Peter Hunter Sir David Knox	Roger Merton MBE Dr. Terry Powley John Ratcliff CBE Marsha Rae Ratcliff OBE G Davide Rodrigues The Rt. Rev. Roger Sainsbury Paul Stewart Joy Toghill Joseph Williams Carl Wonfor
Trustees	Morenike Ajayi Sue Asprey-Price (to 28 April 2022) Guy Davison Kevin Holian Adem Holness Charline King Sharaf Mahmood	David Miller Stephen Moss, CBE Louise Rodgers (to 28 April 2022) Stu Thomson Simon Turek Mario Washington-Ihieme (to 28 April 2022)
Youth Advisors Attending Board meetings	Rowan FitzMaurice Curtis Johnson Kalliyah Kirlew Mohammed Motin Amina Meshnuni	Mohammed Meshnumi Dylan Quilligan Veronica Sarmiento Elena Vissani
Committee Chairs:		
Assurance		Kevin Holian
Finance		Morenike Ajayi
Governance and People		Simon Turek
Membership		Charline King

Chief Executive and Company Secretary	Rosemary Watt-Wyness
Senior Team	
Director of Engagement	Pauline Daniyan
Director of Finance & Resources	Danyanne Quemper
Director of Fundraising	Glen Fendley
Director of Programmes	Zoe Mellis
Director for Residential Centres	Martin Curtis
Registered name	The Federation of London Youth Clubs
Registered/principal office	47-49 Pitfield Street London N1 6DA
Telephone	020 7549 8800
E-mail	hello@londonyouth.org
Website	www.londonyouth.org
Company registration number	00258577 (England and Wales)
Charity registration number	303324
Auditors	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Bankers	National Westminster Bank plc 54 Marsh Wall West India Dock London E14 6LJ
Investment managers	Sarasin & Partners Juxon House 100 St Paul's Churchyard London EC4M 8BU
	CCLA Senator House 85 Queen Victoria Street London EC4V 4ET
Lawyers	Charles Russell Speechlys LLP 5 Fleet Place London EC4M 7RD



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Charity Registration: 303324
Company Limited by Guarantee. Registration (England and Wales): 258577

THE FEDERATION OF LONDON YOUTH CLUBS

England & Wales - Charity number 303324

Accounts

Annual Report 2020-21

Annual Report and Financial Statements 2020-21

Year ended 31st August 2021

The Federation of London Youth Clubs

47-49 Pitfield Street London N1 6DA

Charity Registration: 303324

Company Limited by Guarantee. Registration (England and Wales): 258577



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Introduction

Chair's welcome

This Annual Report covers the year to end August 2021 at which point I had been in post as Chair of London Youth for 16 months having taken on the role as the first lockdown arose. As you will read, it has been a hugely challenging time for everyone working for this amazing charity and, indeed, for our growing number of over 600 member organisations who, with our support, do all they can for the young Londoners at the heart of our mission. Despite the lockdowns, we have managed to deliver online programmes to almost 8,000 young people but, unfortunately, our two residential centres were unable to welcome the 20,000 or more young people that they would normally look after.

Since the year end, we started to see our member organisations opening up again, offering that valued safe space for our youngsters to gain confidence and new skills from the Youth Workers that they know and trust from within their local communities and participating in the sports, arts, social action, mental health and employability programmes that London Youth are also able to provide.

Our residential centres at Woodrow and Hindleap, under the excellent stewardship of Martin Curtis, Director of Centres and his team, are once again giving young people the opportunity to enjoy a stay away from home and the chance to participate in a range of activities they may never have experienced before. Indeed, many will have never been outside our capital city to appreciate what the countryside has to offer. These residential stays, which come at a cost of only £150 per young person, can be life changing in impact.

During the year we undertook a review of the committee structure, introducing both a Membership Committee and a Fundraising Working Group, and realigning other committee terms of reference. This enabled the trustees to spend more time with the senior team on important areas of detail which is impossible to do within the time constraints of board meetings. I do want to thank our Trustees as the impact of the pandemic upon the charity has led to many more meetings than usual. We have also worked hard on a comprehensive Race Equality Action Plan through a stakeholder group chaired by trustee, Charline King, and through consultation and engagement with all our teams.

I therefore want to thank our Chief Executive, Rosemary Watt-Wyness, our Senior Team and Youth Advisors, along with all our employees for their amazing hard work, focus and commitment. The impact of the pandemic on our finances led to a significance increase in the workload of our Finance Team led by Dyanne Quemper whose hard work and diligence was therefore greatly appreciated. Around the year end, we were pleased to see Pauline Daniyan appointed as Director of Engagement and to welcome back Zoe Mellis as Director of Programmes. We also welcomed both a new Director of Fundraising, Glen Fendley, and a new Head of Corporate Partnerships, Lucy Castle who, along with our Head of Development, Gareth Price, and the rest of the fundraising team, are now broadening the range of sources of funding that the charity needs for its long-term sustainability.

I would like to thank our Patron, HRH The Earl of Wessex, for the great interest he has shown in our work. It is wonderful to have a Patron who so clearly understands the challenges that young people face. I know that he shares the disappointment we had that the lockdown made it impossible for him, as yet, to visit some of our member organisations but this is certainly in our plans for the future. We also greatly appreciate the support of our President, Sir Kenneth Olisa OBE who, having come from a "tough reality background" himself, is so keen to help us enable young Londoners to be the best that they can be.

As we emerge from the worst of the pandemic, the youth sector in London faces some of the biggest challenges in its history and there has never been a more important time for London Youth to support and advocate for our members. We want to ensure that every young Londoner can access opportunities to grow and learn new skills, building their self-belief and resilience and preparing them to take on the future opportunities and challenges they will face.

Stephen Moss CBE
Chair of Trustees

Chief Executive's message

Anyone reading annual reports for 2020 – 2021 will probably be seeing a lot of the word 'challenging'. But that is the reflection on the year that leaps to mind. The experience of those challenges, however, has been anything but uniform. For London Youth, the picture was very different for our work in London and at our Outdoor Education centres. For our members, the experience has been mediated by the types of activities they normally run, the types of income they rely on and their reserves. For young people we are acutely aware that the pandemic has created soaring levels of isolation, mental distress and increased inactivity across the board. On top of that young people from poorer backgrounds - and young people of colour especially - have been hard hit by higher levels of illness and bereavement in their families and communities.

The response from our membership has been amazing. We know that youth workers have strived to keep contact going – especially for vulnerable young people. They have adapted and changed provision in line with what has been possible within guidance. And they have been creative – delivering sports sessions online, arts workshops and sometimes going doorstep to doorstep just to speak with lonely young people.

I have also been amazed by what our team has done to support them. We moved as much activity as possible online and as quickly as possible. We continued to deliver support to members simply because of the determination of the team to do so. And remarkably, as you will see in the report, we have trained and supported significantly more youth workers over this period than ever before. People needed somewhere to turn to and the opportunity to connect with others facing similar challenges. And that is what London Youth is there for. Our charitable objects include: to assist the development of young people by promoting, improving and assisting the delivery of efficient and high-quality youth work services. The need and demand for us to play that role has never been more clear.

Our centres, however, were unable to open for most of the year because of covid guidance. We believe passionately in the profound impact that outdoor learning and adventure can have for young people. For young Londoners, many of whom will never have left the city, this connection to the wider, natural environment is especially important. In a normal operating year 20,000 young people would attend our centres. Being closed was a big loss. We were forced to make some members of the team redundant, and, though we were able to bring some back others had moved on and I would like to thank them here for their contributions and understanding. It was an important moment for us when we were able to start operating again, albeit in a limited fashion at first.

I want to recognise how important our journey to becoming an actively anti-racist organisation has been over the year. Young people themselves were pivotal in leading the movement that followed the sense of grief and injustice at the murder of George Floyd. Young Londoners are the most culturally diverse group in the country and we know how strongly structural inequalities impact their lives. It is a central part of our role to offer the programmes that can help young people tackle these barriers and to support their voice in demanding change.

Finally, I would like to thank our chair, Stephen Moss and our trustee board for all their work. Stephen's contribution in such difficult circumstances has been immense. I would also like to thank our youth board, who have also made a fantastic contribution and our staff team, who have been simply outstanding.

Rosemary Watt-Wyness

Chief Executive



Young Advisor's Message

I am tired of running, I am breathless, so, they offered me a seat.

As the sequel of an unsteady year sets down on us, the rush again has left us breathless, when we wake up to log in to our online classes, breathless to stock up on food, breathless to go back to school and work after so long – breathless to be. As young people in London, especially in the past year, we have had a lot of I-can't-explain thoughts and I-am-fine-but-not-really days, that we find difficult to talk about - things simply feel, out of our control.

With lockdowns, life paused, we realised, more than ever, that the rush outside of our bedroom window, is a marathon that begins from within our minds. This marathon stretches to our schools, families, friends, services - who tell us to keep running. If we are clothed, housed & fed, there is no other good reason for us to stop, and yet, we feel breathless. During the past years, I have learnt that Youth Clubs and Youth workers, parents, carers & friends who are keen to learn and listen have created stops for us, to pat us on the back, and offer us a seat.

When I first joined London Youth, I was well comfortable inside my comfort zone and knew very little about being a young person in London and what that meant for me or other young people. Especially in the past year, I have learnt to listen and understand the 'adult' issues young people have to face – poverty, housing, safety, wellbeing, mental health, gender equality, education opportunities, climate change, and needless to say, a pandemic. Being a young advisor, I know now what London Youth means to me, better than before. It no longer is just a safe space where you can openly discuss about issues that concern you, attend different sessions and make use of the enriching opportunities that speaking from experience, have opened so many doors for me, London Youth has also given me a platform to take action on what I believe.

During the pandemic, I planted a seed of hope. As part of the London Youth microgrant project with the support of London Youth and Shpresa Programme I was given the opportunity to create a stop as a response to the endless marathon that young people embark on, and let it grow strong roots, leaves and flowers. We created The Mental Health Alphabet Project, which aims to explore Mental Health amongst young people, especially in minority & marginalised communities. We want to create an open and ever-growing source of information and support for minority communities, and organizations that work with them. London Youth has given us the chance to run the Green Chair Activity as part of the Mental Health Alphabet Project, and as an extension to the Keeping it Wild legacy, continue to advocate for green spaces & wellbeing.

However, I am aware that a lot of young people don't have an Allia, a Shaz and a Sophie in your lives, to give you a call 'just to check how you're feeling' and tell you that 'you should be proud of yourself'. Without the support and care of the Youth Action team at London Youth and youth workers from Shpresa, I wouldn't have my little bubble of safety, where the rush of the world cannot get to me.

The past year has taught us more than ever, how crucial a support system is, for many young people that is, or can become a Youth Club, a caring youth worker. I am very thankful to all youth workers who have dedicated their time, experience and opened their hearts to us, for young Londoners to feel a little safer, a little happier and a lot more inspired.

Amina Meshnuni
Young Advisor

2020-21 at a Glance

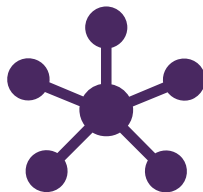
Driving impact for youth professionals and youth organisations



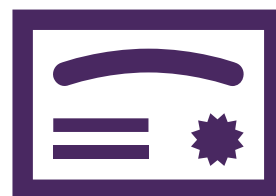
606 ↓
Members in our network
(Last year 637)



139 ↑
Organisations holding quality marks
(Last year 117)



160 ↑
Networking, training & information sessions
(Last year 139)



2,093 ↑
Youth professionals participated in networking & training
(Last year 1,482)

Delivering opportunities for young people



8,434 ↓
Total young people supported
(Last year 13,870)



11,090 ↓
Young people visit days at the centres
(Last year 20,777)



5,080 ↑
Young people on programmes
(Last year 4,772)



294 ↑
Members using programmes or centres
(Last year 274)

NB: the numbers listed are for the opportunities created, not necessarily the numbers of individual people or members supported. In some cases there could be, and is, duplication where a young person or youth professional might take part in more than one opportunity. As noted within this report, as part of the new strategy for 2020-25, monitoring, evaluation and learning approaches have evolved; where measurement approach or data collection has changed, a like for like figure for the year before has been used.



About London Youth

We are London Youth. A charity on a mission to improve the lives of young people in London, challenging them to become the best they can be. Young people need opportunities outside school to have fun with their friends, to learn new skills, to make a positive change in their communities and to shape the city they live in.

Our vision and mission

Our vision is that all young Londoners live happy, healthy, safe and fulfilled lives.

Our mission is to support and challenge young people to be the best they can be.

What is special about London Youth is that we do this with – and through – our network of community youth organisations in London and at our two residential centres.

We provide opportunities – in sports, arts, youth action, outdoor learning, employability - for all young people. We focus particularly on those who wouldn't otherwise have access to the kind of opportunities we offer.

We believe these opportunities are best achieved through a network of strong youth organisations embedded in their communities, building lasting local relationships and delivering excellent youth work.

Because good youth work works.

Our principles

We strive to act in line with our four simple principles:

- **Honesty** – about what works (and what doesn't) – we learn from our mistakes
- **Collaboration** – with each other, young people, our members, and the world beyond
- **Improvement** – committed to continual improvement
- **Fun** – because we think we achieve and learn the most when we enjoy ourselves

Our story

London Youth was founded in 1887 because the individual youth organisations of the day knew that they were stronger and could achieve more for young people by working together. Since then, much has changed for young Londoners, but the need to work together is more pressing than ever – and especially given the COVID-19 pandemic.

Since 1887, we have worked with our members to offer young people a wide range of high-quality opportunities for learning and fun and to build strong trusted relationships with adults and their peers.

We grew from the Ragged Schools movement of the 19th century, inspired by the simple idea that every young person, irrespective of background and circumstance, has something to gain from somewhere to go, something to do and someone to talk to.

We spent the twentieth century as two separate charities, The Federation of Boys' Clubs and The Union of Youth Clubs, which worked primarily with girls. In 1999, the two charities merged to create The Federation of London Youth Clubs.

That's still our legal name, though we prefer London Youth.

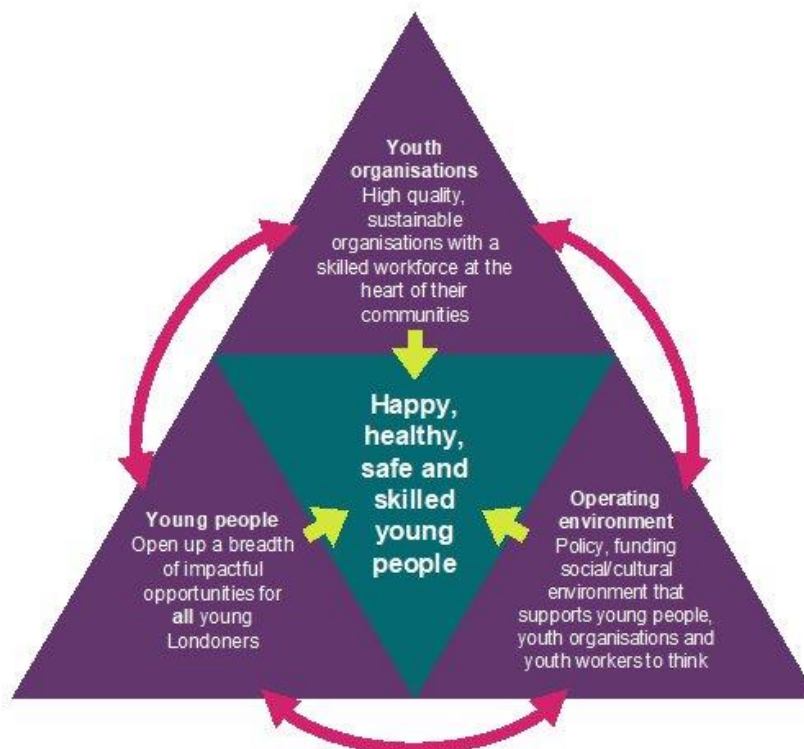
We're proud of our history, helping young people become the best they can be for over 130 years.

London Youth continues to provide a united voice and support for community youth organisations and youth workers across the capital.

Our unique position

- We support community youth organisations: so that youth workers can support young people and we deliver on our mission
- We are pan-London: our breadth gives us a view of what needs to happen for young people across the city
- Our reach: we have a combination of numbers, spread and relationship with members that is unique in London. The majority of young people our network supports are young people of colour.
- Opportunities: we offer more opportunities and a wider range of them than any other organisation in London
- Capacity: we are the only youth infrastructure organisation that has significant capacity to deliver in London
- History: we have the gravitas of over 130 years of influential history

How we make change happen



By working in and across these three areas we aim to achieve the change needed to achieve our mission.

Our aims and strategic priorities

Our 2020-25 strategy has the central intention to tackle the effects of increasing need and inequality combined with decreasing funding and support. We want young Londoners to grow up in the world's best city for young people. In summary, our strategy aims to:

- 1. Deliver Opportunity:** we will seek to deliver opportunity at scale and breadth for young people. We will get better at hearing and understanding the needs of young people and members and more adaptive at turning what we hear into practical applications. We will emphasise the distinctive way our programmes also build capacity.
- 2. Drive Impact:** we will improve our responsiveness and customer service, leveraging digital technology. We will better connect members to support within London Youth plus expertise and support beyond. We will increase our understanding of our impact for members and use this to improve our work.
- 3. Demand Change:** we will be a bold advocate for change, amplifying the voices of young people and youth workers. We will be unapologetic about voicing the needs of London and putting the needs of young Londoners first. We will identify points in the system where we can get best leverage for change and put sustained focus there.

We will do this within the context of a sustainable business model with the financial objective of breaking even after capital expenditure by 2025.

Why our work is needed now more than ever

Our capital city offers unrivalled opportunities when compared to many other regions in the UK. Yet London is far from being economically or socially uniform: its structural and racial inequalities mean these opportunities are out of reach for many young Londoners. This is particularly true for those young people of colour and those living in underfunded outer London Borough "cold spots"¹. The scale and complexity of the financial, employment and mental health challenges facing young people have only deepened and widened post-pandemic. Coupled with a decade of cuts to London's youth services² this presents an even greater onus on us all to sustain those smaller community-based organisations at the heart of London Youth membership.³

- 1. Child poverty remains higher in London than the rest of the UK. This is evidenced by a sharp uptake in food package distribution to children in the capital**⁴. Prior to Covid-19 London was the most unequal place to live in the UK and its poverty profile risks a further downturn.⁵ The combined impact of the withdrawal of the universal credit uplift, increased fuel-poverty and housing costs will inevitably widen the economic gap for our young people and their families in 2022.
- 2. London suffered the highest mortality rate for Covid-19. Young children in London**

¹ London Youth's own evidence suggests £361 spent per young person in Inner London compared to £67 in outer London

² Sian Berry's report on London Youth Sector Service Cuts 2011-2021 www.london.gov.uk/sites/default/files/sian_berry_youth_services_2021_blighted_generation_final.pdf

³ London Youth's September 2021 membership survey shows over 40% fear closure within a year

⁴ London's Poverty Profile 2021, Trust for London, shows over 128% increase in food packages being distributed to London's children in the year to September 2020.

<https://www.trustforLondon.org.uk/publications/pp2021/>

⁵ *London's Poverty Profile 2020*, Trust for London, 2020. After housing costs, 27% of Londoners were living in poverty, a figure six percentage points higher than the rest of England <https://www.trustforLondon.org.uk/publications/lpp2020>

face a mental health emergency and an obesity crisis. Over 40% more Londoners died during the pandemic than the national average⁶. As an underlying health factor, obesity in London eclipses other regions in the UK, and doubly so for young people living in poorer areas. Our young people also face an acute mental health emergency post-pandemic. Nearly 80% of young Londoners interviewed earlier this year said their mental health had been negatively affected by the pandemic and periods of lockdown⁷.

- 3. Unemployment is disproportionately affecting young Londoners – particularly young men of colour.** During the pandemic, young people from ethnic minority backgrounds fared significantly worse than their white peers. In the first six months of the pandemic the fall in employment was four times higher for young black people and nearly three times higher for young Asian people.⁸ Unemployment for black people aged 16 to 24 increased between October to December 2019 and at the same point in 2020 by 17.1 percentage points (24.5% to 41.6%). This compares to an increase of just 2.3 percentage points (10.1% to 12.4%) for young white people.⁹ In London, where the concentration of ethnic minorities is most prevalent, that equates to 33% of young black men being unemployed compared to 15% of white men. The position for young Londoners is now likely to be under greater strain with the falling-away of the furlough scheme. Whilst sectors such as retail and hospitality are now slowly reviving, young Londoners are likely to be affected by a shrinkage in entry-level opportunities in the economy.
- 4. Serious violence in London, which affects young people.** Violence involving young people remains an issue of significant and increasing concern in London, particularly in relation to knife-crime. Following a period of lockdown the number of teenage homicides in London has surged: by December 2021 the figure stood at 30 which, alarmingly, exceeds the record level of 29 homicides in 2008. There are increased risks that these figures could be exacerbated further by a deepening lack of economic opportunity.
- 5. The youth sector organisations supporting young people with these challenges are still facing further threats to their future.** London has, shockingly, lost over a third of its local authority youth centres over the last decade¹⁰. There are now 733 fewer youth workers supporting them, which will have impacted thousands of young people across the capital who have been denied opportunities to learn and build confidence through trusted relationships, and to enjoy activities in a safe place. At least £35.5 million has been removed from council youth services budgets since 2011/12 and a further £3.4 million is currently planned to be removed in the 2021/22 budget year¹¹. Further cuts to youth services are a grim reflection of deepening inequalities for young Londoners in greatest need.

⁶ As per footnote 4.

⁷ Mapping Young London: A view into Young Londoners after a year of lockdown
https://trustforlondon.fra1.cdn.digitaloceanspaces.com/media/documents/Mapping_Young_London_-_Partnership_for_Young_London_April_2021.pdf

⁸ See House of Lords Committee Report on Youth Unemployment, November 2021
<https://publications.parliament.uk/pa/ld5802/ldselect/ldythunemp/98/98.pdf>

⁹ National Audit Office, *Employment Support: Department for Work and Pensions*, p 14, Figure 6 (7 June 2021): <https://www.nao.org.uk/wp-content/uploads/2021/06/Employment-support.pdf>.

¹⁰ London's Youth Service Cuts 2011-2021

https://www.london.gov.uk/sites/default/files/sian_berry_youth_services_2021_blighted_generation_final.pdf

¹¹ As in footnote 10 above

Strategic Report

Achievements and Performance

Introduction

2020-21 saw the continuation of the Covid-19 pandemic which included lockdowns, our members' diminished ability for face-to-face provision due to regulations on limited number of people coming together, self-isolation, and soaring mental health challenges for young people. Spring brought an awakening of race equality and anti-racism feelings and actions following the murder of George Floyd in the USA, highlighting the institutional and individual racism experienced by people of colour in the UK too, including by young people. You can read more about our own [anti-racism journey here](#).

With these challenges and opportunities, at London Youth we continued our mission to support and challenge young people to be the best they can be with, and through our members, a network of community youth organisations in London, and at our two residential centres¹².

Embarking on a new strategy aiming to deliver opportunity, drive impact and demand change, we continued to be responsive to key trends such as youth violence, provision in outer London and mental health. This section of the report describes what we did and what we achieved according to the aims of our strategy – with and for young people, youth professionals, youth organisations and the youth sector environment.

In short, through our direct work and through our work with members, young people have been doing better physically and emotionally. They have gained skills, knowledge and networks, and have made contributions in their communities. Youth professionals gained new skills, knowledge and confidence which had positive impact on members' quality of provision, compliance and governance, connections and funding. We amplified the voices of young people and members in local and national policy making and funding circles, as well as through the media.

Our members and the young people they serve

During 2020-21 we had 606 (last year: 637) youth organisations as members. On average, they rated the support we provided at 8 out of 10, with 89% saying they would recommend LY to another organisation¹³.

As part of the membership renewal process conducted in spring, we collected data from members on the organisation, the young people they work with and the work they do. Below are key statistics about our members¹⁴:

¹² We deliver many of our programmes and other services in partnership with other organisations. A full list is available upon request.

¹³ 223 Youth professionals from 212 members completed our impact survey, 35% of our membership

¹⁴ 478 members completed the data update, 79% of our membership

About our member organisations

- The majority of members have a turnover of £500k or lower (67%); half have a turnover of less than £250k
- Our members have over 10,000 staff in their organisations, half of them youth workers
- Over half of our members work across multiple boroughs (55%)


About the young people they work with


- Last year, these members worked with over 575,750 young people, 250 per member on (median) average¹⁵
- Each week, over 83,300 young people attend members (average: 174), with the majority of members having up to 50 young people attending per week
- On average, 66% of the young people attending are from Black, Asian and minority ethnic groups. 44% are girls and young women, 54% are boys and young men and 1% identify otherwise
- 46% of our members have a youth board


Deliver Opportunity: at scale for young people through our programmes and at our outdoor centres

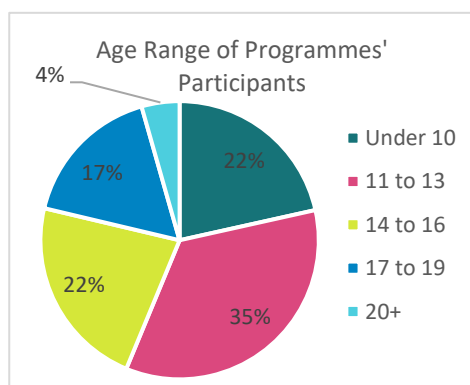
What we did

We deliver opportunities for young people through our members in employability, sports, arts, and youth social action programmes and visits to our Outdoor Centres. During 2020-21 we operated 16 programmes with 256 members in which 8,434 (2020: 13,870) young people have taken part^{16,17}. We delivered 9,197 young person visit days at our outdoor centres (2020: 7,898). This compares with 51,290 visit days in last full pre-pandemic year, 2018-19.

 52% boys and young men, 47% girls and young women, 20 transgender young people

 73% young people from Black and Minority Ethnic groups

 11% young people with mental and/or physical disabilities



Our programmes include a structure for activities for young people delivered with and through our member youth organisations. We also support and build the capacity of youth professionals and facilitate connections and collaborations across London (see more about this in strategic aim: [Drive Impact](#)). Members rated our programmes at 7.98 out of 10, and 89% of the young people were satisfied: almost all who answered our surveys said they enjoyed taking part in the activities (97%).

Sport

¹⁵ We used a median average because of the wide range of responses, with outliers skewing the data.

¹⁶ Throughout the report, the numbers of young people and members taking part may not be unique as some of them take part in different opportunities, with different members or on different programmes.

¹⁷ 72% of young people provided some demographic data. Other totals exist for different outcomes according to the number of young people responding. *Icons CC thenounproject.com*

Our sports programmes and one-off events help young people, particularly those that don't feel sport and being physically active is for them, get active in their community in the way that best works for them and their friends.

The Covid-19 pandemic has continued to have an impact on how member youth organisations deliver their services. Many chose a hybrid approach of virtual delivery during lockdowns and then face-to-face delivery when circumstances allowed while some preferred to not start delivering until it was possible to do so in person. This flexible approach was hugely welcomed by our members.

Across the year, 3,565 (2020: 2,332) young people took part in our sport programmes on regular sessions and 2,417 (2020: 1,277) young people took part in our one-off events, where they experienced a range of types of sport and physical activity. We also supported young people with leadership potential to develop their skills through the delivery of events in service of their community and help them achieve qualifications in the sector.

Youth Action

We are passionate about young people taking action on issues that are important to them and shaping decision-making across London. The youth action programmes support members to guide young people in developing skills and creating their own youth-led projects, as well as making a difference in their youth organisations and wider communities – now and into the future. The programmes revolve around social and environmental issues and last year more than ever included race and racism, violence affecting young people, and nature and the environment, fuelled by global events.

In 2020-21, 525 young people from 60 members took part in our youth action programmes and 230 young people from 47 members took part in our one-off events. The social action projects they developed and delivered included an anti-racism campaign of infographics and art on social media; A podcast series about racism and a YouTube series about politics; an educational video about knife crime and racism; mood boxes with wellbeing resources; work with local Conservation Rangers and an artist to produce a Nature Map of Redbridge, their borough. We also provided one-to-one support and seed funding to members to embed their youth involvement approach.

Employability

We know young people feel at home at youth organisations and that is where they turn to for information, advice and guidance. And this is what we give them, through our members as part of our employability programmes: support to explore what is out there, to identify positive career paths, and to provide opportunities to gain direct work experience – so they can increase their future employment prospects. We recognise barriers they face such as long-term youth unemployment and race while building self-confidence and personal development, as well as encouraging educational attainment.

In 2020-21, 805 young people from 28 members took part in our employability programme and 106 young people took part in our one-off events. Summer grants enabled members to run activities through the summer holiday. The flexible Future Talent programme included structured personal development activities such as visits and trips to build confidence and broaden horizons and money management sessions; Inspiration events that introduced young people to workplaces and role models, such as zoom panels with inspirational speakers and a visit to Parliament; Multiple and meaningful work experiences, many of them 'in-house' at the member organisation, due to Covid-19 challenges; one-to-one coaching and mentoring; and employer engagements, managing and brokering relationships.

Mental Health and Arts

All our programmes include a mental health element, including our Arts programme. The new

Good for Girls programme is one focused on improving the mental health and wellbeing of young women and was a new approach for London Youth as it incorporated elements of sports, art, mental health and youth action together.

In 2020-21, 600 young people from 29 members took part in our new Good for Girls programme and 8 young people from 4 members took part in the Arts programme. As well as the arts and sports activities, the young people delivered social action projects such as cooking and healthy eating days, self-defence workshops, a body positive campaign. These activities also incorporated talking circles, to facilitate discussions around mental health and wellbeing.

Youth Board

Our youth board support our work as Young Ambassadors and Young Advisors. The Young Ambassadors are regularly involved in our policy, media engagement and events, representing London Youth and their peers. You can read more about their work as part of the [Coming of Age programme, below](#). Some chose to take on additional responsibility to become Young Advisors. They were regularly involved in decision making and development for London Youth, for example sitting on our Board and Committees, on recruitment panels and in consultations on new programmes.

In 2020-21, the Youth Board comprised of 19 young people aged between 16-25 from our member organisations. They represent young people from different backgrounds who live across London.

Outdoor Centres

Many young people in London have not left the city or have limited opportunity to do so and we believe that being out in the countryside can have a profound and positive effect on their personal and social development. At our two outdoor centres, Hindleap Warren and Woodrow High House, young people get the opportunity to learn and have fun outside in informal settings. This is essential in helping young people develop the skills and confidence they need for the rest of their lives.

The pandemic forced the closure of most aspects of operation at the centres from the first lockdown in March 2020 through to mid-April 2021. By that point, both centres were set up to run family activity sessions for the local communities during the two-week school holiday.

Once schools returned in late April, both centres hosted day visits on site and also delivered on other sites where a school or youth group asked us to come to them. We continued this through to the end of the year (August 2021).

In addition, from June 2021, we restarted a limited residential offering at Hindleap Warren. At Woodrow High House, the residential centre remained closed owing to refurbishment works being underway. We plan to reopen at Woodrow for residential groups from January 2022. In total, we delivered 11,090 (2020: 20,777) young person visit days at our centres. Of those, 519 opportunities were for young people from 25 (2020: 46) of our members – some more than once.

What we achieved

Our programmes focus on three key outcomes - changes we are supporting young people to achieve through our programmes, as detailed below. We also aim to support young people from the most disadvantaged groups, and have been able to achieve this across the board:

- 73% of young people engaged in our programmes are from Black, Asian and Minority Ethnic groups.

- Although we engaged with slightly more boys and young men in total (52%), some programmes have intentionally engaged more young women, including our Covid-19 focused Satellite Clubs sport programme which aimed to reach inactive or less active young people from traditionally under-represented groups and had 88% girls and young women taking part.
- 11% of the young people engaging in our programmes have a disability whilst in the UK population 7% of young people have a disability¹⁸.

Delivery during a pandemic continued to be difficult, with motivation for online sessions declining as schools remained closed and once the weather improved. Staff members being ill and isolating resulted in rescheduling, and the inconsistency was difficult for young people and youth professionals alike – it was hard to keep young people engaged in most programmes.

Some young people however felt that online sessions provided them with something to do during lockdowns and with better accessibility, for example eliminating the need to travel and enabling young people with autism to take part in all Keeping it Wild activities which they would have not done in person. Demand for some programmes (such as sport) remained high. Once face-to-face delivery became an option again, some young people found it overwhelming and youth professionals had worked closely with them to identify what would help them feel supported.

70% of the young people were doing better physically and/or emotionally

Young people on London Youth programmes said they improved their physical activity following their participation and reported reduced inactivity as well as increasing their activities to become more active. “These results are particularly encouraging as it demonstrates that participating in a relatively short programme of activity can have a longer-term impact on some young people”¹⁹.

Almost all young people on our programmes said they improved their mental health and wellbeing (90%). Our programmes worked to improve young people’s awareness of mental health and helped them find ways to discuss and reach out for help when needed.

Young people said they increased their confidence. Increased confidence is a key outcome across all our activities, and the impact can be seen in our employability inspire sessions that helped young people feel comfortable in situations they may encounter in the workplace.

78% of young people have gained skills, knowledge and networks to identify career (and other) goals and work towards them

Young people said they had improved access to opportunities as they were able to explore and take advantage of unique opportunities.

Half of the young people asked said they had increased aspirations after participating in the Future Talent employability programme. 22% had, for the first time, ideas about what type of job they would like to do and gained a better understanding of different career options.

Young people said they had more or better skills and increased their knowledge. Youth professionals and evaluators commented that our programmes are structured in a way that young people are always learning something new. Skills and knowledge gained included how to write a CV, how to conduct yourself in a workplace, how to work as part of a team, how to take feedback on board and much more.

¹⁸ Public Health England report: <https://www.slideshare.net/PublicHealthEngland/disabilities-in-children-and-young-people-in-london>

¹⁹ London Youth Sports Development Annual Evaluation Report, September 2021

Young people gained qualifications and got into work during or following taking part in our programmes. 29 young people got into work through our Future Talent programme while over 172 young people gained qualifications through sport, youth action and employability programmes.

91% of young people were inspired and enabled to make positive contribution to their communities

Young people felt they had greater voice, reporting they felt involved in shaping the project and that their youth workers were supportive. Many were also more empowered to take leadership roles. This came as an effect of the experience of working in teams and learning new skills. For example, over two-thirds of the Getting Active sport programme felt more confident about being a leader in activities.

Young people felt improved connections to others in the community and reduced their isolation. The pandemic led to increased feelings of isolation and our programmes helped alleviate this, to an extent, as young people have made new friends. Although restrictions meant face-to-face activities couldn't always take place, participation in our programmes made many young people feel like they belonged to their local community.

Almost all young people asked had increased their participation in their community through our youth action programmes. The projects made them feel they can make a difference as they saw the positive impact on others. It brought a sense of community to many.

Drive Impact: provide a responsive, relevant and consistent offer that fuels the quality, sustainability and impact of our network

What we did

Our offer to youth professionals and youth organisations aims to improve the quality of provision and the resilience of our members, and to create a collective. We do this through training, networks, the Quality Mark, grants, EAP (employee assistance programme), leadership development programmes and direct support. During 2020-21, over 350 members took advantage of our offer. We delivered 149 training sessions, 11 network sessions and supported over 230 members on their Quality Mark journey. Our work had to move to being delivered online during the year, and whilst participants recognised that this had significant benefits such as the ability to access them, many would like to return to face-to-face delivery.

Our training workshops were attended by over 1,000 youth professionals. The sessions aim to support members' organisational development in topics such as safeguarding, health and safety, fundraising, and strategy planning; and to improve their youth work practice, with session on topics such as youth involvement, targeted work with young people, and mental health training. This year we developed specialised training on sexual violence and evaluation and research as part of funded projects. In addition, specific programme training was delivered to 56 members.

We also delivered the Rise Up leadership programme, providing training, coaching and mentorship to 82 youth professionals with lived experience of violence as part of our strategic focus on tackling youth violence. On average, 89% of participants rated our training highly immediately after the training. Across the membership, training received a rate of 8.46 out of 10.

Our networks were attended by 402 members and others in the youth sector to learn and be supported by peers and 86% rated our networks highly. Across the membership, it received a rate of 7.64 out of 10. Each network focus on a different topic: employability, mental health and wellbeing, impact, creativity and culture, and tackling youth violence. In 2020-21 we conducted a review which led us to redefine the aims of the networks:

- To facilitate the reciprocal flow of information between key stakeholders about issues affecting young people and youth organisations in London
- To create a safe space for the youth sector to discuss issues affecting young people and youth organisations, both online and offline
- To convene collaboration opportunities and sharing of best practice between community youth organisations and other key stakeholders
- To inform and engage youth organisations regarding policy, research reports and other funding opportunities
- To learn the needs of youth workers across London to ensure we continue to raise standards of youth work and that our offer remains relevant and high quality.

Members liked the “drop-in” nature of the networks and how it enables them to offer the authentic voices of the young people they champion and strengthens their voice within the community. Members of our tackling youth violence network wanted to see it change and become more participatory and action-oriented. As a result, we are designing a more holistic and practitioner-led approach.

One of our key hallmarks is the Quality Mark, a quality assurance framework helping members improve their policies, procedures and practice. Across the membership, it received a rate of 7.43 out of 10. Almost a quarter of our membership, 144 members (2020: 117), have been holding or working last year on a Bronze, Silver or Gold Quality Mark (QM). The Bronze QM was reviewed and updated in 2020-21 to become more standardised, streamlined and effective.

The direct support we provide to our members via emails, phone calls and visits is one of the most valued aspect of our provision. Across the membership, direct support received a rate of 8.26 out of 10. Recently members told us that the on demand, bespoke and personalised, responsive and flexible support is key to their work and they appreciate the reciprocal relationship we have with them.

What we achieved

Quality: Improved quality of youth work provision

Two-thirds of our members said that their engagement with London Youth had positively affected their quality of provision (65%).

85% of the youth professionals who have engaged with us agreed that they increased their practice skills and knowledge. 307 youth professionals were qualified as Designated Safeguarding Leads (DSL) or in Mental Health First Aid. Through our training offer, 89% of youth professionals said they gained knowledge, 90% increased their confidence and 84% said they intend to apply what they learned in their job.

The ability to take part in free training had been significant to members who would otherwise not be able to afford it. In addition, members said that our programmes enable them to experience new themes and ways of provision for young people that they would not be able to embark on otherwise. This includes small and larger grants received, which also led to being able to work with more young people – so members can expand their programmes in a sustainable way.

Resilience: Strengthened resilience of youth professionals and sustainability of youth organisations

71% of our members said that their engagement with London Youth had positively affected their compliance and governance. 58% said it did the same for their funding and fundraising. 86% of the youth professionals who have engaged with us agreed they now feel they are equipped to deal with challenges in their work. They reported they have gained a better understanding of the context they are operating in, and/or of the youth sector. Members said operating according to industry standard through the Quality Mark and other resources, had a big impact on organisational development, led to professionalisation and helped move the organisation forward especially around structures, formalisation of policies and procedures, and governance.

Collective: Enhanced connections and collaboration within the sector

Over half of our members (52%) said their engagement with London Youth had positively affected their organisation's connection with other youth organisations and youth professionals.

92% of the youth professionals who have engaged with us agreed that they have relevant and useful peer-learning opportunities through London Youth. Our members thought that the connections they make through our networks, with guest speakers and between each other and with the London Youth staff, were most valuable.

Provide relevant high-quality support to youth professionals and members

Members highly valued London Youth's bespoke, personalised and responsive support – particularly with the challenges posted by Covid-19. 82% thought our offer is relevant to their needs. They felt that the relationship is reciprocal – that we listen to their needs and our offer changes accordingly, and that we function as critical friends to each other. They liked the kudos that being a London Youth member brings, especially around access to funding.

Demand change for young people and a better environment for youth organisations

With our new strategy we are focussed on being a bold advocate on issues that concern young people and youth provision, with the aim of achieving real change through practical action. We are building on our strong relationships to influence the policy, funding and social environment affecting young people and the youth sector, ensuring we are informed by our members as we do so. In 2020-21, the Covid-19 restrictions and context meant priorities and plans had to change.

Despite this, we were able to transform our flagship event at Youth Work Week to an online extravaganza with over 30 contributions from our members. This was an opportunity to recognise the incredible contribution that community youth organisations continue to make to London. At the event our new Royal Patron HRH The Earl of Wessex presented the Prince Phillip Award to London Funders, for their role in the emergency funding response for the sector. (<https://londonyouth.org/news-and-updates/youth-work-week-2020/>)

We launched our Coming of Age Campaign with Young Ambassadors from our Youth Board (<https://londonyouth.org/about-us/our-people/youth-board/young-ambassadors>). Through a programme of training and youth action they have a chance to share the perspectives, ideas and lived experiences of young people in London. During the year they created a campaign to raise awareness of Covid-19 safety measures amongst young people and helped create a campaign around International Women's Day with Burberry. They also contributed to London Youth's activities and various blog series about Mental Health during lockdown, Black History Month and Youth Work Week.

Our public exposure through press coverage diversified and increased as we were mentioned in publications like Vogue and GQ through our partnership with Burberry. As well as coverage on TV (such as BBC London and ITV London News) and in national papers (such as The Guardian, Evening Standard and the Mirror). The death of our former patron, HRH Duke of Edinburgh, also garnered significant media coverage to which we were able to put forward spokespersons including one of our members, Hillingdon Slipstreamers and former youth board members.

On the policy and public affairs front, we cemented collaborations and partnerships to make our voice heard better. Together with Partnership for Young London (PYL) we have been coordinating the Young Londoners Coalition, a network of infrastructure voices in the statutory and voluntary sector across London. Our aim is to work together to ensure the London youth sector can speak with one voice to London and national policy makers and other partners on its capacity, needs and concerns.

We also collaborated with PYL, the Centre for Youth Impact (CYI) and others on the Data Hub, a survey aiming to collect information about youth work organisations and their provisions to support policy demands.

Continuing involvement with policy and decision makers, our Chair and CEO met with Youth Minister Baroness Diana Barran, the Department of Media, Culture and Sport (DMCS) and Department of Work and Pensions. Through our policy briefings to MPs, London Youth was referenced in a House of Commons Westminster Hall debate on knife crime.

We continue to support multiple sector governance and working groups to amplify the voice of our members and of young people in London, such as the Violence Reduction Unit (VRU) Partnership Reference Group, Greater London Authority (GLA) Young Londoners Fund Advisory Group, and NYA Advisory Board.

We responded, either independently or within coalitions, to public consultations such as the Lords Covid Committee's Life Beyond Covid Inquiry and the DCMS Youth Policy Review, and our CEO gave evidence to the London Assembly's Health committee on the impact of COVID-19 on young people's mental health and wellbeing. As a result, we were referenced in three external reports including PYL's Mapping Young Londoners, Sian Berry's London's Lost Youth Services and London Assembly Health Committee.

Best we can be

Anti-racism journey

In July 2020, London Youth committed to becoming an anti-racist organisation and in September 2021 published our principles which underpins our commitment to anti-racism (<https://londonyouth.org/about-us/our-commitment-to-anti-racism/>).

We know that racism is endemic in our society and this means that we need to identify and be conscious of how we contribute to perpetuating racism and inequality within our own organisation. We also know that many young people face the significant challenge of racism and the direct and indirect negative impact racism has on their opportunities to live happy, healthy, safe and fulfilled lives. This challenge is a key driver of our commitment to anti-racism as an organisation and as individuals.

During the year our work on anti-racism focused internally, where discussions and consultations took place across the organisation, including with the Board and our Youth Board. We developed a SWOT analysis and a Theory of Change and established an accountability mechanism - the Race Equality Actions Stakeholder Group, led by our trustee (and member) Charline King.

The key impacts we want to achieve are shared understanding, building trust, human resources processes, proactive engagement and embedding of anti-racism throughout everything we do at London Youth.

In August 2021 the Race Equality Action Plan, developed with the support of an external consultant, was affirmed. It is based on the following pillars:

- Anti-racist organisation
- Diversity
- Inclusion
- Education and learning
- Governance and accountability
- External impact

In the next year, the teams will be embedding race equality and anti-racism into their objectives and work plans. We will also be focused on the external engagement and impact of our work.

Digital

Our ambition is to make more and better use of digital technology and communications in all aspects of our work, in order to be more accessible and responsive to the needs of our members, deliver safely and increase efficiency within existing resources.

In 2020-21, we worked on developing a digital strategy with a clear digital vision. Identifying three priority audience groups (members, prospective donors and outdoor centres customers), the strategy rests on better understanding these audiences and being flexible, responsive, and empathetic to their individual needs. Through personalisation, automation, and real-time data, we will create stronger digital relationships with all audiences, grow income and revenue, amplify our impact and support a larger member network without significantly increasing costs.

We also launched multiple website improvements, focussing on usability, accessibility and responsiveness; and developed a prioritised project list with CRM development as key priority.

Monitoring, Evaluation & Learning

In order to monitor and evaluate our progress in achieving the organisational new strategy aims, in 2020-21 we focused on setting up monitoring, evaluation and learning (MEL) frameworks. Theories of Change and Outcomes Frameworks were developed for both Membership and Programme Delivery teams, highlighting the key outcomes detailed in the sections above according to key target audience groups: young people, youth professionals and youth organisations.

Practically, we set up tools and processes that enabled us to:

- Collect data about our impact on members such as an outcomes survey and the addition of questions about impact to all consultations
- Analyse data in a more accessible way, for example using PowerBI visualisation tools
- Ensure learning is embedded and acted upon across the organisation through learning spaces and channels

Setting up these frameworks and tools made it possible to have an overview of the impact our provision is making on young people and youth professionals as well as gain an understanding of the impact our work is making for our members.



Financial review

Financial report

The Financial Strategy agreed by the charity in 2020 sought to achieve a break-even position of income over expenditure (before depreciation) by financial year end 2023, with deficits in the intervening years to be funded from general reserve.

In recognition of the ongoing impact of the pandemic on visitor revenue at London Youth's two Outdoor Centres based in Buckinghamshire and East Sussex, budget reprofiling agreed in November 2020 reduced the overall income target from £6.578M to £3.634M and overall expenditure target from £7.535M to £6.312M for the financial year 2020-21. The window to achieve the Financial Strategy was extended to financial year end 2025, with close monitoring to ensure that the charity maintained a baseline of free reserves, comprising 3-6 months' expenditure in line with the Reserves Policy adopted by the Trustees and estimated to be £4M by 31 August 2025.

The Trustees also realised their ambition to invest in key fundraising activities in 2020-21, led by a new Director of Fundraising at the charity and including a new Head of Corporate Partnerships role. This approach was complemented by a renewed focus on digital during the period; both in terms of membership reach and digital fundraising.

This renewed focus paid off in 2020-21, with *Donations and legacies* Income totalling £0.698M (2020: £0.263M); reflecting the generosity of key individual supporters and exceeding pre-pandemic values of £0.362M (2019).

London Youth continued its strong track record of attracting programme funds in 2020-21 which the charity uses to deliver a range of membership opportunities to help meet the needs of young people in London. Once again, the generosity and timely response of key trust and foundation supporters and corporate partners helped to ensure that London Youth continued to meet these needs which became particularly acute during 2020-21 as a result of the ongoing impact of the pandemic; delivering £4.2M to the charity in year (2020: £4.2M), of which £2.9M (2020: £2.9M) related to programme funding.

Additional grants of £0.289M in 2020-21 related to government CJRS support (2020: £0.320M) as the charity sought to minimise the impact of the pandemic through utilisation of the government's furlough scheme.

The year 2019-20 saw the value of the charity's investments plummeting by c.15% as markets reacted negatively to the global pandemic. Continuing the recovery into the financial year 2020-21, London Youth's investment portfolio realised gains of £1.053M by 31 August 2021 (2020: £0.162M), netting a further £0.165M (2020: £0.2M) in income for the charity.

Following a strong pre-pandemic performance in 2018-19 which took the charity and its trading subsidiary to within £30k of its General Fund break-even target, the financial performance to 31 August 2021 continued to be dominated by the impact of the pandemic – especially in terms of earned income at the charity's outdoor residential Centres. However, although visitor restrictions continued to impact at the Centres to July 2021, *Earned Income* at the Centres exceeded the revised budget target of £0.238M at £0.412M (2020: £1.352M).

Trading income was similarly affected; realising only £0.038M (2020: £0.72M) of anticipated income of £0.85M in year.

Overall Income for the period totalled £5.3M (2020: £5.1M: when adjusted to net out profit on sale of assets in year of £1.4M); exceeding the revised budgeted income target of £3.6M; this represented 147% of budgeted income in 2020-21.

On the Expenditure side, £3.5M (2020: £2.4M) was spent on restricted programme delivery in year; notably £0.544M on HeadStart Action (2020: £0.179M); £0.450M on Burberry Foundation support for members (2020: £nil); £0.421M on Getting Active (2020: £0.451M); £0.375M Rise Up (2020: £0.043M) and £0.350M Good for Girls (2020: £nil). Included in this spend was a total of £1.567M in direct grants to members (2020: £0.562M) as London Youth continued to support members and young people during the ongoing effects of the pandemic.

The increased activity at project level was supported by an increase of 5.5% in overall budgeted Expenditure at £6.7M (2020: £6M) and reflected a lower cost base as a result of actions taken to mitigate the estimated £2.5M loss of *Earned Income* at the Centres; notably in areas such as Staff costs, £3M (2020: £3M) - achieved through a combination of furlough and redundancies – and in other areas such as Catering & Venue costs, £0.068M (2020: £363k).

While the overall surplus for the year to 31 August 2020 was £0.734M; this figure, when adjusted for proceeds of property sale, showed a deficit of £0.686M. The deficit for year ending 2020-21 shows an improvement on this figure; the overall deficit being £0.230M; represented by a deficit of (£1.284M) less investment gains of £1.053M in year, which figure exceeds the pre-pandemic deficit of £0.330M as at 31 August 2019.

Investment performance

London Youth held an investment portfolio valued at £8.393M as at 31 August 2021 (2020: £6.4M), approximately 70% of which is managed by Sarasin & Partners, £5.967M (2020: £5.256M), with the remainder, £2.414M (2020: £1.144M) being managed by CCLA – London Youth having transferred a further £1M to this portfolio in April 2021.

The portfolio managed by Sarasin & Partners includes the sum of £1.635M (2020: £1.463M) which is held as a permanent endowment (the “Girls Fund”). The permanent endowment was acquired on 1st February 1999 following the merger with the London Union of Youth Clubs. The value of these investments - £891,991 – at the fund transfer date was classified as frozen permanent capital; the remaining value of the investments being classified as unapplied total return.

London Youth’s objective is to achieve a level of capital and income growth that over the long term at least maintains the real value of the assets and the Investment Policy is reviewed annually by the Finance Committee of the Board of Trustees. In 2019 the existing portfolios were moved to a total return basis, with the aim of allowing the charity to maximise total returns - at minimum to maintain the real value of the investment assets - while making available an appropriate proportion of the total return for expenditure each year. The distribution level is currently set at 3.5% per annum for each portfolio and has been kept under constant review to ensure no erosion of capital.

Total income from the investment portfolio for the year ending 31 August 2020 was £0.165M (2020: £0.200M), with net gains for the period at £1,053M (2020: £0.162M).

Reserves policy and position

The Trustees seek to retain a prudent level of reserves from unrestricted income.

London Youth holds financial reserves to be applied to future activities in a number of categories:

- **Unrestricted:** are available to be applied, at the discretion of the Trustees to any of London Youth's charitable purposes. This includes designated funds which have been put aside by the Trustees for specific future purposes.
- **Restricted:** are to be applied to the specific purpose intended by the donor.
- **Endowment:** are restricted funds that are to be retained for the benefit of London Youth as a capital fund. Permanent endowments require the capital to be maintained and only the income and capital growth can be utilised.

London Youth is funded in a number of different ways, including significant grants and donations from a variety of sources that support our London programmes, together with earned income from activities and residentials at the charity's two Outdoor Centres based in Buckinghamshire and East Sussex. These diverse income streams mean we are not reliant on a single source of funding and are unlikely to see all of our income withdrawn at the same time.

Trustees normally base their reserves policy on the identified needs to:

- Provide sufficient working capital for the following year and to provide against a downturn in revenue generation and an uncertain fundraising climate.
- Mitigate the risk of unforeseeable expenditure, with particular regard to ownership of the two residential centres which require ongoing capital investment.
- Support innovative programmes where such require a period of development and testing prior to proving their case to external funders.
- Invest in organisational development and infrastructure to better support front-line delivery and boost long-term stability and sustainability.

London Youth believes that its unrestricted reserves should be between 3-6 months' expenditure, excluding capital appeal expenditure. This means that the charity would normally seek to hold unrestricted free reserves of between £1.6M and £3.2M.

The Trustees continue to monitor the ongoing impact of the pandemic in terms of the longer-term depletion of Reserves. Based on longer-term budget forecasts, it is estimated that the equivalent six-month reserve figure will be £4M as at 31 August 2025, which has been adopted by the Trustees as the longer-term Reserve target, pending any significant shifts in expenditure patterns during that time.

The level of 'free' reserves as at year end available to fund the Reserves target - that is the total reserve figure less the value of the Permanent Endowment, £1.6M (2020: £1.5M); Restricted Programme funds, £0.603M (2020: £1.129M) and Fixed Asset reserve, £6.6M (2020: £6.9M) - is £7.941M (2020: £7.574M).

This figure is consistent with the longer-term financial strategy to provide support from 'free' reserves of £0.800M in the period from 2020-25 to support the development of a fundraising strategy and to continue to support digital adaptation and development.

The Trustees therefore believe that the current level of 'free' reserves stand at a satisfactory level in light of the adopted policy and ongoing organisational requirements.

Going concern

Despite the healthy level of free reserves, being £7.941M (2020: £7.574M) as at year end 31 August 2021, the Trustees have recognised the need to provide ongoing support to revenue budgets to mitigate the impact on *Earned Income* at the Centres as a result of the Covid-19 pandemic. Further, the Trustees recognise that the revenue budget 'break even' objective will not now be achieved, as intended, by the financial year ending 31 August 2023 and that it is unlikely that this target will be achieved before 31 August 2025.

During the year, the charity took a number of steps to protect the level of its reserves; utilising government support where at all possible and implementing cost-saving measures which moved beyond prior year mitigating measures, such as the non-filling of vacancies. These measures involved not only extending the scope of the furlough scheme to a wider group of staff, but also implementing a number of outdoor centre staff (10) as well as introducing other staff rationalisation measures, such as shared resourcing.

This involved a number of separate consultations with staff; resulting in agreement that a total of (12) roles were to be made redundant at the Centres; of which (2) were non-fillable vacancies and (1) was achieved on a voluntary basis. In addition, a number of hours reductions were achieved on a voluntary basis to allow a limited operation of the Leisure Centre, based at Woodrow High House in Buckinghamshire where government guidance allowed. The extension of the CJRS until end of March 2021 and subsequently to 30 September 2021 prevented further redundancies being implemented and, as the Centres began to prepare to re-open to visitors in mid-2021, a number of staff who had been made redundant were re-hired.

The Trustees have taken additional steps, post year end, to ensure that the group continues to operate on a going concern basis, including reprofiling of budgets for 2021-22 to take account of emerging challenges and opportunities, as government continues to respond and provide guidance to limit impact of the Covid-19 threat. In particular, the Trustees will review the potential impact of any new government guidance to schools issued by the Department of Education, in an attempt to contain new variants of the virus.

While the Trustees recognise the adverse impact of these challenges, they also recognise the potential for increased demand for outdoor education opportunities and took the decision, in 2021, to refurbish the property at Woodrow High House, to provide an enhanced experience which will compete with best-in-class. London Youth will continue to work with its existing funding partners and develop new partnerships – focusing on corporate partnerships in particular - to continue to provide support for membership networks; including ongoing digital adaptation to support the development of hybrid models for programme delivery.

Having regard to the foregoing and, with ongoing measures in place to assess the emerging Covid-landscape, the Board of Trustees believe there are sufficient resources available to manage the current operational risk, including the risk to the charity's reserves. The Board therefore considers there is a reasonable expectation that London Youth has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future.

For the reasons outlined above, the Board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Principal funding sources in 2020-21

We thank all our supporters to whom we are deeply grateful. Every donation makes a difference and is sincerely appreciated. Principal sources of funding in 2020-21 were as follows:

Individuals

Eric and Virginia Campus	Dr David Cox
Guy Davison	Roger Jefcoate CBE DL
Sir David Knox	Ian Lundberg
Roger Merton, MBE	Stephen Moss, CBE
Poppy and Charlie Scott-Plummer	David and Lucy Wernick

Livery Companies

The Chartered Accountants Company	The Girdlers' Company
The Worshipful Company of Tallow Chandlers	

Trusts and Foundations

29th May 1961 Charitable Trust	Julia and Hans Rausing Charitable Trust
Alchemy Foundation	London Marathon Charitable Trust
Broughton Family Charitable Trust	London Wildlife Trust
Burberry Foundation	Lynn Foundation
Chalk Cliff Trust	Mainhouse Charitable Trust
City Bridge Trust	Maurice Marks Charitable Trust
East Grinstead Memorial Estate	Mobbs Memorial Trust
EF & MG Hall Charitable Trust	Morrison's Foundation
Ernest Kleinwort Charitable Trust	Paul Hamlyn Foundation
Feathers Association	The Phillips Family Charitable Trust
Fisher Charitable Foundation	Redfern Charity Trust
Fonthill Foundation	Rotherwick Foundation
Guild of Freemen City of London	Shanly Foundation
Ian Askew Charitable Trust	Sir Jeremiah Coleman Gift Trust
Jack Petchey Foundation	Sulgrave Trust
Jimmy Dixon Charitable Trust	Thomas J Horne Memorial Trust
John Lyon's Charity	Trust for London
Joseph Levy Endowment Trust	Tudor Foundation

Companies and organisations

Benevity	London Sport
BNP Paribas	MoPAC
British Fencing	M&G plc Community Fund
Burberry	National Lottery Community Fund
Clifford Chance	RDAS
CVC Capital Partners	Sport England
DCMS	UBS
GLA	Violence Reduction Unit
Heritage Lottery Fund	Visa
JP Morgan	Wernick Group
Kinleigh Folkard and Hayward	

In-kind support

Jones Lang LaSalle (JLL)

Plans for the future

Priorities for 2021-22

We will continue the implementation of core long-term strategies adapted for the post-Covid landscape; including Centres, Finance, Fundraising, Membership and Programmes, as outlined in the 2020-25 Strategy, priorities for the coming year include:

- Embedding strategies for member engagement – including segmentation and digital reach and influence.
- Enhance outdoor opportunities and learning for young people at the Centres – there are several elements of this work continuing in the year ahead:
 - The completion of refurbishment work at Woodrow High House, as well as the reconfiguration of one block of accommodation to improve access and use for those with disabilities as well as improving the experience for all young people who visit.
 - The installation of a biomass boiler district heating system at Woodrow High House to vastly reduce our reliance on fossil fuels, achieve running cost savings and reduce the charity's carbon footprint. This project follows the successful installation at Hindleap Warren which was completed in 2015, where the existing sewage treatment plant will be upgraded.
 - A review of the learning and evaluation methodology at the Centres, ensuring that we learn more from our delivery such that it informs us of the ways we can improve in future.
 - Drawing on some of the positive experiences we have had of collaboration between our two outdoor centres during the pandemic. We will further develop those opportunities for cross-team working with the aim of improving the consistency of high-quality experiences at both locations.
- Continue to collaborate with sector funders and partners, and expand our philanthropic income opportunities, to improve efficiencies and help develop better outcomes for young Londoners.
- Provide even more opportunities for young people through our existing programmes: through sports, arts, social action and employability – and ensure our Youth Board are at the heart of the organisation.
- Develop new programmes with and through our members to support the emerging needs of our young people and their member organisations.
- Develop bespoke Learning Reports for members to use to communicate their impact.
- Develop and roll out of our CRM Refresh project which will bring greater digital efficiencies across the organisation, starting with our Fundraising and Centres teams.
- Focus on policy and influencing work - which continues to build the case on key structural issues affecting youth provision in London - to provide leverage for members' fundraising potential
- Make further strides on our journey to becoming an anti-racist organisation as we implement our race equality action plan; engage with our members to learn, share and amplify challenges, as well as good practice across our networks.

Principal risks and uncertainties

London Youth maintains a risk register to identify the principal risks to which the charity is exposed and confirm that systems are in place to manage and mitigate those risks. The risk register is reviewed on a quarterly basis by the Board and its Committees and by the Senior and Leadership Teams on an ongoing basis to identify new risk and appropriate strategies to manage all relevant risks.

The key risks facing the organisation are:

Safety

London Youth continues to monitor and manage activities that may result in a child, young person or adult being seriously injured or killed whilst taking part in a London Youth activity – especially at the Outdoor Centres, where activities are specifically designed to provide challenges to children and young people in a way that is safe and encourages them to participate.

The culture at London Youth and at the Outdoor Centres in particular, is one of 'safety first' which is promoted by senior staff throughout the organisation, with expert input provided by the Head of Safety & Safeguarding. Specifically,

- adventure activities are professionally built and are regularly inspected, and the trees in which activities are placed are regularly inspected by professional arboriculturists;
- appropriate training is provided to instructors, including supervision of new employees until their competence can be validated;
- all activities are risk assessed, and appropriate control measures put in place. Staff carry out checks on personal safety equipment and on activity equipment before activities take place. Swimming pools are operated by staff who are appropriately training and with two lifeguards on duty (or holders of an equivalent qualification) at all times.
- Minibuses are driven by staff who hold relevant qualifications and training, and buses are inspected regularly to ensure they are roadworthy.

Regular health and safety reviews, coupled with accident and incident reporting - including investigation and review at senior level, as appropriate - enables London Youth to continually improve standards and manage risk.

Safeguarding

London Youth's staff and volunteers are vetted at recruitment stage, including DBS checks to the level appropriate for their roles, and all staff attend safeguarding training within three months of joining the organisation and then every three years. London Youth has established a cross-organisational Safety and Safeguarding Group who meet regularly to discuss, review and respond to new threats, such as online threats to children and young people as many programmes adapted to virtual environments in 2020-21.

Member engagement

Through a successful engagement strategy, particularly in the post-Covid period from mid-March, London Youth successfully grew its membership network in 2019-20 to over 630 members, which was supported by a policy to waive membership fees in that period. Despite concerns regarding the re-introduction of fees in 2020-21, the attrition rate for membership renewals was 5%, with a total of 606 members re-joining in 2021; down from a total of 637 in 2020. Further, 2020-21 demonstrated that there was a higher membership engagement rate in 2020-21, with 294 (49%) of members actively engaged in London Youth programmes, compared to 274 (43%) in 2019-20. London Youth continues to develop innovative ways to increase its capacity to engage with existing and new members, which will be supported in 2021-22 by digital and CRM infrastructure.

Financial sustainability

The greatest financial risk currently posed to the financial sustainability of the charity is the ongoing existential threat and uncertainty posed by the Covid-19 pandemic and subsequent impact on *Earned Income* at the Centres; London Youth's primary source of unrestricted income.

The charity has demonstrated its capacity to be alert to this risk and to act appropriately through a range of risk mitigation measures such as its ability to secure emergency funding, coupled with restructuring of its cost base. Ongoing reviews and budget reprofiling will deliver a range of further mitigating actions, as required, to enable the charity to remain within its 5-year reserves target of between £2M and £4M; representing between three and six months' of expenditure.

The Trustees are focused on this risk and the need to ensure that successful programme funding doesn't add additional strain to the 'ask' on reserves due to the need to provide additional unfunded overhead capacity to support programme delivery. London Youth continues to focus on the need to budget appropriately for programme delivery in terms of direct and support costs required to successfully deliver a wide range of activities.

Funding risk

Having demonstrated considerable expertise in raising restricted programme funds by developing strong multi-year funding relationships with trusts, foundations and institutional funders, London Youth appointed a new Director of Fundraising in late 2020 to enable the charity to focus on its longer-term sustainability by leveraging new income sources – including corporate, high net worth individuals and unrestricted income. This approach has been complemented by additional investment in digital approaches to improve the charity's membership reach and online funding capacity.

London Youth has already seen an uplift in Donations and Legacy income in 2020-21, which rose from £0.263M in 2020 to £0.697M in 2021. The charity will continue to focus on diversifying its income streams, with a particular focus on generating new sources of unrestricted income, supported by a fit-for-purpose digital infrastructure to support relationship management and stewardship.

Trustees' Report

Structure and governance

Governance

Legal structure

The Federation of London Youth Clubs, operating under the name London Youth, is constituted as a company limited by guarantee registered in England and Wales (number 258577) and registered as a charity with the Charity Commission (number 303324).

The charity was founded in 1887 as The London Federation of Boys' Clubs and incorporated on 22nd August 1931 as a charitable company limited by guarantee. It is governed by its Articles of Association which were last amended on 21st March 2018.

Subsidiary undertakings

The charity's wholly owned trading subsidiary, London Youth Company Trading Ltd (company number 2977936, registered address 47-49 Pitfield Street, London N1 6DA), carries out non-charitable trading activities for the charity – primarily swimming lessons and sports hall hire for non-youth groups. Details are included in Note 4 to the accounts.

Charitable objects

The charitable objects are to give young people access to a range of learning opportunities and challenging experiences which promote their personal and social development. "Young people" are defined in the governing documents as aged up to 25 years old.

Our activities to achieve this are:

1. To assist the development of young people by promoting, improving and assisting the delivery of efficient and high-quality youth work services.
2. To relieve poverty by assisting young people in need and by encouraging young people to make use of educational and recreational facilities so that their lives may be improved.
3. To give young people access to a range of learning opportunities and challenging experiences which promote their personal, social and spiritual development.

These are embedded in our vision and reflected in our strategy and activities.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

London Youth's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its key objectives. The Trustees confirm, in the light of the guidance, that these aims fully meet the public benefit test and that all the activities of the charity, described in the Strategic Report, are undertaken in pursuit of these aims.

This report demonstrates how London Youth's strategy and activities during the year have helped young people through key performance metrics and reported outcomes. London Youth has also reiterated its commitment to continuing to deliver public benefit in the years ahead through its 2020-25 Strategy.

Appointment, induction and training of Trustees and Honorary Officers

The Board of Trustees (who are all also company Directors) comprised 13 at 31st August 2021 (2020: 14). Trustees that served during the year are detailed on page 64.

Trustees are elected by Members at the Annual General Meeting following nomination either by the Board of Trustees or by five or more members and retire in accordance with the charity's Articles of Association which allows a maximum service of 9 years. Honorary Officers comprising the Chair, Deputy Chair and Treasurer are elected annually.

At the 2021 AGM, having served a term of 9 years, both the Chair, Keith Ward, Honorary Treasurer stood down, being ineligible for re-election in accordance with the Articles and Morenike Ajayi was elected in this honorary role.

Trustees are provided with a Trustee Handbook and have an induction on first joining London Youth, including meetings with senior staff and training as needed thereafter. The Trustee Board has an annual Away Day with senior staff to consider its strategic plans and improve governance at the beginning of the annual planning process. Both new and existing Trustees are asked to adhere to the Trustee Code of Conduct. All Trustees at London Youth are volunteers and receive no benefits from the charity. Any expenses reclaimed are paid in accordance with our Trustee Expenses Policy.

The Board regularly considers improvements to governance and performance. During the year under review, a small working Group, led by the Chair of the Nominations Committee, Simon Turek, convened to consider a committee structure appropriate to support the charity to deliver upon its 2020-25 Strategy. Following this review, a new committee structure was approved by the Board in November 2020, which included the existing Assurance and Finance Committees; renamed the Nominations Committee to include the title '*Governance and People*'; renamed the DARE Youth Board to London Youth's *Youth Board*; restructured to involve maximum participation of young people in decision-making at London Youth. A new Membership Committee and Fundraising Working Group were also set up as well as a designed Working Group to support the charity's Race Equality work; chaired by Charline King, Trustee. In February 2021, a Fundraising Working Group was convened to support the new Director of Fundraising in the development of a fundraising strategy for the organisation.

The Trustees have implemented the Charity Governance Code for Large Charities, as appropriate, and will apply the enhancements published in December 2020 to the Code which focus on *Principle 3: Integrity*; and *Principle 6: Diversity*, now called *Equality, Diversity and Inclusion* as a means to building on past high standards achieved and ongoing commitment to continual improvement in these areas.



Management and decision-making

Management

Executive management is delegated to the Chief Executive and Senior Team, comprising departmental executive Directors. Senior staff comprising the Senior and Leadership Teams ('Heads of'); the latter holding budgetary responsibility across a range of cost centres that sit within relevant departments, including responsibility for monthly management reporting and the annual planning and budgeting cycle.

Trustees meet quarterly at formal Board and sub-committee meetings at which they review management accounts with forecast out-turn, the risk register and progress against planned deliverables. Trustees and staff interact regularly and, specifically: the Chief Executive meets regularly with the Chair; the Director of Finance and Resources with the Honorary Treasurer; and the Head of Safety and Safeguarding with the Chair of the Assurance Committee.

Involving young people in decision-making

London Youth actively provides young Londoners with opportunities to develop their engagement and leadership potential. Following a review of the long-term objectives in context of London Youth's 2020-25 Strategy, DARE London will now be referred to as the "Youth Board"; with strengthened processes to involve young people in decision-making in three distinct ways:

- **Ambassadors:** young people are visible within the wider sector; their voices heard and positioned to influence change
- **Advisers** – young people are a key part of London Youth organisationally and regularly involved in decision-making and development
- **Alumni** – young people who have been a part of London Youth's Youth Board can remain connected and contribute to change.

Grant making policy

London Youth's policy is to make grants to organisations working with young people in London with similar objects to that of the charity. Before making a grant, London Youth conducts a due diligence review, including an appraisal of the project, governance structures and the grantee's capacity to deliver; proportionate to the size of the grant. This process ensures that there is a good strategic fit between the objectives of London Youth and the partner organisation, and that the project provides an effective way of bringing about the desired impact. Bigger grants are usually disbursed in instalments to ensure that deliverables are being achieved in line with the relevant grant agreement.

Grants expenditure is accounted for in full as liabilities when approved and notified to grantees, as there is a valid expectation that they would receive the grant as offered and accepted.

Nonetheless, London Youth staff monitor and evaluate progress throughout the period of the grant and provide support, as required, to help project deliverables remain on track. London Youth reserves the right to discontinue grant funding if not satisfied that the grant is being managed according to the grant agreement.

Fundraising

London Youth grew its fundraising team in 2020-21; achieving a long-held ambition to resource the charity to continue to work with existing funders but to take active steps to diversify its unrestricted income streams, especially in light of the financial risk posed by ongoing Covid-uncertainty.

London Youth does not use third party fundraising organisations, nor carry out telephone or direct mail fundraising.

London Youth also enters into a limited number of commercial agreements in order to benefit from product sales. As London Youth does not undertake public fundraising, the charity does not have specific policies in place to protect vulnerable people and members of the public, beyond the organisational safety and safeguarding procedures. However, London Youth adheres to the Code of Fundraising Practice and is registered with the Fundraising Regulator. No complaints have been received by the charity regarding fundraising activities carried out by the charity or someone on behalf of the charity during the period under review.

Our people

Volunteers

The Trustee Board acknowledges and greatly appreciates the contribution that volunteers make to the charity with their enthusiasm and dedication.

Staff

London Youth had, on average, a paid workforce of 84 full time equivalent staff (2020: 97), who are based in London and at our two centres upon whom the charity relies on professionalism and commitment to deliver on its charitable objectives. The charity is strongly committed to supporting diversity and inclusion and, in 2021, provided fresh impetus to its race equality work.

London Youth is committed to the wellbeing of staff and the charity continued to deliver a wide range of wellbeing supports to support to home-working environments but also to staff on furlough and those being made redundant in late 2020. Regular health and wellbeing checks are carried out on a 1:1 basis and the charity implemented a wide range of resources and tools to support employee wellbeing.

Remuneration policy

London Youth takes an approach to pay and reward that enables the charity to recruit and retain the skilled staff required to deliver on its charitable objectives. A performance management culture enables staff and volunteers to understand and deliver our strategy, while being accountable for their role in doing so. London Youth is a diverse organisation that competes in different job markets for varied skills and experience.

The pay policy at London Youth is structured to reflect this and is guided by the following principles:

- the charity aims to pay staff a salary that is a fair position of the relevant job market; with the ambition to reflect the market median where affordable;
- salaries are benchmarked against service providers and charities of comparable size and roles;
- London Youth supplements this approach with checks against charity sector salary surveys in order to monitor its pay position in the market.

The pay and conditions of the Chief Executive and Senior team are set in accordance with this approach and agreed by the Board of Trustees. Remuneration of key management personnel is set by the Trustees in line with affordability and the charitable sector to ensure remuneration is fair and not out of line with that generally paid for similar roles.

This practice is in line with the National Council for Voluntary Organisations' executive pay guidance that, *'the overall goal of a charity's pay policy should be to offer fair pay to attract and keep appropriately-qualified staff to lead, manage, support and/or deliver the charity's aims'*.

Key management personnel comprise the Chief Executive, Director of Engagement, Director of Programmes, Director of Residential Centres, Director of Fundraising and Director of Finance & Resources. See note 12 for total remuneration of these roles.

Statement of Trustees responsibilities

The Trustees (who are also Directors of London Youth for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice (Accounting and Reporting by Charities) (the Charities' SORP FRS 102);
- Make judgements 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 financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware; and
- They have taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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. The Report of the Trustees, which incorporates the requirements of the Strategic Report and the Directors' Report as set out in the Companies Act 2006 (strategic Report and Directors' Report) Regulations 2013, was approved by the Board and signed on its behalf by:



Stephen Moss, Chair: 12 April 2022

Independent Auditor's Report

Independent Auditor's Report to the Members of The Federation of London Youth Clubs

Opinion

We have audited the financial statements of The Federation of London Youth Clubs (the 'charitable company') and its subsidiary (the 'Group') for the year ended 31 August 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Reserves, the Consolidated and Charitable Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including 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 Group's and the charitable company's affairs as at 31 August 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group 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 Group or the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our 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.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 34 the trustees (who are also the directors of The Federation of London Youth Clubs for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group'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 group or the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Group for fraud. The laws and regulations we considered in this context for the UK operations were requirements imposed by the Charity Commission, health and safety legislation, data protection legislation and employment law.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management.

Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence, designing audit procedures over the timing of income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Julia Poulter

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

55 Ludgate Hill

London

EC4M 7JW

Date: 13 April 2022

Financial Statements

Statement of Financial Activities

Consolidated Statement of Financial Activities

Including Income and Expenditure year to 31 August 2021

Group	Notes	Unrestricted Funds £	Restricted Funds £	Permanent endowment £	Total 2021 £	Total 2020 £
Income						
Donations and legacies	2	339,411	358,141	-	697,552	263,290
Charitable activities						
. Development		70,691	1,122,443	-	1,193,134	490,483
. Opportunity		585,939	1,414,231	-	2,000,170	3,697,071
. Voice		924,251	18,424	-	942,675	52,271
. Best We Can Be		7,555	-	-	7,555	10,000
Other Grant Income	3	289,217	-	-	289,217	320,329
Other trading activities	4	43,390	-	-	43,390	82,374
Investments	5	123,744	-	44,305	168,049	213,972
Profit on the sale of assets	6	-	-	-	-	1,447,609
Total income		2,384,198	2,913,239	44,305	5,341,742	6,577,399
Expenditure on:						
Raising funds	7	238,481	-	-	238,481	198,994
Charitable activities	8					
. Development		12,974	970,180	-	983,154	581,894
. Opportunity		1,963,482	2,496,465	-	4,459,947	5,029,128
. Voice		80,677	43,424	-	124,101	103,042
. Best We Can Be		810,433	-	-	810,433	57,485
Other	9	9,210	-	-	9,210	34,977
Total expenditure		3,115,257	3,510,069	-	6,625,326	6,005,520
Net gains / (losses) on investments		876,934	-	176,638	1,053,573	162,028
Net (expenditure) / income		145,878	(596,830)	220,943	(230,011)	733,907
Transfers between funds		(71,192)	120,000	(48,808)	-	-
Net movement in funds		74,686	(476,830)	172,135	(230,011)	733,907
Reconciliation of funds						
Total funds brought forward		14,470,755	1,129,571	1,462,671	17,062,997	16,329,090
Total funds carried forward	17	14,545,441	652,741	1,634,806	16,832,986	17,062,997

The above results are from continuing activities and there are no gains and losses except as stated above. Notes 1 to 22 form part of these accounts.

Balance Sheet

Company and Group Balance Sheet as at 31st August 2021
Company Number 0258577

	Notes	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Fixed assets					
Tangible fixed assets	13	6,604,666	6,604,666	6,896,712	6,896,712
Investments	14	8,392,965	8,392,967	6,411,716	6,411,718
		<u>14,997,631</u>	<u>14,997,633</u>	<u>13,308,428</u>	<u>13,308,430</u>
Current assets					
Debtors	15	512,197	543,804	914,221	946,281
Cash at bank and in hand		2,264,417	2,224,048	4,056,843	4,003,760
		<u>2,776,614</u>	<u>2,767,852</u>	<u>4,971,064</u>	<u>4,950,041</u>
Creditors:					
falling due within one year	16	(941,259)	(932,499)	(1,216,494)	(1,195,473)
Net current assets		<u>1,835,355</u>	<u>1,835,353</u>	<u>3,754,569</u>	<u>3,754,567</u>
Total net assets		<u>16,832,986</u>	<u>16,832,986</u>	<u>17,062,997</u>	<u>17,062,997</u>
Represented by:					
Funds and reserves					
Permanent endowment funds	17	1,634,806	1,634,806	1,462,671	1,462,671
Restricted funds		652,741	652,741	1,129,571	1,129,571
Unrestricted funds					
. General funds		3,250,787	3,250,787	3,500,729	3,500,729
. Designated funds		11,294,652	11,294,652	10,970,026	10,970,026
		<u>16,832,986</u>	<u>16,832,986</u>	<u>17,062,997</u>	<u>17,062,997</u>

Total income and gains for the charity was £6,395,315 and total expenditure was £6,625,326, giving a net deficit of (£230,011).

Approved by the Trustees and signed on their behalf by:



Stephen Moss
Chair



Morenike Ajayi
Treasurer

On 12 April 2022

Notes 1 to 22 form part of these accounts.

Cash Flow

Group Cash Flow Statement for the year ended 31st August 2021

Statement of cash flows	Notes	2021 £	2020 £
Cash inflow from operating activities:			
Net cash provided by operating activities	A	(999,696)	(1,257,729)
Cash flows from investing activities:			
Dividends, interest and rents from investments		165,218	200,544
Purchase of investments		(1,000,000)	-
Purchase of property, plant and equipment		(30,272)	(146,496)
Proceeds from the sale of assets (net of fees)		80,551	1,753,633
Net cash (used in) investing activities		(784,503)	1,807,681
Change in cash and cash equivalents in the reporting year		(1,784,198)	549,952
Cash and cash equivalents at the beginning of the reporting year		4,097,567	3,547,615
Cash and cash equivalents at the end of the reporting year	B	2,313,369	4,097,567

Notes to the cash flow statement for the year to 31 August 2021

A - Reconciliation of net movement in funds to net cash flow from operating activities	2021 £	2020 £
Net movement in funds		
Adjustments for:		
Net (expenditure)/ income for the reporting period	(230,011)	733,907
Depreciation charge	322,319	314,238
Profit from sale of fixed assets	-	(1,447,609)
(Gains)/losses on investments	(1,053,573)	(162,028)
Dividends, interest and rents from investments	(165,218)	(200,544)
(Increase)/decrease in debtors	402,023	(296,304)
Increase/(decrease) in creditors	(275,236)	(199,390)
Net cash provided by operating activities	(999,696)	(1,257,729)
B - Analysis of cash and cash equivalents	2021	2020
	£	£
Cash at bank and in hand	2,264,417	4,056,843
Cash held by investment manager	48,952	40,724
Total cash and cash equivalents	2,313,369	4,097,567

Notes 1 to 22 form part of these accounts

Notes to the Financial Statements

Notes to the Financial Statements as at 31st August 2021

1. Policies and information

a) Charity information

The charity is an incorporated charity (company number: 00258577 and registered charity number: 303324) domiciled in the UK. The address of the charity is 47-49 Pitfield Street, London, N1 6DA.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK generally Accepted Practice. In preparing the Financial Statements for the year ended 2020-21, London Youth has availed of the exemption from presenting its unconsolidated Profit and Loss account under Section 408 of the Companies Act, 2006.

London Youth meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

London Youth's subsidiary, London Youth Trading Company Limited, commenced trading in August 2015, and its accounts are consolidated on a line by line basis into these accounts for the year ended 31 August 2021.

c) Preparation of the accounts on a going concern

The Trustees at London Youth have adopted the going concern basis in preparing the financial statements for the year ended 31 August 2021, having assessed the principal risks facing the charity, including the severity of the financial impact of Covid-19 pandemic. Although revenues at the charity's Outdoor Residential Centres have recovered well since government restrictions eased in July 2021, the major uncertainty facing the charity relates to the potential for further disruption as a result of pandemic variants – the full extent and impact of which are yet to be fully realised and understood.

The Trustees have considered the impact of the prevailing COVID-19 environment through extensive scenario modelling on these operations and other areas of activity – including programme delivery - for the next 12 months and, specifically, have considered the continued impact on the Centres' *earned income* and cash flows. As a result, the 2021-22 budget does not anticipate a full resumption of normal activities at the Centres until the period post-January 2022; with earned income reforecast for 2021-22 forecast at c.70% of the strategic targets set in 2020.

The Trustees acknowledge that the loss of this income will continue to impact on revenues for both London Youth and London Youth Trading Company Ltd ("the group") but are confident that they now have a range of now tried-and-tested options available to mitigate any unanticipated downturn in revenues in the event that government guidance effectively prevents the Centres from operating as intended in year.

These options include reverting to cost-saving measures, as implemented in 2020-21, as well as the potential to provide additional budget to support any further restructure via the charity's free reserves of

£7.941M as at 31 August 2021 (2020: £7.574M).

While the Trustees recognise the adverse impact of these challenges, they also recognise that there are opportunities for further strategic partnerships across a range of existing and potential funders to meeting the emerging and acute needs of young people and youth workers in London during this period. As evidenced by additional emergency funding secured of £800k secured on behalf of members in 2020-21, London Youth will continue to work with its existing funding partners and develop new partnerships to continue to support our membership networks during this period of uncertainty and beyond.

Although there is no assurance currently to be provided regarding the ongoing uncertainties presented by the Covid-19 pandemic, the Board of Trustees at London Youth has a reasonable expectation that the organisation will be able to continue in operation and meets its liabilities as they fall due from the period of assessment to February 2023.

The ongoing impact of the pandemic will continue to be closely monitored and further actions taken to manage/mitigate the risks posed to the organisation as a result and to ensure the longer-term sustainability of London Youth.

Therefore, the Trustees have concluded that there are adequate reserves to continue in operational existence for the foreseeable future and have continued to prepare the financial statements on a going concern basis.

d) Income

Income is credited to the statement of financial activities on an accruals basis. Voluntary income is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably. Services are provided at the two outdoor education centres, Hindleap Warren and Woodrow High House, with deposits and course income invoiced in advance and deferred to the month when the course takes place. Income is deferred when it relates to activity in the next accounting year, primarily at the residential centres.

Grant Income is recognised in the Statement of Financial Activities when received or when the charity becomes entitled to receipt. Grants that have been received are treated as deferred income where there are specific requirements in the terms of the grant that the income recognition is dependent on certain activities being completed in a future accounting period.

The charity received some gifts in kind during the year and the prior year including legal services, provision of meeting rooms, provision of building materials and volunteer time; these gifts are not considered material and have not been recognised in the financial statements.

Incoming resources generated from endowment funds are unrestricted.

Where tax is recoverable by the charity in respect of income receivable, it is recognised as part of that income at the time it is receivable.

e) Expenditure

The costs of generating funds include the salaries, direct costs and overheads associated with generating income from fundraising for unrestricted activities and grants for charitable activities.

Costs of charitable activities comprise direct expenses incurred on the defined charitable purposes of the charity and include direct staff costs attributable to the activity.

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management, financial management, ICT and HR functions. Support costs are apportioned between charitable activity headings pro-rata with the proportion of full-time equivalent staff.

f) Investments

Investments are included on the balance sheet at their market value at the end of the financial period. Realised and unrealised gains and losses are credited, or debited, to the statement of financial activities in the year in which they arise. A Total Return approach was adopted for investments in January 2020.

g) Tangible fixed assets

Land

Land is shown in the balance sheet at cost. Land has not been depreciated.

Freehold properties

Freehold properties are depreciated over their useful economic life, expected to be 50 years for permanent buildings and 20 years for more temporary structures, based on cost.

Improvements

2-20% depreciation per annum has been provided against leasehold improvements, according to the nature of the improvement and the useful economic life.

If no cost is recorded, or if property is not used by the charity for its own activities and is subject to onerous restrictions or held on trust it is considered to have no economic value to the charity, and such properties are held at a valuation of £nil.

Where improvements have been made to properties subject to onerous restrictions, the improvements have been capitalised and are depreciated over the expected time period for which the charity will benefit from the use of those properties.

Motor vehicles, furniture, fittings, fixtures and equipment

Depreciation at 10% to 33% per annum on cost to write down the motor vehicles and furniture and equipment to net realisable value over each asset's estimated useful life to the charity.

Computer equipment

Depreciation at 25% to 33.3% per annum on cost to write down the computer equipment to net realisable value over each asset's estimated useful life to the charity.

It is the charity's policy to capitalise assets of £1,000 and over in value.

h) Fund accounting

The general funds comprise those monies which may be used towards meeting the charitable objectives of the charity at the discretion of the Trustees.

The designated funds are monies set aside out of general funds and designated for specific purposes by the Trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or are donations subject to donor-imposed conditions.

The permanent endowment funds comprise monies which must be held as capital indefinitely; income arising from invested funds is unrestricted and is credited to the general fund in the Statement of Financial Activities.

i) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight line basis over the lease term.

j) Pension costs

The Charity makes payments into an auto-enrolment defined contributions pensions scheme operated by The People's Pension.

k) Grants administered on behalf of clubs

Grants and donations received by the charity acting as an agent for individual member organisations are not recorded as incoming or outgoing resources on the statement of financial activities. In 2020-21 these were payments made by City Bridge Trust to organisations achieving a Quality Mark award, totalling £71,500 (2020: £61,000).

l) Grant-making

London Youth acts as lead partner on several programmes, such as HeadStart Action and Rise Up and is responsible for making grants to its partners, which are paid out as soon as practically possible after receipt of funds; based on budgeted expenditure pre-agreed with the funder and relevant due diligence criteria; the partners then make payments to their sub-partners in the partnership.

Grants expenditure is accounted for in full as liabilities, when approved and notified to grantees, as there is a valid expectation that they would receive the grant as offered and accepted.

The charity also makes a limited number of grants to other charities with charitable objects similar to its own (or similar non-profit organisations), primarily its member youth organisations as part of programme delivery and member development.

m) Financial Instruments

London Youth 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand trade debtors, accrued income and other debtors. Financial liabilities held at amortised cost comprise trade creditors, accruals and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised with income and expenditure.

n) Key judgements and uncertainties

In the application of the charity's accounting policies, Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The key judgements relate to the current value of the property portfolio held as tangible fixed assets. These estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

o) Taxation

London Youth is a registered charity and therefore is not liable to corporation tax on income and gains derived from its charitable activities, as it falls within the various exemptions available to registered charities. No Taxation is payable for 2020-21 as London Youth Trading Company Limited donated its profits to London Youth under Gift Aid after the year end. No provision for taxation has therefore been made for 2020-21.

2. Donations

	Unrestricted Funds £	Restricted funds £	Total 2021 £	Total 2020 £
Donations & Legacies	339,411	358,141	697,552	263,290
	339,411	358,141	697,552	263,290

3. Other Grant Income

	Unrestricted Funds £	Restricted funds £	Total 2021 £	Total 2020 £
Government CJRS	289,217	-	289,217	320,329
	298,217	-	289,217	320,329

4. Trading Income

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Rental income – Company	5,856	-	5,856	10,562
London Youth Trading Company income	37,534	-	37,534	71,812
Group Total	43,390	-	43,390	82,374

5. Investment Income

	Unrestricted funds £	Endowment Funds £	Total 2021 £	Total 2020 £
Income from listed investments				
. Unit trusts and common investment funds	120,913	44,305	165,218	200,544
Interest receivable				
. Bank interest	2,831	-	2,831	13,428
	123,744	44,305	168,049	213,972

6. Profit on the sale of assets

	Unrestricted funds £	Unrestricted funds £	Total 2021 £	Total 2020 £
Proceeds from property sales	-	-	-	1,800,071
Cost of sales	-	-	-	(352,462)
	-	-	-	1,447,609

7. Expenditure on raising funds

	Staff costs £	Other costs £	Total 2021 £	Total 2020 £
Fundraising costs	221,051	17,431	238,481	170,527
Investment management fees	-	-	-	28,467
	221,051	17,431	238,481	198,994

8. Expenditure on charitable activities

	Direct costs £	Support costs* £	Total 2021 £	Total 2020 £
Development	873,484	109,670	983,154	581,894
Opportunity	4,099,607	360,340	4,459,947	5,029,128
Voice	103,211	20,890	124,101	103,042
Best We Can Be	779,098	31,335	810,433	57,485
<i>*see note 9</i>	5,855,400	522,235	6,377,635	5,771,549

Included in expenditure are grants made to partners and members as part of development and programme delivery in the following amounts:

<u>Grants to Institutions</u>	2021	2020
	£	£
2-3 Degrees Legacy CIC	50,549	-
Alexz Education Ltd	40,408	16,342
All Changes Art	30,000	-
BIGKID Foundation	29,200	-
Clore Partner	61,800	-
Focus CIC	11,584	-
Goals for girls	8,141	13,500
Hackney Quest	38,008	14,042
Indoamerican Refugee (IRMO)	27,000	-
Kentish Town Community Centre	11,160	-
Kids N Action	27,000	-
Knights Youth Centre	27,000	-
Leaders In Community	75,258	16,042
Leap Confronting Conflict	125,504	-
London Learning Consortium	-	19,770
Lewisham Irish Community	27,000	-
Lewisham Youth	27,000	-
One Miah Group	-	16,000
Paddington Arts	44,022	-
Palace for Life Foundation	-	28,730
Play Place CIC	55,400	12,432
Reaching Higher	37,008	14,042
Salaam Peace	6,080	50,000
Somerville Youth & Play	37,008	14,042
South Central Youth	27,000	-
Spiral Skills CIC	36,508	18,542
St. Matthews Project	28,500	-
Sulgrave Youth Club	28,500	-
Tag Youth Club	31,900	-
Teen Action	27,000	-
The Avenues Youth Project	15,980	-
The Salmon Youth Centre	37,008	14,042
Waltham Forest Community Hub	36,508	14,042
XLP	4,500	15,700
Young Urban Arts Foundation	28,600	-
Grants £10k and under for programme delivery	225,761	284,237
Grants 5k and under for programme delivery	242,672	-
	<u>1,566,567</u>	<u>561,501</u>

In addition, Microgrants of £3,244 were made to individuals and groups of young people (2020: £10,880)

9. Other Expenditure

	Total 2021 £	Total 2020 £
Costs associated with property sale(s)	-	65,387
Other costs (LYTC)	9,210	7,448
	9,210	34,977

10. Support costs

	Development Opportunity £	Opportunity £	Voice £	Best We Can Be £	Fundraising £	Total 2021 £	Total 2020 £
Finance	25,899	85,096	4,933	2,467	4,933	123,328	151,814
HR	18,017	59,197	3,432	1,716	3,432	85,794	105,610
IT	12,830	42,155	2,444	1,222	2,444	61,095	109,680
Governance (note 11)	20,269	66,597	3,861	1,930	3,861	96,518	118,811
London Office	28,151	92,496	5,362	2,681	5,362	134,052	165,016
Safety & Safeguarding	4,504	14,799	858	429	858	21,448	26,402
	109,670	360,340	20,890	10,445	20,890	522,235	677,333

Support costs have been allocated based on full-time equivalent headcount.

11. Governance costs

	Total 2021 £	Total 2020 £
Auditor's remuneration		
Current year audit fees	45,360	34,233
Non audit fees	6,323	2,779
Trustee Indemnity insurance	4,950	4,955
Salary Costs	36,318	55,593
Other	3,510	21,110
Trustee expenses	56	142
	96,517	118,812

12. Staff costs

Group and charity	Total 2021	Total 2020
	£	£
Staff costs during the year were as follows:		
Wages and salaries	2,669,416	2,786,444
Social security costs	251,897	281,105
Redundancy and termination costs	10,760	-
Pension costs	116,514	130,945
	3,048,587	3,198,494
Temporary and outsourced staff costs	65,137	229,614
	3,113,724	3,428,108

No termination payments were made in 2021 (2020: £nil). However, redundancy costs of £10,760 were incurred in 2021 (2020: £nil).

Group and charity	Total 2021	Total 2020
	£	£
Staff costs during the year were as follows:		
Charitable activities		
. Development	225,972	250,098
. Opportunity	2,262,189	2,528,384
. Voice	100,267	104,121
. Best We Can Be	71,405	74,149
Fundraising	139,575	144,939
Support costs	314,316	326,417
	3,113,724	3,428,108

The average number of employees calculated on a monthly average head count and on a full-time equivalent (FTE) basis was:

Group and charity	2021 Number	2021 FTE	2020 Number	2020 FTE
Direct charitable				
. Development	8	8	5	5
. Opportunity	74	52	108	79
. Voice	7	7	3	3
. Best We Can Be	5	5	2	1
Fundraising	5	5	3	3
Support	8	7	6	6
Total	107	84	127	97

During the year employees earning in excess of £60,000 per annum, including taxable benefits fell into the following ranges.

	<u>2021</u>	<u>2020</u>
	Number	Number
£80,000 - £89,999	-	-
£70,000 - £79,999	1	1
£60,000 - £69,999	3	4

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis comprise the Chief Executive and a Senior Team, currently comprising the Director of Programmes, Director of Engagement, Director of Centres, Director of Fundraising and Director of Finance & Resources. The total taxable benefits and employers' pension and National Insurance contributions of the key management personnel for the year was £508,030 (2020: £428,576).

No Trustees received remuneration in respect of their services as a Trustee during the period (2020: £nil). One Trustee received reimbursement of £56 for travel expenses during the period (2020: one Trustee £142). The charity has a Trustee indemnity insurance policy in force for which the charge for the period was £4,590 (2020: £4,955).

13. Tangible fixed assets

	Land and Property £	Improvements £	Furniture, fixtures & equipment £	Motor vehicles £	Computers £	Total £
Cost or valuation						
At 1 September 2020	7,626,469	2,631,366	883,496	22,077	222,687	11,036,093
Additions	-	12,338	3,902	-	14,032	30,272
(Disposals) Marvel's Lane property	-	-	-	-	-	-
At 31 August 2021	7,276,469	2,643,704	887,398	22,077	236,719	11,066,366
Depreciation						
At 1 September 2020	2,334,880	1,153,597	490,470	6,180	154,256	4,139,382
Charge for year	110,974	86,519	81,454	2,323	41,048	322,319
(Disposal)	-	-	-	-	-	-
At 31 August 2021	2,445,854	1,240,116	571,924	8,503	195,304	4,461,701
Net book values						
At 31 August 2021	4,830,615	1,403,588	315,474	13,574	41,415	6,604,666
At 31 August 2020	4,941,589	1,477,769	393,026	15,897	68,431	6,896,712

Freehold property included above at cost or Trustees' valuation at year end comprises:

47-49 Pitfield Street	London	London Youth own use
Hindleap Warren	Sussex	London Youth own use
Woodrow High House	Buckinghamshire	London Youth own use

The charity also owns freehold properties listed below which are included at a £nil valuation because the properties are held on trust or have restrictive covenants concerning their disposal. These properties have no recorded cost and are not in use by the charity.

<u>Freehold properties at £nil value:</u>	<u>Reason for non-valuation</u>	<u>Insurance Value (£)</u>
Westminster House Youth Club, London	Held on Trust	450,000

14. Investments

	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Shares in subsidiary undertaking at cost	-	2	-	2
Listed investments	8,332,013	8,332,013	6,358,992	6,358,992
Cash held by investment managers for investment	48,952	48,952	40,724	40,724
Other investments	12,000	12,000	12,000	12,000
	<u>8,392,965</u>	<u>8,392,967</u>	<u>6,411,716</u>	<u>6,411,718</u>

The charity owns the entire issued share capital of London Youth Trading Company Limited, company number 02977936, incorporated in England and Wales. This company traded throughout the year ended 31 August 2021; its balance sheet is consolidated within these accounts. London Youth Trading Company Limited has Shareholder funds of £2.

London Youth Trading Company Limited's income during the year was £37,534 (2020: £71,812) and its surplus for the year was £14,077 (2020: £35,352). An amount of £14,077 (2020: £35,352) was donated to London Youth under gift aid subsequent to the year end. Net assets of London Youth Trading Company Limited are shareholder funds of £2.

	Listed Investments £
Market value at 1 September 2020	6,358,992
Additions (CCLA)	1,000,000
Withdrawals	(80,551)
Gains /(losses)	1,053,573
Market value at 31 August 2021	8,332,013
Cash held by investment managers	48,952
Total investment	<u>8,380,965</u>
Listed investments at cost	<u>6,459,708</u>

Listed investments held at 31 August 2021 comprised the following:

	2021 £	2020 £
Fixed income	615,939	691,627
Equities	6,544,438	4,679,598
Property	160,266	89,458
Alternative assets	739,564	505,333
Liquid assets	<u>320,758</u>	<u>433,701</u>
	<u>8,380,965</u>	<u>6,399,716</u>

Included within listed investments are 58.8 ordinary shares in Royal Bank of Scotland Plc with a market value of £125 (2020: £71) at 31st August 2021 which do not form part of the CCLA or Sarasin & Partners investment portfolios.

Investments include an endowment for the Girls Fund. London Youth adopted total return accounting for the Girls Fund in January 2019. A base date of 1st February 1999, the date of the merger with the London Union of Youth Clubs and transfer of assets when the fund was acquired, was approved for determining the permanent capital value of the endowed fund, based on the market value of £891,991 at the fund transfer date. The value of these investments was frozen and classified as frozen permanent capital, and the remaining value of the investments was classified as unapplied total return.

	Trust for Investment	Unapplied Total Return	Total Endowment
At beginning of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	555,919	555,919
Total	891,991	555,919	1,447,910
Movements in the reporting period:			
Gift of endowment funds	-	-	-
Recoupment of trust for investment	-	-	-
Allocation from trust for investment	-	-	-
Investment return: dividends and interest	-	44,305	41,075
Investment return: realised and unrealised gains/(losses)	-	176,638	171,719
Less: Withdrawals	-	(12,652)	(3,230)
Total	-	208,291	209,564
Unapplied total return allocated to income	-	(44,305)	(45,578)
Net movements in reporting period	-	163,986	163,986
At end of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	719,905	719,905
Total	891,991	719,905	1,611,896

15. Debtors

	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Trade debtors	179,355	177,840	297,435	296,938
Prepayments and accrued income	331,842	331,842	481,047	479,988
London Youth Trading Company	-	33,122	-	33,615
Other debtors	1,000	1,000	135,739	135,739
Total debtors	512,197	543,804	914,221	946,280

Amounts totalling £82,809 (2020: £72,354), which were invoiced prior to the year end but which relate to activity in the next accounting year, primarily at the residential centres, have been netted off Trade Debtors and Fees in Advance.

16. Creditors

	Group 2021	Charity 2021	Group 2020	Charity 2020
	£	£	£	£
Fees in advance and deferred income	148,073	139,313	269,036	255,716
Trade creditors	298,326	298,326	350,170	350,170
Other creditors	205,539	205,539	214,129	212,668
PAYE and National Insurance	69,936	69,936	63,211	63,211
Pensions Payments	18,941	18,941	17,061	17,061
Accruals	200,444	200,444	302,888	296,648
Total creditors	941,259	932,499	1,216,495	1,195,474

Analysis of movement in fees in advance and deferred income

	Group	Charity
Deferred income at 1st September 2020	269,036	255,716
New deferred income in the year	141,673	139,313
Deferred income released	(269,036)	(255,716)
Deferred income at 31st August 2021	141,673	139,313

17. Funds

	1 Sept 2020	Incoming resources	Expenditure	Transfers *	Gains & Losses	31st Aug 2021
	£	£	£	£	£	£
Restricted Funds						
Development						
Membership Development						
Membership Development/Marketing	31,058	182,114	(175,966)	-	-	37,206
Quality Mark (CBT & YLF Training)	(1,105)	217,500	(179,249)	-	-	37,146
CVC Mental Health	-	45,309	(26,701)	-	-	18,608
Burberry	-	485,000	(450,012)	-	-	34,988
Good for Girls	-	346,837	(349,921)	-	-	(3,084)
Rise Up Leadership Programme	11,433	494,972	(374,903)	-	-	131,502
Opportunity						
Residential Centres						
Woodrow General Restricted	11,570	28,000	(8,639)	(30,252)	-	680
Woodrow Restricted Projects	-	66,500	(167,461)	100,252	-	(710)
Hindleap General Restricted	13,931	23,088	(8,100)	(14,276)	-	14,643
Hindleap Countryside Stewardship	10,473	11,251	(36,000)	14,276	-	-
Youth Action						
City Leaders - Core programme	36,324	99,500	(115,890)	-	-	19,933
City Leaders - Keeping it Wild	16,488	101,904	(111,151)	-	-	7,241
Microgrants	6,410	8,032	(14,442)	-	-	-
Sports Development						
Sports Development	311,477	350,370	(421,335)	-	-	240,512
ActiveLeads	35,100	-	(35,100)	-	-	-
Young Leaders	66,216	19,941	(86,157)	-	-	-
JP Events	(3,585)	25,000	(21,415)	-	-	-
Young Culture Makers	17,935	15,000	(24,152)	-	-	8,784
Employability						
JP Morgan	-	35,000	(18,600)	-	-	16,400
Future Talent	204,606	1,750	(174,503)	-	-	31,853
HeadStart Action	356,134	197,000	(543,759)	-	-	9,375
CVC Employability	-	70,347	(50,777)	-	-	19,570
Voice						
Youth involvement						
Youth Board (formerly DARE London)	2,606	-	(49,057)	50,000	-	3,548
Coming of Age	-	43,424	(43,424)	-	-	-
Best We Can Be						
Learning						
Other	2,500	45,400	(23,354)	-	-	24,546
Restricted Funds Total	1,129,571	2,913,239	(3,510,069)	120,000	-	652,741

	1st Sep 2020 £	Incoming resources £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2021 £
Designated Funds						
Fixed Assets Designated Fund	6,896,712	-	(322,319)	30,273	-	6,604,666
Development Fund	3,529,976	77,320	-	117,860	607,356	4,332,512
Fundraising Investment	263,000	-	(100,428)	-	-	162,572
Digital Development Fund	280,338	-	(85,436)	-	-	194,902
Permanent Endowment Funds						
London Girls Fund	1,462,671	44,305	-	(48,808)	176,638	1,634,806
Unrestricted Funds						
General funds	3,500,729	2,306,880	(2,607,075)	(169,325)	269,578	3,300,787
TOTAL FUNDS	17,062,997	5,341,744	(6,625,326)	-	1,053,572	16,832,986

*Transfers are made to and from the Fixed Assets Designated Fund when assets are capitalised and depreciated respectively.

Restricted Funds

Restricted funds are those funds that must be used in accordance with the donors' wishes.

Development

Membership Development - Developing, training, connecting and quality assuring our membership network to deliver good youth work, including running networks meetings to develop and share practice and providing specific support for young people. Our membership development work is supported by City Bridge Trust, John Lyon's Charity, Paul Hamlyn Foundation, the Burberry Foundation, the Greater London Authority (Violence Reduction Unit), the National Lottery Community Fund, the CVC Foundation, the Department for Digital, Culture, Media & Sport and others.

Opportunity

Creating a broad and inclusive range of quality opportunities for young people

Residential Centres – Funds to support our centres and outdoor education. This includes funds donated by Bucks Association for Gardening with disabled people in the Woodrow grounds; Countryside Stewardship supports forestry work at Hindleap Warren; Other funds for the residential centres supported building and refurbishment works, equipment to better support disabled young people, and subsidised visits for your people including trips away from the centre.

Youth Action – A range of youth leadership and social action programmes supported by The City Bridge Trust, The Morrisons Foundation, The Jimmy Dixon Charitable Trust, The National Lottery Community Fund, and National Lottery Heritage Fund.

Sports Development – A range of sports development programmes and events supported by Sport England, London Sport, British Fencing, the Greater London Authority, Tudor

Foundation, Jack Petchey Foundation, John Lyon's Charity, The National Lottery Community Fund and others.

Employability - Future Talent is supported by JP Morgan Chase Foundation and the Greater London Authority have provided funding for the HeadStart Action programme which commenced in 2020.

Voice

Ensuring that our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion. While the majority of expenditure in this area was from unrestricted income, a grant was received for support for our youth involvement work and our Youth Advisory board.

Best we can be

City Bridge Trust/Cornerstone continue to support our ongoing learning and evaluation work, which includes innovation and developing practice with our members, supporting learning networks, and supporting organisational development with investment in fundraising development.

Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific reason:

Fixed Asset Fund

The fixed asset fund represents the net book value of tangible assets including property (see Note 12 above). These assets include Hindleap Warren and Woodrow High House which are fundamental to the day-to-day work of the charity.

Development Fund

The Development Fund was created to create a legacy from the sale of historic assets. This is a medium to long-term fund to support the development programmes at London Youth. It will be invested as determined by the Board of Trustees, with a particular focus on implementing the changes that will support the charity's longer-term sustainability.

Fundraising Investment Fund

This fund is for investment in our fundraising capacity and to support diversification of income streams.

Digital Development Fund

This fund is for investment in digital innovation to help us adapt to virtual environments, especially important in the post-Covid period.

Permanent endowment funds

London Youth acts as Trustee for the London Girls Fund. This is a capital restricted fund whereby London Youth is entitled to the income only. The London Union of Youth Clubs was appointed Trustee of the fund by a Charity Commission scheme dated 23 January 1998. Following the amalgamation of the London Union of Youth Clubs and the London Federation of Clubs for Young People on 1 February 1999, London Youth became the Trustee under the scheme.

18. Analysis of net assets between funds

Charity	Unrestricted funds				Total 2021
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
	£	£	£	£	£
Fund balances at 31st August 2021 are represented by:					
Tangible fixed assets	-	6,604,666	-	-	6,604,666
Investments	2,425,649	4,332,512	-	1,634,806	8,392,967
Current assets	1,743,559	357,475	652,741	-	2,753,775
Creditors: amounts falling due within one year	(918,422)	-	-	-	(918,422)
Total net assets	3,250,786	11,294,653	652,741	1,634,806	16,832,986

Fund balances at 31st August 2020 are represented by:					
Tangible fixed assets	-	6,896,712	-	-	6,896,712
Investments	1,156,071	3,792,976	-	1,462,671	6,411,718
Current assets	3,540,131	280,338	1,129,571	-	4,950,040
Creditors: amounts falling due within one year	(1,195,473)	-	-	-	(1,195,473)
Total net assets	3,500,729	10,970,026	1,129,571	1,462,671	17,062,997

Group	Unrestricted funds				Total 2021
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
	£	£	£	£	£
Fund balances at 31st August 2021 are represented by:					
Tangible fixed assets	-	6,604,666	-	-	6,604,666
Investments	2,425,647	4,332,512	-	1,634,806	8,392,965
Current assets	1,766,398	357,475	652,741	-	2,776,614
Creditors: amounts falling due within one year	(941,259)	-	-	-	(941,259)
Total net assets	3,250,786	11,294,653	652,741	1,634,806	16,832,986

Fund balances at 31st August 2020 are represented by:					
Tangible fixed assets	-	6,896,712	-	-	6,896,712
Investments	1,156,069	3,792,976	-	1,462,671	6,411,716
Current assets	3,561,154	280,338	1,129,571	-	4,971,063
Creditors: amounts falling due within one year	(1,216,494)	-	-	-	(1,216,494)
Total net assets	3,500,729	10,970,026	1,129,571	1,462,671	17,062,997

19. Operating leases

At 31 August 2021, the charity's minimum commitments over the life of non-cancellable operating leases on office equipment and motor vehicles were as follows:

Group and charity	2021	2020
	£	£
Expiring within one year	5,943	9,381
Expiring within two to five years	-	5,943
Total	5,943	15,324

20. Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up members are required to contribute an amount not exceeding 25p.

21. Associated charities and related parties

The Joseph Levy Endowment Trust is an associated charity and has three Trustees in common with The Federation of London Youth Club and uses the same principal office. The Trustees in common are Stephen Moss (who replaced A Julian Beare in April 2021), Morenike Ajayi (who replaced Keith Ward in April 2021), and David Miller. The objects of The Joseph Levy Endowment Trust are to promote and support the instruction of young people of all walks of life in the principles of discipline, loyalty and good citizenship in such ways as the Trustees shall from time to time think fit and, in particular, by furtherance of the charitable purposes of London Youth.

During the year, the charity received £30,000 (2020: £40,000) from The Joseph Levy Endowment Trust.

London Youth provided management, support services and facilities to London Youth Trading Company Limited in the amount of £14,246 (2020: £29,014), being primarily staff time and costs of the swimming pool and sports centre. London Youth Trading Company donated £14,077 (2020: £35,352) to London Youth through Gift Aid after the year end. As at 31 August 2021 £33,122 (2020: £33,615) was due to London Youth from London Youth Trading Company Limited.

The Addison Youth Club (T/A "Addison Youth") had three Trustees in common with The Federation of London Youth clubs for the period under review and uses the same principal office. The Trustees in common were A Julian Beare and Keith Ward (both of whom retired from The Federation of London Youth Clubs in April 2021) and David Miller. During the year London Youth invoiced Addison Youth in the sum of £6,000 (2020: £4,500) in respect of a management and administration charge.

London Youth is a corporate Trustee of the Jimmy Dixon Charitable Trust, The Sulgrave Foundation, and Raymond Plummer Settlement. The Federation of London Youth Clubs received £50,000 (2020: £39,311) from the Jimmy Dixon Trust to support the youth action programme and £7,000 (2020: £7,000) from The Sulgrave Foundation to support its sports development work. The Sulgrave Club related to the Foundation is a member of London Youth and paid a membership fee of £125 during the year.

Charline King, a Trustee of London Youth is an employee of Rathbone Society. Rathbone Society is a member club and actively engaged with London Youth. London Youth invoiced Rathbone for a membership fee of £125.

In 2021, two Trustees at London Youth each made a donation to the charity of £10,000 (2020: £nil); one of which comprised a restricted grant to support refurbishment works at Woodrow High House.

There are no other transactions with related parties of which the Trustees are aware.

22. Prior year figures

Consolidated Statement of Financial Activities Including Income and Expenditure year to 31 August 2020

Group	Notes	Unrestricted Funds £	Restricted Funds £	Permanent endowment £	Total 2020 £	Total 2019 £
Income						
Donations and legacies	2	257,988	5,302	-	263,290	362,495
Charitable activities						
. Development		8,708	481,775	-	490,483	530,607
. Opportunity		1,354,986	2,342,085	-	3,697,071	4,993,017
. Voice		-	52,271	-	52,271	39,311
. Best We Can Be		-	10,000	-	10,000	97,644
Other Grant Income	3	320,329	-	-	320,329	-
Other trading activities	4	82,374	-	-	82,374	157,671
Investments	5	154,074	-	59,898	213,972	203,361
Profit on the sale of assets	6	1,447,609	-	-	1,447,609	500
Total income		3,626,068	2,891,433	59,898	6,577,399	6,384,606
Expenditure on:						
Raising funds	7	190,760	-	8,234	198,994	297,422
Charitable activities	8					
. Development		64,100	517,794	-	581,894	458,398
. Opportunity		3,214,091	1,815,036	-	5,029,128	5,691,319
. Voice		52,728	50,314	-	103,042	218,588
. Best We Can Be		49,985	7,500	-	57,485	216,942
Other	9	34,977	-	-	34,977	79,547
Total expenditure		3,606,641	2,390,644	8,234	6,005,520	6,962,216
Net gains / (losses) on investments		148,792	-	13,236	162,028	247,137
Net (expenditure) / income		168,218	500,789	64,900	733,907	(330,472)
Transfers between funds		(13,188)	47,750	(34,562)	-	-
Net movement in funds		155,030	548,539	30,338	733,907	(330,472)
Reconciliation of funds						
Total funds brought forward		14,315,725	581,032	1,432,333	16,329,090	16,659,572
Total funds carried forward	17	14,470,755	1,129,571	1,462,671	17,062,997	16,329,090

Prior year funds movements to 31 August 2020

	1st Sep 2019	Incoming resources	Expenditure	Transfers *	Gains & Losses	31st Aug 2020
	£	£	£	£	£	£
Restricted Funds						
Development						
Membership Development						
Membership Development/Marketing	53,785	39,362	(130,698)	-	-	(37,551)
Quality Mark	10,500	97,500	(109,105)	-	-	(1,105)
Networks	-	141,660	(135,457)	-	-	6,203
Young People's Foundations	13,120	-	(13,120)	-	-	-
Covid-19 Adaptations	-	148,653	(86,247)	-	-	62,406
Rise Up Leadership Programme	-	54,600	(43,167)	-	-	11,433
Opportunity						
Residential Centres						
Woodrow Other	13,442	23,306	(2,313)	(22,865)	-	11,570
Hindleap Countryside Stewardship	7,232	17,241	(14,000)	-	-	10,473
Hindleap Other	12,666	68,162	(62,037)	(4,860)	-	13,931
Youth Action						
City Leaders - Core programme	11,922	161,499	(140,097)	3,000	-	36,324
City Leaders - Keeping it Wild	10,658	88,399	(82,569)	-	-	16,488
City Leaders - East London Leaders	10,307	82,028	(92,335)	-	-	-
Youth Leads	5,272	-	-	(5,272)	-	-
Microgrants	14,546	32,017	(41,775)	1,622	-	6,410
Sports Development						
Active Leads	14,616	747,831	(450,970)	-	-	311,477
Sports Development	20,757	49,039	(34,696)	-	-	35,100
Young Leaders	-	114,764	(48,548)	-	-	66,216
JP Events	13,858	32,572	(50,015)	-	-	(3,585)
Arts						
Young Culture Makers	-	47,813	(87,176)	57,298	-	17,935
Employability						
Big Lottery Fund Talent Match Croydon	135,864	(349)	(137,424)	1,910	-	-
Future Talent	232,487	347,881	(392,029)	16,267	-	204,606
HeadStart Action	-	535,185	(179,051)	-	-	356,134
Voice						
Youth involvement						
Dare London	-	52,270	(50,314)	650	-	2,606
Best We Can Be						
Learning	-	10,000	(7,500)	-	-	2,500
Other	-	10,000	(7,500)	-	-	2,500
Restricted Funds Total	581,032	2,891,432	(2,390,643)	47,750	-	1,129,571

	1st Sep 2019 £	Incoming resources £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2020 £
Designated Funds						
Fixed Assets Designated Fund	7,330,125	-	-	(433,413)	-	6,896,712
Development Fund	3,696,781	105,477	(20,233)	(101,976)	112,927	3,792,976
Digital & Programme Innovation Fund	504,584	-	-	(224,246)	-	280,338
Permanent Endowment Funds						
London Girls Fund	1,432,333	59,898	(8,234)	(34,562)	13,236	1,462,671
Unrestricted Funds						
General funds	2,784,235	3,520,590	(3,586,408)	746,447	35,865	3,500,729
TOTAL FUNDS	16,329,090	6,577,398	(6,005,519)	-	162,028	17,062,997

22. Post balance sheet events

Non-adjusting event post 31 August 2021

In November 2021, the Trustees were notified of a sewage leak at London Youth's Hindleap Warren outdoor centre. Two separate surveys have been commissioned and the most recent survey conducted in March 2022 estimates the cost of replacing the plant at between £200k and £300k.

In the meantime, temporary repairs and interim measures have been implemented to enable the plant to continue to function within Environment Agency guidelines, pending full replacement of the unit(s).

Reference Information

Patron	HRH Prince Edward, The Earl of Wessex	
President	Sir Kenneth Olisa, OBE	
Chair	Stephen Moss, CBE	
Deputy Chair	David Miller	
Honorary Treasurer	Keith Ward (to 26 April 2021) Morenike Ajayi (from 26 April 2021)	
Vice Presidents	The Lord Brooke Robin Callender Smith Jane Earle Clive Efford MP Robin Gowlland Peter Hudson Rt. Hon. Sir Simon Hughes Peter Hunter Sir David Knox Roger Merton MBE	Dr. Terry Powley John Ratcliff CBE Marsha Rae Ratcliff OBE G Davide Rodrigues The Rt. Rev. Roger Sainsbury John Spencer OBE Paul Stewart Joy Toghil Joseph Williams Carl Wonfor
Trustees	Morenike Ajayi (from 26 April 2021) Sue Asprey-Price Guy Davison Edward Hay (to 26 April 2021) Kevin Holian Adem Holness Charline King Sharaf Mahmood	David Miller Stephen Moss, CBE Louise Rodgers Stu Thomson Simon Turek Keith Ward (to 26 April 2021) Mario Washington-Ihieme
Youth Advisors Attending Board meetings	Jo-Ash Brown Curtis Johnson Kalliyah Kirlew	Amina Meshnuni Veronica Sarmiento Elena Vissani
Committee Chairs:		
Finance	Morenike Ajayi (replacing Keith Ward from 26 April 2021)	
Assurance	Kevin Holian	
Membership	Charline King	
Governance & People	Simon Turek	

Chief Executive and Company Secretary	Rosemary Watt-Wyness
Senior Team	
Director for Residential Centres	Martin Curtis
Interim Director of Programmes	Pauline Daniyan
Interim Director of Engagement	Gill Goodby
Director of Fundraising	Glen Fendley
Director of Finance & Resources	Danyanne Quemper
Registered name	The Federation of London Youth Clubs
Registered/principal office	47-49 Pitfield Street London N1 6DA
Telephone	020 7549 8800
E-mail	hello@londonyouth.org
Website	www.londonyouth.org
Company registration number	00258577 (England and Wales)
Charity registration number	303324
Auditors	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Bankers	National Westminster Bank plc 54 Marsh Wall West India Dock London E14 6LJ
Investment managers	Sarasin & Partners Juxon House 100 St Paul's Churchyard London EC4M 8BU
	CCLA Senator House 85 Queen Victoria Street London EC4V 4ET
Lawyers	Charles Russell Speechlys LLP 5 Fleet Place London EC4M 7RD



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Charity Registration: 303324
Company Limited by Guarantee. Registration (England and Wales): 258577

THE FEDERATION OF LONDON YOUTH CLUBS

England & Wales - Charity number 303324

Accounts

Annual Report 2019-20

Annual Report and Financial Statements 2019-20

Year ended 31st August 2020

The Federation of London Youth Clubs

47-49 Pitfield Street London N1 6DA

Charity Registration: 303324

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Introduction

Chair's welcome

Never did I imagine the challenging circumstances in which I would join London Youth. There has rarely been a time when youth organisations and their dedicated staff have been so important to this generation of young Londoners.

I was privileged to become the Chair of London Youth in April 2020, having previously been founder and Chair of the Springboard Charity, which helps thousands of young unemployed people into training and work. Finding another charity that focused on giving young people a better start in life was very much what I was hoping to commit my time and energy to.

The uncertainty, hardship and educational and social disruption young people have encountered is beyond anything I and most of us had to contend with growing up.

It quickly became clear to me how critical the work of our 650+ members has, and will continue to be, during these unprecedented and uncertain times. And how important these organisations are to the young people, their families and the communities they are embedded within. Elena, a London Youth Young Advisor, shares her perspective in this report as well.

In those early weeks of lockdown, London Youth staff and members showed resilience and determination as they adjusted services online and identified where emergency relief was needed in London, to deliver support to some of our most vulnerable young people who were no longer in school or able to attend their youth club.

The pandemic has highlighted just how vital our members are to the young people they support and that they are also vital to the governance of our network. I'm delighted to announce the introduction of a Membership Committee to be chaired by our Trustee Charline King from Rathbone Society, putting our members at the very heart of our decision-making.

I want to thank our talented Youth Board, with 29 members and a number that have taken on responsibilities as Young Advisors on our Board and as Young Ambassadors for the charity. We will provide the support needed to make this a positive, developmental opportunity for them, and that our governance discussions seek out and listen to the youth voices among us.

I feel extremely fortunate to be joining a charity whose Patron and President are such prominent campaigners for youth work:

- Our Patron, HRH the Earl of Wessex, is a leading advocate of the role of non-formal education and learning in the personal development of young people.
- Our President, Sir Kenneth Olisa OBE is dedicated in his commitment to level the playing field for young people from 'tough reality backgrounds' such as his own.

I know they would want to join me in thanking all those who support our vital work financially and to ask anyone who reads this Annual Report to carefully consider making a contribution to the charity. Without the funds required, we simply cannot fulfil our responsibility to the hundreds of youth organisations across London who rely on us and the tens of thousands of young people for whom we provide a range of programmes and activities that help give them the future they so deserve.

With a difficult period ahead, particularly for children and young people growing up in London, I look forward to leading us and supporting our membership to ensure we can be here for all our young Londoners. They will need us now more than ever.

Stephen Moss CBE
Chair of Trustees

Chief Executive's message

When I wrote my reflections for last year's annual report, I had no sense we were on the edge of complete upheaval. The adversities London Youth has faced are far outweighed in the scales by the loss and bereavement faced by so many; yet for our team and our members this year has been one of profound challenge.

At our Outdoor Learning and Residential Centres this has especially been the case. Woodrow High House and Hindleap Warren have been largely and forcibly shut since March 2020. Twenty thousand young people have missed out on that experience of excitement, sometimes fear and always achievement. We have been forced to make some members of the team redundant and to furlough others. The way colleagues have responded has been deeply impressive and I want to thank them.

I have also been impressed by the speed and determination with which the team has adapted our work. Becoming more digitally enabled was an important step before the pandemic and now digital adaptation has moved at a pace we never envisaged. I am proud we took an early decision to waive our membership fee for 2019-20. I am even prouder our membership is at a record number as youth workers seek to connect with us and each other.

It is evident that the youth sector has responded to the pandemic with commitment and determination. This is important and a cause for hope. But the needs we saw early on - for access to food and other essentials - have become part of a growing picture of need. The impact of the pandemic on young people's mental health and employment prospects will be tremendous. Yet these stresses on our communities in London are not new; the pandemic has deepened and worsened inequalities that already existed. When employment figures overall for young people were high, London Youth was making the case that Black, Bangladeshi and Pakistani young people were twice as likely to be unemployed. That divide has been exacerbated.

The protests over the summer showed us powerfully how far we have to go to become a more fair and equal society. We know we have a part to play in building that society and we have committed ourselves at London Youth to becoming an anti-racist organisation. We will work right across our activities to progress this; through our programmes offer, our membership services and within our staff team. But as we look forward, hoping to build that greater social justice, I am concerned that frontline community organisations, embedded in their communities, are likely to feel significant funding challenges.

Whilst we are in no way immune from these pressures, London Youth must work with energy and insight to secure the support our members need. We are uniquely placed to act as a conduit between the youth sector in London, policy makers and philanthropic organisations to craft and deliver the support needed.

I am grateful we have been supported by our incoming Chair Stephen Moss. Stephen has brought his energy and commitment to our collective effort and done so with real skill.

Thank you to him, to all of the team and to every one of the staff and volunteers in every one of our members. Your effort is going to matter.

Rosemary Watt-Wyness

Chief Executive

Young Advisor's Message

Annie had noticed.

She started a simple conversation and before I knew it, I couldn't stop the words from flowing. Somebody had noticed me. I'd managed to express to someone what was going on. I cannot tell you how good it felt to know that what I had spoken about was confidential and that she was there to listen to whatever I had to say.

At that moment, I needed somebody to help me with my heightened feelings when I was at my most vulnerable. I had my youth worker, Annie. I've known her for four years now. She has aided me to grow and to take every opportunity that comes my way. Without her you wouldn't be reading this. Without Annie I would never have found London Youth, which in turn has done so much for me. I am now connected with a diverse network of adults that are able to support me in everything that I do.

During the pandemic, my family suffered greatly as all members of my household suffer from conditions classed as 'high risk'. My parents were unable to provide for even the most basic necessities without risking their lives. Providing our family with weekly calls and food boxes, London Youth played a huge role in supporting us. I will be eternally grateful.

However, I am very aware that lots of families were unable to access the same. With youth clubs closed, the effects on young people and therefore society were immeasurably detrimental. Most people's mental health took a hit over the past year, but we are currently uncertain as to what extent. Those that suffered most were the ones who lacked support.

There was no Annie for them.

Every young person can struggle with their mental health. This is perhaps the most important reason for youth work: to be there to support as and when young people need.

COVID-19 meant there was an absence of support, and consequently new research by mental health charity, YoungMinds, found that lockdown has exacerbated mental health problems for young people. They also reported that many young people with mental health problems have also lost their coping mechanisms - including seeing friends or taking part in routine activities.

We need somebody there to notice.

I can say that without the help and support of youth workers like Annie, lots of young people wouldn't be where we are. Spending time at youth clubs and the opportunities I was encouraged to take ensured I wasn't spending time following paths that would get me into trouble. I was lucky.

The need for youth work has only been made more vital throughout the pandemic, and the year ahead will be crucial in attempting to make reparations. I want to say thank you to every single youth worker who continued to devote their time to the wellbeing of any young person during the pandemic. I also want to say thank you to Annie.

Elena Vissani
Young Advisor

2019-20 at a Glance

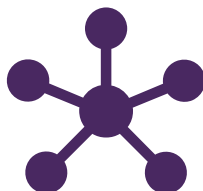
Membership Development



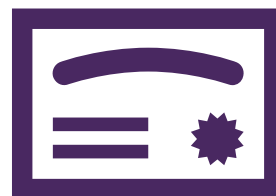
637 ↑
Members in
our network
(Last year 455)



117 ↑
Organisations
holding quality marks
(Last year 103)



139 ↑
Networking, training
& information
sessions
(Last year 87)



1,482 ↑
Youth professionals
participated in
networking & training
(Last year 1,798)

Opportunities for Young People



13,870 ↓
Total young people
supported
(Last year 28,704)



20,777 ↓
Young people
visit days at the centres
(Last year – 51,290)



4,772 ↓
Young people on
programmes
(Last year 7,068)



274 ↓
Members using
programmes or centres
(Last year 353)

NB: the numbers listed are for the opportunities created, not necessarily the numbers of individual people or clubs supported. In some cases there could be, and is, duplication where a young person or youth worker might take part in more than one opportunity. As noted within this report, as part of the new strategy for 2020-25, monitoring, evaluation and learning approaches have evolved; where measurement approach or data collection has changed, a like for like figure for the year before has been used.



About London Youth

We are London Youth. A charity on a mission to improve the lives of young people in London, challenging them to become the best they can be. Young people need opportunities outside school to have fun with their friends, to learn new skills, to make a positive change in their communities and to shape the city they live in.

Our aims and objectives

Our aim is to promote the personal and social development of Young People by promoting, improving and assisting the delivery of efficient and high-quality youth work services. We aim to provide Young People with access to a range of learning opportunities and challenging experiences which promote their personal, social and spiritual development by working with our members to create accessible and attractive environments where Young People can mix and which provide a range of recreational, sporting, artistic and cultural opportunities that are both exciting and enjoyable.

We work with our members to provide a range of opportunities for Young People to develop a concept of positive health and fitness, and to explore health-related matters concerned with their sense of well-being and to develop skills to help them reach their full potential. These skills include the personal and social skills to help Young People to take charge of their own lives in becoming responsible members of the community.

Above all, our aim is to ensure that Young People are supported by London Youth and its members to have equality of opportunity, regardless of age, race, religion, national origin, gender, marital status, disability or sexual orientation.

Our vision and mission

Our vision is that all young Londoners live happy, healthy, safe and fulfilled lives.

Our mission is to support and challenge young people to be the best they can be.

What is special about London Youth is that we do this with – and through – our network of community youth organisations in London and at our two residential centres.

We provide opportunities – in sports, arts, youth action, outdoor learning, employability - for all young people. We focus particularly on those who wouldn't otherwise have access to the kind of opportunities we offer.

We believe these opportunities are best achieved through a network of strong youth organisations embedded in their communities, building lasting local relationships and delivering excellent youth work.

Because good youth work works.

Our story

London Youth was founded in 1887 because the individual youth organisations of the day knew that they were stronger and could achieve more for young people by working together. Since then, much has changed for young Londoners, but the need to work together is more pressing than ever – and especially given the COVID-19 pandemic.

Since 1887, we have worked with our members to offer young people a wide range of high-quality opportunities for learning and fun and to build strong trusted relationships with adults and their peers.

We grew from the Ragged Schools movement of the 19th century, inspired by the simple idea that every young person, irrespective of background and circumstance, has something to gain from somewhere to go, something to do and someone to talk to.

We spent the twentieth century as two separate charities, The Federation of Boys' Clubs and The Union of Youth Clubs, which worked primarily with girls. In 1999 the charities merged to create The Federation of London Youth Clubs. That's still our legal name, though we prefer London Youth.

We're proud of our history, helping young people become the best they can be for over 130 years.

London Youth continues to provide a united voice and support for community youth organisations and youth workers across the capital.

Our approach

All across London, young people want opportunities outside school to have fun with their friends, to create and lead projects that make positive change in their communities, and to shape the kind of city they want for the future.

London Youth supports a growing, thriving network of community youth organisations within communities all across the capital. Together, we help thousands of young Londoners do all of those things – and more. With local authority funding hugely reduced and the pandemic increasing pressures on the economy, it is more important than ever that youth organisations are supported to be resilient and resourceful.

In this context, London Youth provides vital backing to our members, and high-quality opportunities for them to engage young people in:

- Sports development
- Arts and culture
- Youth social action
- Employability
- Outdoor learning.

Our objectives

As stated in our 2017-20 strategy, we deliver our mission through four strategic objectives:

1. **Development** - Developing, training, connecting and quality assuring our membership network to deliver good youth work
2. **Opportunity** - Creating a broad and inclusive range of quality opportunities for young people in social action, sports development, employability and outdoor learning
3. **Voice** - Ensuring that our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion
4. **Best we can be** - Being the best we can be ourselves; fundraising effectively, financially robust and a great place to work

We want to reach out to even more communities, co-creating new opportunities with young people and drawing the youth organisations who work with them into our network.

Our principles

We strive to act in line with our four simple principles:

1. **Honesty** – about what works (and what doesn't) – we learn from our mistakes
2. **Collaboration** – with each other, young people, our members, and the world beyond
3. **Improvement** – committed to continual improvement
4. **Fun** – because we think we achieve and learn the most when we enjoy ourselves

Why our work is needed now more than ever

London is an extraordinary city that offers huge opportunity, but it is also unequal and where too many people can feel excluded from that opportunity. Change, growth and uncertainty were mainstays of the city's evolution and COVID-19 has only increased this dramatically. Many more young people will now face the prospect of unemployment, many will be experiencing increased pressure on their emotional health and many youth organisations may now face challenges to survive.

- 1. Child poverty pre-COVID-19 was higher in London than the rest of the UK.** London is the most unequal place to live in the UK¹. Wealth inequality has grown and the housing shortage, which contributes to this, has also worsened. The face of poverty has changed; in-work poverty increased, and poor households have been pushed to move from the inner city to outer areas of London. After housing costs, 27% of Londoners were living in poverty, a figure six percentage points higher than the rest of England². This affects children and young people especially. We expect this picture to worsen as a result of the pandemic.
- 2. All of this is taking its toll on young people's resilience and well-being when young Londoners already experienced worse physical and mental well-being.** Prior to COVID-19 young people in London were more likely than others to be inactive; childhood obesity is higher and young Londoners have generally worse emotional wellbeing. We are seeing that young people's struggles with emotional wellbeing and mental health are at record levels. And this is even more profound amongst young people in London. In 2014/15, 1 in 6 (15.5%) 15-year-olds in London reported a low life satisfaction; this is significantly higher than the rest of England and is the highest of all regions in the country. The rate of children aged 0-17 years being admitted to hospital for mental health illnesses is higher in London than the rest of the country (94.2 per 100,000 compared to 87.4 per 100,00)³.
- 3. Unemployment is higher for young Londoners, significantly so for Black, Pakistani and Bangladeshi young people.** A significant proportion of the country's BAME population lives in the capital and young people from these backgrounds face their own distinct barriers and health, educational and employment challenges. Unemployment pre-COVID-19 was higher for young people for 16-24-year-olds in London than in the rest of England. Rates were highest for young people from a Black or Pakistani/Bangladeshi background – over double that of white young people. Rates are also higher for Pakistani/Bangladeshi and Black women than men. With a deep and potentially protracted recession now widely expected, young people are likely to be affected by a lack of entry-level opportunities in sectors such as retail and hospitality. More young people are expected to be hit by unemployment and those already disadvantaged are likely to be further impacted.

¹ *London's Poverty Profile 2020*, Trust for London, 2020 <https://www.trustforlondon.org.uk/publications/lpp2020/>

² *London's Poverty Profile 2020*, Trust for London, 2020 <https://www.trustforlondon.org.uk/publications/lpp2020/>

³ *The mental health of children and young people in London*, Public Health England, 2016. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/583866/Mental_health_of_children_in_London.pdf

- 4. There is an ongoing issue with serious violence in London, which affects young people.** Violence involving young people has been an issue of significant and increasing concern. From 2012-13 to 2017-18, the number of police-recorded serious youth violence victims increased by 71%. The majority of those involved were young men; 41% were from a White ethnic background and 35% from a Black background. During lockdown police-recorded measures such as wounding and homicide fell, but as lockdown eased violence affecting young people began to escalate again and could be exacerbated further by a deepening lack of economic opportunity.
- 5. The organisations that work to support young people with these challenges are still facing further threats to their future.** At a time when young Londoners are facing such a range of complex challenges to being happy, healthy, safe and skilled, there are 733 fewer youth workers supporting them (since 2011/12). That represents over a million hours of learning and growing, of talking and building trusted relationships, and of having fun in safe places in one year. At least £35.5 million has been removed from council youth services budgets since 2011/12 and a further £600,000 is currently planned to be removed in the 2020/21 budget year. 101 youth centres have closed since 2011/12 and COVID-19 may compound this⁴. Further cuts to youth services will likely have a dramatic impact.

⁴ *London's Lost Youth Services Report*, Sian Berry AM, July 2020:
https://www.london.gov.uk/sites/default/files/sian_berry_londons_lost_youth_services_july_2020.pdf

Strategic Report

Achievements and Performance

Summary

Young people in London were already facing significant challenges before the COVID-19 pandemic. It is more important than ever for us to ensure youth provision remains available and effective.

We achieved a goal set in 2017, which was to grow to 500-strong membership network by 2020. We increased our membership by 40% (from 455 to 637) and we engaged more than 1,400 youth professionals from over 500 youth organisations in training, networks and other development opportunities.

While youth organisations rushed to receive London Youth's support, the outbreak of the COVID-19 pandemic radically changed what we could offer in terms of programme activities and outdoor learning and adventure opportunities at both of our residential centres.

In 2019-20, together with our network of community youth organisations, we created opportunities for 13,870 young people (last year: 28,704) through myriad activities. This represented significant effort to shift and adapt provision where it was still possible to offer or, as in was the case for our centres, a complete pause as we focused on mitigating the impact on finances, customer relations, health and safety compliance and facility management.

Despite the challenges, there were highlights across what we deliver. In the last year, we took our weekly sports programme to 2,332 young people participating in weekly sports sessions (last year: 2,420). Sports activities and reach were hamstrung following Government guidelines to lockdown in March 2020. The sports offer was one of the first adaptations to the online environment, with an online calendar that provided visitors a chance to tune into relevant sessions – for example, PE With Joe.

Last year Champion Girls, a sports social action programme funded by the Greater London Authority and Champion, targeted young women of colour and encouraged them to get active and take advantage of outdoor adventures London Youth can offer at Hindleap Warren. A total of 413 girls and young women from 20 member organisations took part in the programme.

London Youth also delivered an Arts Weekender, residential weekend at Woodrow High House funded by Arts Council England. In addition, we also adapted our third annual Visual Arts Competition, which was the biggest yet, with 83 entries from 74 young people, representing 20 youth organisations. COVID-19 lockdown measure meant the event did not take place as planned and instead was held entirely on social media on World Art Day.

City Leaders is London Youth's flagship social action and leadership programme. In 2019-20, 131 young people (2019: 302) from 15 youth organisations (2019: 31) took part in the progressive, four-stage programme designed to develop and enhance the confidence, networks and leadership skills of participants.

The pandemic is proving to be one of the biggest challenges that London's young people will face in their lifetimes. Prior to COVID-19 young people in London found it harder to find work than in the rest of England – and significantly so for Black, Pakistani and Bangladeshi young people in the capital. Since the pandemic started, young people aged 16 to 25 are twice as likely to lose their job when compared to older workers and six out of 10 in the same age range saw their earnings fall.

The Talent Match programme, which was expanded to Croydon in the early part of 2017-18, drew to a close in 2019-20. Over the lifespan of the programme, Talent Match Croydon supported 449 young people. The place-based model was situated in the heart of Croydon, supported 25 young people (2019: 266). 50 young people were supported into employment (2019: 114), 32 into apprenticeships (2019: 2) and 75 into education (2019: 13).

We also completed the first year of London Youth's pre-employability programme, Future Talent. Last year, the programme worked with 381 young people from 10 youth organisations (last year: 122 young people from 10 youth organisations).

London Youth was also in the fortunate position to continue delivery of HeadStart Action, which was piloted in Southwark in 2018, through a partnership between The Mayor of London, The Challenge and Lendlease. Results we hope to share in 2020-21.

During the year policy and advocacy at London Youth has moved to a more strategic footing. We strengthened our external voice and used multiple communications channels to inform our members of the shifting policy context and have advocated for young people and the youth sector on important issues.

The pandemic also required a sudden shift in how we communicate to our members. London Youth could also be relied on to curate and signpost the most relevant information and guidance related to youth provision in London. We published *Running on Reserves* in June 2020, which brought together feedback directly from our members as to how they were coping with the pandemic.

We also produced a short film, *Youth work in action*, which was produced by Fully Focused, a member and youth-led media organisation. The film brings to life the unique relationship between youth worker and the young people they support: <https://youtu.be/ZXQjg-mJOIO>

We continued to build relationships with other key influencers in the youth unemployment sector through its part in the Youth Employment Group. More focused on the London context, we also continued our engagement on London's Violence Reduction Unit Partnership Board and, together with Partnership for Young London, London Youth co-led a newly formed group of key stakeholders that is referred to as *Young London Coalition*.

Performance against our strategic objectives

Development

A network for all youth organisations in London

Young Londoners are facing several significant and connected challenges in these times. It is more important than ever for us to ensure youth provision remains available and to provide support for community youth organisations to remain effective.

Members of London Youth include traditional youth clubs, volunteer-led teams and well-known charities. We welcome all organisations that work with and support young people in London to join our network but focus particularly on grassroots organisations.

Whilst some members focus on a specific activity, such as theatres and sports clubs, others provide general community-based services. Several cater for specialist groups such as refugees or homeless young people, others work with all young people in their local area. Between them they are a powerful, knowledgeable and vital network for both young people and for the communities in which they are located.

In 2019-20, as a direct result of the of the hardship many youth organisations faced due to pandemic, the London Youth Board of Trustees decided to waive membership fees for the year. In effect, this became a £79,625 contribution to the network during these unprecedented times (based on 31 August 2020 member total).

As at 31 August 2020, and in part as a result of the waived fee, London Youth grew its network to 637 youth community organisations, representing a 40% increase from the total the year before (455). Taking a broader look, this represents a 200% increase from three years before (total as at 31 August 2017: 307) and means we surpassed the target of 500 members by 2020, as set by our 2017-20 strategy.

36% of our current network is based in an outer London borough. This will become a more important metric over time as we know we must respond to the growing population of young people living in outer London boroughs, where evidence suggests there are few youth services and 'cold spots' in provision.

In addition to supporting youth organisations who work directly with young people within a discrete geographical area or around a particular topic or issue, we have continued to work in partnership with infrastructure organisations which have a broader remit for supporting the delivery of youth services at a borough level. We refer to this category of organisation as an Associate Member and is not included in the total above.

In 2019-20 we have worked with 21 Associate Members, building greater awareness of the support we can offer infrastructure organisations.

Due to the growth in our network, London Youth has an even stronger platform from which to collectively advocate for and deliver high quality services for young people across London.

Across all our members, we aim to:

- Develop the capacity of youth organisations to deliver the highest quality youth work,

whatever type of provision they offer.

- Support organisations to develop their skills and knowledge, improve their services, and develop stronger links with other organisations.
- Support members' programme delivery and innovation.
- Provide support to aid member sustainability and income generation.

Over the last year, we have continued to deliver support in these areas.

Helping to deliver the highest quality youth work

We offer a package of support to help members strengthen their organisations and make sure that they offer the best quality opportunities to young people.

We use the London Youth Quality Mark, a quality assurance framework recognised by City & Guilds, to guide our members through a journey that enables them to review how they work with and involve young people; quality assure their organisational policies and procedures; and be better able to plan and articulate the impact of their work.

In order to make this process as transformational as possible, we provide members with a range of support, including workshops to improve their understanding of the framework, one-to-one advice, guidance and action planning, access to resources and templates, as well as free training and seminars.

This year we supported 37 members to achieve one or more levels of the Quality Mark (2019: 49), completing assessments at Bronze, Silver or Gold. As at 31 August 2020, 117 members held a current Quality Mark (total at 31 August 2019: 95).

Making the Bronze level, or entry-level Quality Mark, more accessible for smaller organisations was a strategic focus last year. This was in part responding to the influx of Quality-Mark seekers due to the grant requirements for the Mayor's Young Londoners Fund. In particular, the second cohort of grantees from this fund entered the membership network last year and drove significant demand.

Developing skills, knowledge and stronger links with other organisations

We support those working with young people to develop their skills and knowledge, improve their services, and build positive connections with other organisations. We increased the range and depth of our training offer and raised the profile of our networks substantially over the last year, engaging youth professionals from over 558 organisations (members and non-members). This figure is up 55% from last year's figure of 309.

This year, as a result of the pandemic, we introduced 5 Connecting During COVID-19 Forums, a safe space where youth workers could come to compare notes, share concerns and share ideas.

This included working with sector-leading trainers to increase mental health support, safeguarding and organisational development training in response to feedback from members during the height of lockdown. In total, 1,482 youth professionals took part in these development opportunities (2019: 1,798), taking advantage of my accessible online delivery and reduced in-person provision due to social distancing restrictions.

Supporting programme development and innovation

Last year, London Youth, in partnership with Leap Confronting Conflict and Clore Social Leadership, was successful in a bid to deliver a new leadership programme for youth practitioners supporting young people affected by violence. The programme, called Rise Up, is an innovative leadership programme for high-potential youth practitioners in London and is funded by the Mayor of London's Violence Reduction Unit (VRU).

The year-long programme, launched formally in September 2020, will target 100 frontline practitioners who have lived experience that enables them to connect with the young people most at risk, who show leadership and influence daily, but face barriers around progressing into formal leadership roles. Many have potential but are uncertain about their next step.

Youth practitioners recruited for the programme will undergo 26 days of training across the year, timetabled to work around their commitments. Core modules will include trauma-informed practice, change management, mental health first aid, contextual & transitional safeguarding and business planning. Other training sessions in specialist and general practice and personal development will also be available.

Participants will have access to mentoring and coaching with established voluntary youth sector leaders from across the London Youth network and, on completion of the programme, they will also have access to an Innovation Fund to implement change in their community to benefit young people experiencing violence.

In June 2020, the programme was announced in order to kickstart an engagement campaign that would reach practitioners. The following month the steering group chaired by London Youth, which included Leap Confronting Conflict, Clore Social Leadership, St Giles Trust, Hackney CVS and the VRU among others, met in order to review terms of reference, outcomes framework and contribute to engagement strategy to ensure our participants reflect the diversity of the profession.

Aiding financial sustainability and income generation

We are always striving to find ways to support our members to generate income and become more financially sustainable, making them aware of new funding opportunities they can tap into.

We provided regular updates on relevant funding opportunities through our weekly Member News newsletter. In response to the financial pressures faced by members during the pandemic, the London Youth fundraising team also offered bid-writing support to 16 organisations at the height of lockdown. In addition, as in previous years London Youth provided a number of training courses to develop skills including Fundraising Writing for Beginners, Advanced Proposal Writing and Fundraising Writing Masterclass.

Through our partnership with City Bridge Trust, we have been able to award £109k to members achieving the Silver or Gold levels of the London Youth Quality Mark (last year: £93,000). We are very grateful for the support from City Bridge Trust for these financial awards, which are valued by members.

Our partnership with CVC Capital Partners has continued to go from strength to strength for over six years. In 2019-20, CVC agreed to adjust its annual grant programme to support member organisations to adapt and improve delivery over the summer, ensuring that young

people can benefit from youth provision just as lockdown was easing. Through the CVC Summer Innovation Grants programme, we distributed £67,345 to our 17 members (2019: £50,023 and 12 members).

We also provide grants to members and support ongoing costs through our programmes and delivery. During what transpired to be a very challenging year, London Youth continued to secure and issue grant payments to members totalling £561,501 in 2019-20 (2019: £826,949).

As already noted, in 2019-20, as a result of the of the financial hardship youth organisations faced due to pandemic, the London Youth Board of Trustees decided to waive membership fees for the year. In effect, this became a £79,625 contribution to the network (based on 31 August 2020 member total: 637).

Opportunity

Across London young people need opportunities outside education and the home be with their friends, to be healthy and creative, to make positive change in their communities, and to shape the kind of city they want for the future. We want all young people in London – not only those whose families can pay for them – to have varied, challenging opportunities for fun and personal growth.

In 2019-20, together with our network of over 600 community youth organisations, we created opportunities for 13,870 young people (2019: 28,704) to become the best they can be through:

- Sports development
- Arts and culture
- Youth social action
- Employability
- Outdoor learning.

Sports Development

London Youth has been supporting youth organisations to offer sports opportunities to young Londoners for over 130 years. We support members to engage and motivate young people to get active by providing them with:

- Opportunities to participate in a range of sports, delivered in community settings
- Expert coaching and new equipment
- Capacity building, support and training for youth workers
- Leadership opportunities for young people, including qualifications
- Tournaments and residentials that bring young people from different communities together.

In the last year, we took our weekly sports programme to 2,332 young people participating in weekly sports sessions (2019: 2,420).

Getting Active, London Youth's flagship sports development programme, offers young people high-quality, fun sports opportunities within their local community. The programme (formerly called Getting Ready) now targets children as young as age 8 and has a greater focus on physical and mental health.

Last year 1,277 young people participated in sports tournaments, events, including one-day events and residential (2019: 3,120).

Sports activities and reach were hamstrung following Government guidelines to lockdown in March 2020. The sports offer was one of the first adaptations to the online environment. The sports and communications teams launched an online calendar that provided visitors a chance to tune into relevant sessions – for example, PE With Joe – and attracted 1,555 unique page views from that period to year end.

ActiveLeads is a social action programme bringing together London Youth's expertise in sports development and youth action. It aims to increase the number of young women engaged in sport-related volunteering – an area where they are currently under-represented – by supporting them to develop sports-focused social action projects, alongside capacity building with youth organisations to create ongoing volunteering opportunities. In its third year, 79 young women were supported (2019: 31) from 6 youth organisations (2019: 6).

Additionally, ActiveLeads appears to be having an impact on the way others view the role of women in sports leadership. Feedback gathered from youth workers and participants indicated that having young women take the lead led to numerous benefits, from challenging gender stereotypes, to inspiring other young women to get involved.

Ultimately, the aim is to show how opportunities developed through community youth organisations, designed by young women themselves, are a replicable and scalable way to engage a more diverse range of young people in regular sports volunteering.

London Youth also added Active Talent, a sports development with the purpose to develop young people through sport and physical activity, to its offer. The programme, which was developed partnership with the Greater London Authority and London Sport, targets young people aged 16 to 24 with leadership in the community sport workforce.

COVID-19 lockdown measures in place from March 2020 significantly altered the launch of this new programme, which would provide training, development and activation opportunities from March 2020 to March 2021. 143 young people did take part in activity once components were adapted to the online environment.

Last year Champion Girls, a sports social action programmed funded by the Greater London Authority and Champion, targeted young women of colour and encouraged them to get active and take advantage of outdoor adventures London Youth can offer at Hindleap Warren.

A total of 413 girls and young women from 20 member organisations took part in the programme. The residential, which was attended by 70 girls and 10 organisations, was planned and delivered by female staff and a film (link provided later in the report) that captured the sense of adventure and aspiration held by the group was conceptualised by a female director and was produced by an all-female crew.

Arts & Culture

Prior to 2019-20, London Youth's arts and culture programme offer inspired more young people to get creative and opened up opportunities for them to explore different art forms and work with artists and arts organisations to deliver youth-led creative projects.

Last year, the programme shifted focus and engaged member organisations to build capacity by providing training, networking and partnership opportunities for youth workers. In particular, the Creativity & Culture Network was launched and engaged 59 member organisations across three meetings. There were still key opportunities that gave young people access to a variety of different art forms throughout the year.

London Youth also delivered an Arts Weekender, residential weekend at Woodrow High House funded by Arts Council England. 50 young people. Through a programme of workshops exploring public speaking, forum theatre, dance and street art, the young people worked together to create posters, plays and dance routines that spoke to some of the most important issues young people are facing: inclusion and disability, racism, inequality, sexual harassment and the #MeToo movement, the climate emergency and the need to support young people with their mental health.

In addition, London Youth also adapted its third annual Visual Arts Competition. The competition was the biggest yet, with 83 entries from 74 young people, representing 20 youth organisations. COVID-19 lockdown measure meant the event did not take place as planned and instead was held entirely on social media on World Art Day. Artwork was showcased and judged by London Youth's Youth Board members and winners were announced all on Instagram.

Originally planned as an in-person performance poetry, COVID-19 measures meant London Youth's first-ever Poetry Challenge had to be delivered online. During lockdown many schools and youth organisations shared resources to help set fun challenges for young people. The team invited youth organisations all over London to take part by running flexible, fun and accessible poetry session or setting quick poetry challenges and submitting the poems produced to London Youth. A total of 51 poems have been published in two separate volumes, capturing the visceral feelings of young people at the height of the pandemic reaching London and having an, as yet unknown but far-reaching impact on their lives.

To further adjust to the pandemic, the team adapted a ZooNation dance project to run online. There was limited take up by young people and member organisations. This offered an opportunity to reflect on the growing sense that young people were fatigued by engaging over Zoom. This insight will support how the team as it considers delivery in future scenarios that require hybrid delivery models – online and in person.

Youth Social Action

Our social action and leadership programmes bring young people, member organisations and their local communities together for mutual benefit. With and through our members we design, deliver and evaluate social action programmes that provide young people with opportunities to improve their skills and qualities, boost their confidence and resilience, and develop leadership skills through practical action.

City Leaders

City Leaders is London Youth's flagship social action and leadership programme that is in its fifth year. The programme takes teams of young people and provides the support and structure for them to build their teamwork skills, create opportunities in their youth organisations and pitch for funding for community projects on issues important to them.

In 2019-20, 131 young people (2019: 302) from 15 youth organisations (2019: 31) took part in the progressive, four-stage programme designed to develop and enhance the confidence, networks and leadership skills of participants.

The programme is delivered in four stages, beginning with teamwork, moving onto to lead a project to improve the youth centre they attend and progressing to designing their own project that will have a positive impact on their local community. The teams pitch for the resources and support needed to deliver the project.

The final stage, called 'Futures', targets those young people who have shown the greatest commitment through the previous stages. These budding leaders take part in a three-month leadership programme tailored to their needs and designed to help them learn about power and influence in London, understand themselves and how to work with others better, and develop their own idea with opportunities to lead on their own project or social campaign.

This staged delivery means that young people can achieve small, quick wins early on and start to develop their leadership skills before tackling larger projects or participating in more intensive leadership development opportunities.

Keeping it Wild

Keeping it Wild is an inclusive social action project providing opportunities for young people to engage in conservation and campaigning.

The model, which similar to City Leaders and is funded by National Lottery Heritage Fund, brings the youth and conservation sectors together to provide opportunities for young people to engage with and protect the capital's wild spaces.

London Youth is part of the consortium of organisations led by London Wildlife Trust to deliver this three-year programme. The aim is to inspire young people to visit London Wildlife Trust sites and then take part in social action projects to raise awareness and take practical action to protect wildlife in their own communities.

Keeping it Wild takes groups of young people aged between 11 and 25 through progressive stages, challenging them to further their skills at each stage of the programme.

Discover and Explore stage begins with a lockdown-adapted interactive online introduction to the programme with London Youth and the London Wildlife Trust. It covers how to design and deliver a project that works within the current context and will raise awareness and inspire others.

A critical component is the media training with Headliners (UK), a multimedia journalism project that supports young people to tell their stories to national and regional media outlets.

The Share and Conserve stages take place over online group sessions and are led by youth workers. The focus is on deciding on an they believe will have a positive impact on the natural environment.

As they develop their own digital social action projects and campaigns, young people gain skills such as teamwork, media skills, increased resilience and improved wellbeing as well

as building their confidence in working on environmental issues.

154 young people from 17 member organisations participated in Keeping it Wild in 2019-20 (2019: 55 young people from 6 organisations).

East London Leaders

London Youth has been delivering East London Leaders, a youth social programme for young people between 16 and 21 years old from five East London boroughs, as part of the Government's Building a Stronger Britain Together initiative.

Young people explore what local identity means to them through projects and campaigns that have a positive impact on their local community and amplify their voices to get their message heard.

In 2018-19, 78 young people from 6 organisations took part in the programme. In 2019-20, 153 young people from 9 organisations were still engaged as the programme drew to its end in December 2019.

Microgrants

The Microgrants programme offers up to £400 for project funding that encourages young people aged 14 to 20 the chance to create a project that raises awareness of positive mental health and wellbeing in their community. The programme is funded by ThriveLDN and the Greater London Authority.

In 2019-20, £400 was distributed to 47 young people from 27 youth organisations and 13 young people from London Youth's Youth Board.

Jimmy Dixon Leadership Programme

This programme aims to increase the scope and quality of youth involvement within member organisations. Increasing youth involvement is defined here as increasing levels of young people's participation and engagement within an organisation's own programme delivery or establishing youth-led decision-making structures (eg, youth advisory board or young Trustees). Research strongly suggests that by increasing levels of engagement of young people in this way, services and programmes are better able to have a positive impact.

In 2019-20, £600 for projects and £200 support costs were distributed to 6 youth organisations. In addition, the Youth Involvement Network, which provides a forum for best practice to be shared, was convened 2 times and engaged 25 youth workers from 24 youth organisations (2019: 81 youth workers from 63 member organisations).

Employability

The pandemic is proving to be one of the biggest challenges that London's young people will face in their lifetimes. Prior to COVID-19 young people in London found it harder to find work than in the rest of England – and significantly so for Black, Pakistani and Bangladeshi young people in the capital.

Since the pandemic started, young people aged 16 to 25 are twice as likely to lose their job when compared to older workers and six out of 10 in the same age range saw their earnings fall.

Even though there are potentially more opportunities in London than elsewhere, the variety of programmes and players are not well co-ordinated and young people who are out of work – particularly those facing the biggest barriers – find the system very hard to navigate.

Talent Match Croydon

The Talent Match programme was expanded to Croydon in the early part of 2017-18. This is a £1M programme over two years, funded by the National Lottery Community Fund, which builds on the learning from the delivery through Talent Match London. The programme drew to a close in 2019-20.

The place-based model was situated in the heart of Croydon, delivering through local community-based partners with close working relationships with the local authority, statutory service providers and local employers.

There are four partners covering the geographic area:

- Sports Active Coaching – South Croydon
- Play Place Innov8 – East Croydon
- Palace for Life – North Croydon
- London Learning Consortium – Central and West Croydon

Over the lifespan of the programme, Talent Match Croydon supported 449 young people. In 2019-20, as the programme was drawing to an end, 25 young people were supported (2019: 266). 50 young people were supported into employment (2019: 114), 32 into apprenticeships (2019: 2) and 75 into education (2019: 13).

Future Talent

In 2019-20, London Youth's pre-employability programme aimed at young people aged 14 to 18 completed its first year and moved into its second. Drawing on our learning from Talent Match, Future Talent aims to support young people – and especially young people from Black, Asian and Minority Ethnic backgrounds – to develop their range of employment-related skills through a combination of personal development opportunities, inspirational employer experiences, coaching and mentoring.

Delivered in partnership with London Youth members, the programme:

- Supports youth workers to deliver effective employability support by providing training in coaching, mentoring, and career pathways
- Establishes a practitioner network
- Creates spaces for peer-to-peer support and sharing of best practice.

Early in the year, the organisations engaged in this programme were trained to use Skills Builder, a self-assessment tool that has been successfully used in schools and has been adapted for youth organisations. This was proved critical when, as with other programmes, the pandemic forced adaptations that meant online resources were prioritised.

The JobShare initiative, part of this programme, was launched in 2019-20 and involved a range of professionals producing five-minute videos explaining their role and their industry, which was followed by a Q&A session with young people.

The Employability Network, a forum that brings together youth workers and other specialists involved in frontline youth employability programmes. The network is primarily aimed at member organisations and it is also open to any organisation or statutory service involved or interested in youth employability.

In 2019-20, the programme worked with 381 young people from 10 youth organisations (2019: 122 young people from 10 youth organisations). The network was convened in August 2020 and engaged 39 youth workers from 35 member youth organisations.

HeadStart Action

HeadStart Action is a personal and social development programme for young people at risk of becoming NEET (not in education, employment or training). The programme uses social action and encounters with employers to engage and inspire young people (with a focus on young people aged 14-18), giving them the skills, experience and connections they need to get ahead in the world of work.

The programme was piloted in Southwark in 2018, through a partnership between The Mayor of London, The Challenge and Lendlease. Following this, as part of the first round of the Mayor of London's Young Londoners Fund (YLF), HeadStart Action expanded to four additional boroughs.

Following the success of the HeadStart Action pilots delivered by The Challenge, London Youth has been fortunate to secure the programme for another year of delivery as part of The Mayor's Young Londoners Fund 20/21. From February 2020 the programme aims to work with 10 grassroots youth organisations and employer partners, supporting 300 young people across 8 London boroughs. The results will be reported in 2020-21.

Outdoor Learning and Residential Activity

London Youth has operated Hindleap Warren in the Ashdown Forest since 1964. The existing centre was built in 1975. Woodrow High House in the Chilterns was gifted to London Youth by The Worshipful Company of Goldsmiths in 1945 and has welcomed young people to the centre since 1946. Having the opportunity to learn, be challenged, and have fun outside formal settings is essential in helping young people develop the skills and confidence they need for the rest of their lives.

The outbreak of the COVID-19 pandemic radically changed what both our centres have been able to offer young people. Normally, our highly experienced and committed staff work with visiting groups to co-design their experience – creating an opportunity to have fun, build confidence, develop leadership skills, become more determined, and create positive relationships with their peers and adult leaders. The restrictions put in place in March 2020, in response to the pandemic, and subsequent operational constraints (in particular around social distancing) have since halted all outdoor learning delivery at both centres.

Unable to operate, the majority of centres' staff were placed on furlough and only a skeleton team left in place for each site. During the second half of the year the focus was on mitigating the impact on finances, customer account relations, health and safety compliance and facility management.

Devastatingly, the impact of COVID-19 has been felt across the entire outdoor learning sector, with a number of providers already closed or at risk of closure. We have engaged with the Institute for Outdoor Learning (IOL) and The Association of Heads of Outdoor Education Centres (AHOEC). We have contributed to the collective efforts from UK Outdoors to help inform The Department for Education on ways the guidance affecting school visits and overnight residential stays may evolve with appropriate COVID-secure measures in place.

Our hope is that our two centres can continue to provide access to high-quality residential and outdoor learning experiences to young Londoners and the communities surrounding the centres in the future. Promoting a lifelong engagement with the outdoors amongst young people supports their wellbeing and mental and physical health.

Hindleap Warren

Hindleap Warren is located in East Sussex and is set in 300 acres of private woodland. Through a combination of outdoor activities, team working and time for reflection, Hindleap offers groups of young people a fantastic experience in the countryside. Activities designed to stretch young people of all ages include archery, orienteering, bushcraft, climbing, high ropes, zip-wires, abseiling, tunnels, an obstacle course and team challenges. Hindleap is also a leader in provision for children with additional needs.

This year 4,945 (2019: 10,670) children and young people came to Hindleap – 1.7% of young people had additional needs. The number of visit days decreased from: 33,157 in 2018-19 to 18,417 in 2019-20. Visits from member youth organisations decreased to 27 compared to 49 in 2018-19.

Woodrow High House

Woodrow High House is a Grade II listed manor house located just outside Amersham. With a range of indoor spaces and on-site leisure centre, which includes a swimming pool, sports hall and 3G astroturf pitch, Woodrow provides opportunities for groups to participate in planned sessions or run their own residential programmes. Set within a 26-acre estate, Woodrow's activities provide young people with a safe environment to try new things and have a taste of adventure, boosting their self-confidence and building resilience. Activities include swimming, low ropes, high ropes, bushcraft, orienteering, archery, and obstacle courses. Young people can also participate in Level 1 Youth Leadership courses that blend workshop learning with complementary outdoor challenges.

This year 2,953 children and young people came to Woodrow (last year: 7,070), of whom 5.9% (174) have additional needs. In addition, approximately 1,200 children learned to swim in the Sports Centre (2019: 2,292). A total of 19 member organisations visited Woodrow in 2019-20 (2019: 55).

Voice

Policy and advocacy informed by members

During the year policy and advocacy at London Youth has moved to a more strategic footing. We have strengthened our external voice and used multiple communications channels to inform our members of the shifting policy context and have advocated for young people and the youth sector on important issues.

The pandemic also required a sudden shift in how we communicate to our members. London Youth could also be relied on to curate and signpost the most relevant information and guidance related to youth provision in London. However, during lockdown the communications team invested in maintaining – in near, real-time – key pages of the London Youth website to ensure our members always had a single point of reference for key resources and guidelines they would need to adapt their provision and plan for the immediate future.

<https://londonyouth.org/news-and-updates/covid-19/>

In particular, we provided input into two pieces of sector-specific guidance: *Detached youth work guidance* (with Partnership for Young London and the Federation of Detached Youth Work) and *COVID-19 youth sector guidance* (with NYA and UK Youth).

At the height of lockdown, and again just as lockdown began to ease, London Youth conducted two online surveys that engaged 300 youth professionals from across our membership. The purpose of both was to identify the emerging needs of our members so that we could adapt our programmes and membership offer and feed insights into further discussions with funders and policy makers.

In particular, we published *Running on Reserves* in June 2020, which summarised the findings of both surveys. This report received media attention, which included coverage in BBC London, ITV and The Observer, and was also noted in an announcement by The Mayor of London in August 2020 that more funding would be made available to the sector through London's Violence Reduction Unit.

London Youth Awards

This year we timed our flagship annual event, the London Youth Awards, with Youth Work Week 2019. The week is a focus for youth sector stakeholders across the UK to showcasing and championing youth work. The young people on our Youth Board held 50-50 responsibility on the judging panel that selected the winners of the various award recipients. The Jack Petchey Foundation won the inaugural Prince Philip Award, named after London Youth's then Patron, the Duke of Edinburgh.

As part of the communications around the event and the week, we also produced a short film, *Youth work in action*, which was produced by Fully Focused, a member and youth-led media organisation. Follow the link below to watch the film bring to life the unique relationship between youth worker and the young people they support:

<https://londonyouth.org/youth-work-campaign/>

Champion Girls

As mentioned earlier in the Sport Development part of the report, last year we delivered Champion Girls, a sports social action programme funded by the Greater London Authority and Champion, targeted young women of colour and encouraged them to get active and take advantage of outdoor adventures London Youth can offer at Hindleap Warren.

The residential was planned and delivered by female staff at Hindleap Warren and a film, which captured the sense of adventure and aspiration held by the group and was conceptualised by a female director and was produced by an all-female crew, can be viewed here:

<https://londonyouth.org/champion-girls-film/>

Public affairs

Last year London Youth participated in party conference season for the first time in recent years. Time was split between both major party conferences in effort to understand the evolving sentiment towards youth work nationally.

The DCMS Statutory Youth Service Guidance consultation also featured input from two London Youth members and two members of our youth board.

Youth unemployment continues to be an important matter, and especially so since the pandemic has created the conditions for a long recession. London Youth has built relationships with other key influencers in the youth unemployment sector through its part in the Youth Employment Group, a coalition led by Impetus and the Youth Futures Foundation.

More focused on the London context, we also continued our engagement on London's Violence Reduction Unit Partnership Board. Building on this, together with Partnership for Young London, London Youth co-leads a newly formed group of key stakeholders that is referred to as *London Youth Sector Consortium*. This forum allows the group to share information and coordinate activities where mutually beneficial.

Best we can be

In previous years investing in digital technology has been an important priority. The pandemic has only expedited work in this area and increased the focus we give it as a whole organisation. While initial responses by London Youth were swift the adapt to digital environments it is vital a broader vision for digital development is articulated and serves as a guide to future development plans.

Overall, the aim of all digital development will be to enable us to engage more consistently and effectively with key audiences – in the right way and the right time. This will mean we build stronger relationships with key audiences and can better anticipate how we can better serve their needs – using data to help us drive content strategy and membership offer adjustments and innovation.

In the past year, work focused on raising internal awareness and insight on what this new digital approach can enable us to achieve, build on best practice (in particular focusing on content training and strategy, and scope website improvements (to include a member area, digitising the entry point to Quality Mark and refining donor journeys).

In the last year London Youth's approach to monitoring, evaluation and learning has also adjusted. After multiyear grant funding from Esme Fairbairn Foundation came to an end the year before, the internal approach retrenched to focus on developing an overarching theory of change for the organisation and a corresponding outcomes framework. Whilst important to provide internal support regarding data collection and programme evaluation, a vital progression in the forthcoming year will be to complete the new frameworks to inform future reporting and programme innovation.

Various customer surveys conducted during the summer validated the need for the services provided by the Woodrow Leisure Centre, particularly with regard to supporting mental and physical wellbeing. New legislation and governing body guidance issued to ensure facilities are COVID-secure, meant we were unable to operate as we normally do in all areas.

A decision was taken to use the opportunity presented by the enforced closure to refurbish the premises and to prepare for reopening in a post-lockdown environment (a partial reopening took place 1 September 2020). Notwithstanding the necessary health and safety measures required, the focus of the refurbishment centred around the overall customer experience, site security and longer-term running cost savings.

These included, but are not limited to, the following areas of improvement:

- Refurbishment of the 3G Astro Turf pitch.
- Replacement of the suspended ceiling above the swimming pool.
- Installation of new energy efficient LEDs above the swimming pool.
- A new outside swimming pool viewing area, with shelter, seating and lighting.
- Modern vinyl imagery installed on all windows.
- Complete re-plumbing of shower facilities, with new pipework and fittings installed.
- Building roof repairs, including moss removal and specialist weather proofing treatment.
- Painting and decorating across the centre, including updating colour schemes, installing welcome signage at the entrance, and placing locally taken photos on the walls.

Financial review

Financial report

London Youth has a strong track record in attracting restricted programme funds which the charity uses to deliver much-needed programmes across its membership networks. The charity has traditionally relied on property sales as a way of boosting its unrestricted funds, with unrestricted revenue mainly derived from earned income at its two Outdoor Centres based in Buckinghamshire and East Sussex. A key financial objective is to achieve a break-even revenue position, before depreciation, by the end of 2025.

Following a strong performance in 2018-19 which took the charity and its trading subsidiary to within £30k of its General Fund break-even target, the financial performance to 31 August 2020 was dominated by the impact of the Covid-19 pandemic – especially in terms of earned income at the charity's outdoor residential Centres – with much of the operational focus from mid-March 2020 concerned with the implementation of mitigating strategies to limit the financial impact of the loss of this key income source – delivering only £1.4M (2019: £3M) of a budgeted £3M (2019: £3M) in 2020. Trading income was similarly affected; realising £82k (2019: £158k) of anticipated income of £150k in year.

Although Donations and Legacies Income was c.33% lower in 2020 at £263k (2019: £362k), overall fundraising performance remained robust and achieved £4.2M (2019: £3M); exceeding the 2020 budget target of £2.3M (2019: £3.2M; the lower budget target in 2020 reflecting the completion of the Talent Match Croydon programme early in the 2020 financial year). The generosity and timely response of London Youth's key trust and foundation supporters helped to ensure that London Youth adapted quickly in response to the pandemic and ensuing lockdown to continue to deliver high-quality programmes to member networks and young people. Total (restricted) programme funds received totalled £2.9M in year (2019: £2.6M). By year end 31 August 2020, the charity had also received a total of £320.3k of grant income (2019: £nil) under the government coronavirus job retention scheme (CJRS) in respect of staff placed on furlough/flexi furlough during the period to year end. The value of the charity's investments plummeted by c.15% in mid-March as markets reacted negatively to the global pandemic but by year end investments had recovered to their pre-Covid value, realising modest gains of £162k (2019: £245k) to finish the year end at £6.4M (2019: £6.2M), with investment income netting a further £200k (2019: £184k) for the charity.

Overall Income for the period totalled £6.6M (2019: £6.4M) with income performance buoyed by the sale of the charity's Marvel's Lane property, which netted £1.4M in year.

On the Expenditure side, £2.4M was spent on restricted programme delivery in year (2019: £2.7M); notably on the *Getting Active* £451k (2019: £50.5k) and *Future Talent* £392k (2019: £242.6k) programmes as well as new programmes such as HeadStart Action £179k (2019: £nil) and specific funding for member networks £148.6k (2019: £nil) to support adaptation work in response to the Covid-19 pandemic. Overall Expenditure at £6M (2019: £6.9M) reflected a lower cost base as a result of actions taken to mitigate the £2M loss of Earned Income at the Centres in the second period of the financial year; notably in areas such as Staff costs, £3M (2019: £3.453M) and Catering & Venue costs, £363k (2019: £531k).

Overall surplus for the year to 31 August 2020 was £0.734M (2019: (£0.330M)).

Investment performance

London Youth held an investment portfolio valued at £6,399,716 as at 31 August 2020 (2019: £6,237,318), approximately 80% of which is managed by Sarasin & Partners, £5,255,647 (2019: £5,129,114), with the remainder, £1,143,998 (2019: £1,108,095) being managed by CCLA.

The portfolio managed by Sarasin & Partners includes the sum of £1,462,671 (2019: £1,432,333) which is held as a permanent endowment (the “Girls Fund”). The permanent endowment was acquired on 1st February 1999 following the merger with the London Union of Youth Clubs. The value of these investments - £891,991 – at the fund transfer date was classified as frozen permanent capital; the remaining value of the investments being classified as unapplied total return.

London Youth’s objective is to achieve a level of capital and income growth that over the long term at least maintains the real value of the assets and the Investment Policy is reviewed annually by the Finance Committee of the Board of Trustees. In 2019 the existing portfolios were moved to a total return basis, with the aim of allowing the charity to maximise total returns - at minimum to maintain the real value of the investment assets - while making available an appropriate proportion of the total return for expenditure each year. The distribution level is currently set at 3.5% per annum for each portfolio and has been kept under constant review in a year which saw negative fluctuations of up to 15% in the value of London Youth’s investment portfolio, rebounding sufficiently by year end 31 August 2020 to have fully recovered the losses.

Total income from the investment portfolio for the year ending 31 August 2020 was £200.5k (2019: £183.5k), with net gains for the period at £162k (2019: £186.9k).

Reserves policy and position

The Trustees seek to retain a prudent level of reserves from unrestricted income.

London Youth holds financial reserves to be applied to future activities in a number of categories:

- **Unrestricted:** are available to be applied, at the discretion of the Trustees to any of London Youth’s charitable purposes. This includes designated funds which have been put aside by the Trustees for specific future purposes.
- **Restricted:** are to be applied to the specific purpose intended by the donor.
- **Endowment:** are restricted funds that are to be retained for the benefit of London Youth as a capital fund. Permanent endowments require the capital to be maintained and only the income and capital growth can be utilised.

London Youth is funded in a number of different ways, including significant grants and donations from a variety of sources that support our London programmes, together with earned income from activities and residentials at the charity’s two Outdoor Centres based in Buckinghamshire and East Sussex. These diverse income streams mean we are not reliant on a single source of funding and are unlikely to see all of our income withdrawn at the same time.

Trustees normally base their reserves policy on the identified needs to:

- Provide sufficient working capital for the following year and to provide against a downturn

in revenue generation and an uncertain fundraising climate.

- Mitigate the risk of unforeseeable expenditure, with particular regard to ownership of our two residential centres which require ongoing capital investment.
- Support innovative programmes where such require a period of development and testing prior to proving their case to external funders.
- Invest in organisational development and infrastructure to better support front-line delivery and boost long-term stability and sustainability.

London Youth believes that its unrestricted reserves should be between three and six months' expenditure, excluding capital appeal expenditure. This means that the charity would normally seek to hold unrestricted free reserves of between £1.6M and £3.2M.

However, given the difficult operating conditions post the Covid-19 pandemic, and subsequent effect on Earned Income at the Outdoor Centres – estimated to be £2M – London Youth took a longer-term view of its Reserve requirements. Although the impact on Earned Income in 2019-20 was mitigated by expenditure reductions, government CJRS grants and by the net proceeds of the sale of the Marvel's Lane property, the ongoing impact of the pandemic was assessed in terms of the longer-term depletion of Reserves. Based on longer-term budget forecasts carried out in May 2020, it is estimated that the equivalent six-month reserve figure will be £4M as at 31 August 2025, which has been adopted by the Trustees as the longer-term Reserve target, pending any significant shifts in expenditure patterns during that time.

The level of 'free' reserves as at year end available to fund the Reserves target - that is the total reserve figure less the value of the Permanent Endowment, £1.5M (2019: £1.432M); Restricted Programme funds, £1.129M (2019: £0.581M) and Fixed Asset reserve, £6.9M (2019: £7.330M) - is £7.539M (2019: £6.986M).

This figure is consistent with the longer-term financial strategy to provide support from 'free' reserves of £0.800M in the period from 2020-25 to support the development of a fundraising strategy and to continue to support digital adaptation and development.

The Trustees therefore believe that the current level of 'free' reserves stand at a satisfactory level in light of the adopted policy and ongoing organisational requirements.

Going concern

Despite the healthy level of free reserves, being £7.539M as at year end 31 August 2020, the Trustees have recognised the need to provide ongoing support to revenue budgets to mitigate the impact on Earned Income at the Centres as a result of the Covid-19 pandemic. Further, the Trustees recognise that the revenue budget 'break even' objective will not now be achieved, as intended, by the financial year ending 31 August 2023 and that it is unlikely that this target will be achieved before 31 August 2025.

During the year, the charity took a number of steps to protect the level of its reserves; utilising government support where at all possible and implementing cost-saving measures such as the non-filling of vacancies at the Centres, which bore the brunt of the pandemic as sales and pre-bookings evaporated from mid-March onwards.

As the initial government coronavirus job retention scheme (CJRS) was scheduled to terminate by end of October 2020, the charity initiated a round of consultation meetings with staff in early September to discuss potential redundancies.

By the end of September, it had been agreed that a total of (12) roles were to be made redundant at the Centres; of which (2) were non-fillable vacancies and (1) was achieved on a voluntary basis. In addition, a number of hours reductions were achieved on a voluntary basis to allow a limited operation of the Leisure Centre, based at Woodrow High House in Buckinghamshire where government guidance allowed. In anticipation of the cessation of the extended CJRS by the end of November and its planned replacement with the Job Support Scheme (JSS), a second staff consultation round was initiated in mid-October to discuss the impact of the loss of the CJRS in terms of further (16) proposed redundancies and how the JSS might be utilised to support (12) remaining roles. Although the second-round consultations took place, the outcome was postponed with the extension of the CJRS until end of March 2021 and subsequently to 30 September 2021.

The Trustees have taken additional steps, post year end, to ensure that the group continues to operate on a going concern basis, including reprofiling of budgets for 2020-21 as government responds to the Covid-19 threat. Although originally planning and budgeting for a late September 2020 reopening of full activities at the Centres, including the reopening of the Leisure Centre at Woodrow, the government introduction of a 'tiered' approach from early October in an effort to contain the virus, has led to further budget reprofiling and the adoption of an approach to 'budget' for a September 2021 reopening. This approach was reviewed in late January 2021, including whether the underlying assumptions of the budget reprofiling remain applicable, and to prepare for an earlier reopening at the Centres, subject to emerging government guidance.

In particular, the impact of government guidance to schools issued by the Department of Education, who continue to advise against the resumption of domestic overnight educational visits at this stage of the COVID-19 pandemic, will continue to be relevant to the viability assessment of an early reopening as this type of income accounts for 60% of all Centres earned income. On a more positive note, the guidance currently allows schools to undertake safe Covid-19 day visits, where 'tiered' guidance permits which may make for an easier return to schools' day trips or residential activity as they already operate in Covid 'bubbles'.

While the Trustees recognise the adverse impact of these challenges, they also recognise that there are opportunities for strategic partnerships across a range of existing and potential funders to meeting the emerging and acute needs of young people and youth workers in London during this period. London Youth will continue to work with its existing funding partners and develop new partnerships to continue to support our membership networks during this period of uncertainty and beyond; continuing to adapt its programmes for virtual environments, thereby creating a hybrid model for programme delivery.

Having regard to the foregoing and, with ongoing measures in place to assess the emerging Covid-landscape, the Board of Trustees believe there are sufficient resources available to manage the current operational risk, including the risk to the charity's reserves. The Board therefore considers there is a reasonable expectation that London Youth has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future.

For the reasons outlined above, the Board of Trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Principal funding sources in 2019-20

We thank all our supporters to whom we are deeply grateful. Every donation makes a difference and is sincerely appreciated. Sources of funding in 2019-20 were as follows:

Individuals

David and Lucy Wernick
Roger Jefcoate CBE DL

Livery Companies

The Girdlers' Company
The Worshipful Company of Launderers

The Worshipful Company of Tallow Chandlers
The Worshipful Company of Wax Chandlers

Trusts and Foundations

29th May 1961 Charitable Trust
Alchemy Foundation
Allen and Overy Foundation
Basil Samuel Charitable Trust
Bassil Shippam & Alsford Trust
Broughton Family Charitable Trust
Bruce French Charitable Trust
Bruce Wake Charitable Trust
Charles C French Charitable Trust
City Bridge Trust
D'Olyly Carte Charitable Trust
East Grinstead Memorial Estate
EF & MG Hall Charitable Trust
Englefield Charitable Trust
Ernest Kleinwort Charitable Trust
Fisher Charitable Foundation
Gatwick Airport Community Trust
Grant Foundation
Hale Trust

Jack Petchey Foundation
Jimmy Dixon Charitable Trust
John Lyon's Charity
Joseph Levy Endowment Trust
London Marathon Charitable Trust
Paul Hamlyn Foundation
The Phillips Family Charitable Trust
Roger and Jean Jefcoate Trust
Roland Callingham Foundation
Rotherwick Foundation
Rowan Bentall Charitable Trust
Schroder Charity Trust
Sir Jeremiah Coleman Gift Trust
St Jude's Trust
The G J and S Livanos Charitable Trust
Thomas J Horne Memorial Trust
Tudor Foundation
Westminster Foundation
William Allen Young Charitable Trust

Companies and organisations

Arts Council England
British Fencing
Central London Outdoor Group
Clifford Chance
CVC Capital Partners
DCMS
GLA
Heritage Lottery Fund
Kinleigh Folkard and Hayward
Lendlease
London Sport

M&C Saatchi
Merrill
Morrisons Foundation
MoPAC
M&G plc Community Fund
National Lottery Community Fund
RDAS
Sport England
Violence Reduction Unit
Waitrose Community Matters
Wernick Group
GroupM
Movement to Work
The NatWest Group
Shift/Mediorite
TalentRise
Version 1

In-kind support

A New Direction
Chubb
Cinven
Creative Access
Focus Fitness UK

Plans for the future

Strategy

Over 2020-25 our intention is to tackle the effects of increasing need and inequality combined with decreasing funding and support. We want young Londoners to grow up in the world's best city for young people.

In summary, our strategy going forward aims to:

Deliver Opportunity: we will seek deliver opportunity at scale and breadth for young people. We will get better at hearing and understanding the needs of young people and members and more adaptive at turning what we hear into practical applications. We will emphasise the distinctive way our programmes also build capacity.

Drive Impact: we will improve our responsiveness and customer service, leveraging digital technology. We will better connect members to support within London Youth plus expertise and support beyond. We will increase our understanding of our impact for members and use this to improve our work.

Demand Change: we will be a bold advocate for change, amplifying the voices of young people and youth workers. We will be unapologetic about voicing the needs of London and putting the needs of young Londoners first. We will identify points in the system where we can get best leverage for change and put sustained focus there.

We will do this within the context of a sustainable business model with the financial objective of breaking even, before depreciation, by 2025.

1. Deliver Opportunity: deliver opportunity at scale for young people through our programmes and at our centres

We want all young people in London – not only those whose families can pay for them – to have varied, challenging opportunities for fun and growth. Our reach with BAME young people is important. We will listen closely to young people and members about their needs. We will strive to increase the number and range of opportunities for them. We will do this directly through growing our programmes and, when it is again possible, activity at our centres. We will also do this indirectly through our communications and policy work, challenging policymakers to do more.

A distinctive element of our programmes is building the capacity of youth workers and organisations. We will emphasise this in our programme design and delivery. Programmes are an important part of our membership offer and we need to scale them up as our membership grows and with what we expect to be now even higher need amongst young people. We will deliver longer interventions and a varied offer of events and activities to achieve this alongside our longer interventions.

We believe in the importance of access to the outdoors and adventure learning for young Londoners. Youth workers, too, recognise the value of residential experience and groupwork. Now, after the experience of lockdown we expect the importance of access to open spaces and nature to be widely recognised. Many young people growing up in London from low-income families will not get these experiences without activity centres like ours.

At the moment it is not clear when we will be able to return to outdoor learning. But our belief in this activity is only strengthened. In the longer-term we want to increase

this activity and ensure that these opportunities are financially sustainable for us.

2. Drive impact: provide a responsive, relevant and consistent offer that fuels the quality, sustainability and impact of our network

Our intent is to curate and deliver a membership offer that is relevant, consistent and responsive to need. To do this we need to increase meaningful and impactful engagement with London Youth so that youth organisations, youth workers and ultimately young people benefit. With a growing membership, more acute need for support and a changing geography of members we need to develop new ways of meeting demand effectively and efficiently. We intended always to focus on improving member experience by improving data management and leveraging digital technology. The role of digital will now become even more crucial for us. Our ability to respond quickly to changes in need will also be more important.

Better data management will also help us to ensure that members can access the breadth of London Youth programmes and increase their use of our centres.

3. Demand change: for young people and a better environment for youth organisations

We want to become a bolder advocate in public dialogue and achieve real influence on the issues that concern young people and youth provision. We will press for change and also, where appropriate, lead on practical action. We will build on the strong London relationships we have to advocate for young people and the youth sector and to influence the policy, funding and social environment affecting them.

Priorities for 2020-21

- Implementation of core long-term strategies adapted for the post-Covid landscape; including Centres, Finance, Fundraising, Membership and Programmes, as outlined in the 2020-25 Strategy.
- Added focus on member retention and strategies for member engagement – including digital reach and influence – securing sustainable growth in membership through a proportionate approach.
- Enhance outdoor opportunities and learning for young people at the Centres; create an attractive offer to enable young people to benefit from being outdoors.
- Provide impetus to Fundraising work; leverage untapped opportunity for the benefit of young Londoners; develop existing and new fundraising opportunities which maximise impact and create sustainable cash inflows.
- Secure new employability programmes following the successful delivery and exit of Talent Match and Future Talent programmes.
- Focus on digital development as a primary tool to leverage engagement at member, donor and young people levels; embed ‘joined-up’ processes within the charity to improve information management efficiency and effectiveness.
- Focus on policy and influencing work to provide leverage for members’ fundraising potential.

Principal risks and uncertainties

London Youth maintains a risk register to identify the principal risks to which the charity is exposed and confirm that systems are in place to manage and mitigate those risks. The risk register is reviewed on a quarterly basis by the Board and its Committees and by the Senior Team on an ongoing basis to agree strategies to manage the relevant risks. In addition to the corporate duty of all senior personnel to manage health and safety, the charity employs a Head of Safety and Safeguarding – a senior-level role with specific responsibility for the identification and management of risk.

The key risks facing the organisation are:

Safety

London Youth continues to monitor and manage activities that may result in a child, young person or adult being seriously injured or killed whilst taking part in a London Youth activity – especially at the Outdoor Centres, where activities are specifically designed to provide challenges to children and young people in a way that is safe and encourages them to participate.

The culture at London Youth and at the Outdoor Centres in particular, is one of 'safety first' which is promoted by senior staff throughout the organisation, with expert input provided by local managers, supported by the Head of Safety & Safeguarding. Specifically,

- adventure activities are professionally built and are regularly inspected, and the trees in which activities are placed are regularly inspected by professional arboriculturists;
- appropriate training is provided to instructors, including supervision of new employees until their competence can be validated;
- all activities are risk assessed, and appropriate control measures put in place. Staff carry out checks on personal safety equipment and on activity equipment before activities take place. Swimming pools are operated by staff who are appropriately trained and with two lifeguards on duty (or holders of an equivalent qualification) at all times.
- Minibuses are driven by staff who hold relevant qualifications and training, and buses are inspected regularly to ensure they are roadworthy.

Regular health and safety reviews, coupled with accident and incident reporting - including investigation and review at senior level, as appropriate - enables London Youth to continually improve standards and manage risk.

Safeguarding

London Youth's staff and volunteers are vetted at recruitment stage, including DBS checks to the level appropriate for their roles, and all staff attend safeguarding training within three months of joining the organisation and then every three years. London Youth has established a cross-organisational Safety and Safeguarding Group who meet regularly to discuss, review and respond to new threats, such as online threats to children and young people as many programmes adapted to a virtual environment in 2020.

Member engagement

Through a successful engagement strategy, particularly in the post-Covid period from mid-March, London Youth successfully grew its membership network in 2019-20 to over 630 members. There are two key risks associated with this success, namely (i) the risk that London Youth will lack the infrastructure/capacity to meet increasing and changing need, and (ii) the risk that, having 'paused' membership renewal fees in early 2020, the reintroduction of fees in 2021 will result in a drop in members who are 'living on reserves'.

London Youth will continue to monitor progress and will engage appropriately with members to provide ongoing support and deliver appropriate programmes to help its members to be sustainable in the longer term – including capacity-creating activities such as the Quality Mark.

Financial sustainability

The greatest financial risk currently posed to the financial sustainability of the charity is the existential threat and uncertainty posed by the Covid-19 pandemic and subsequent impact on Earned Income at the Centres; London Youth's primary source of unrestricted income.

The charity has implemented processes to maintain a 'watching brief' of emerging events and has taken a decision to focus on a September 2021 reopening at the Centres, while providing for an earlier opening, if government guidance permits. Ongoing reviews and budget reprofiling may deliver a range of further mitigating actions, as required, to enable the charity to remain within its 5-year reserves target of between £2M and £4M; representing between three and six months' of expenditure.

The Trustees are focused on this risk and the need to ensure that successful programme funding doesn't add additional strain to the 'ask' on reserves due to the need to provide additional unfunded overhead capacity to support programme delivery. London Youth will focus on the need to budget appropriately for programme delivery, including the support costs required to successfully deliver a wide range of activities.

Funding risk

Having demonstrated considerable expertise in raising restricted programme funds by developing strong multi-year funding relationships with trusts, foundations and institutional funders, London Youth appointed a new Director of Fundraising in late 2020 to enable the charity to focus on its longer-term sustainability by leveraging new income sources – including corporate, high net worth individuals and unrestricted income.

The risk is that London Youth fails to appropriately diversify its income streams and realise its ambition to raise not just additional programme income to support the delivery of programmes to young people across its membership network, but also much-needed unrestricted income to support overhead and capacity-building within the charity itself. Without the support of new sources of unrestricted income, London Youth remains dependent on the use of reserves to support its ongoing operations, especially where Earned Income at the Centres continues to be impacted by Covid-19 measures.

Trustees' Report

Structure and governance

Governance

Legal structure

The Federation of London Youth Clubs, operating under the name London Youth, is constituted as a company limited by guarantee registered in England and Wales (number 258577) and registered as a charity with the Charity Commission (number 303324).

The charity was founded in 1887 as The London Federation of Boys' Clubs and incorporated on 22nd August 1931 as a charitable company limited by guarantee. It is governed by its Articles of Association which were last amended on 21st March 2018.

Subsidiary undertakings

The charity's wholly owned trading subsidiary, London Youth Company Trading Ltd (company number 2977936, registered address 47-49 Pitfield Street, London N1 6DA), carries out non-charitable trading activities for the charity – primarily swimming lessons and sports hall hire for non-youth groups. Details are included in Note 4 to the accounts.

Charitable objects

The charitable objects are to give young people access to a range of learning opportunities and challenging experiences which promote their personal and social development. "Young people" are defined in the governing documents as aged up to 25 years old.

Our activities to achieve this are:

1. To assist the development of young people by promoting, improving and assisting the delivery of efficient and high-quality youth work services.
2. To relieve poverty by assisting young people in need and by encouraging young people to make use of educational and recreational facilities so that their lives may be improved.
3. To give young people access to a range of learning opportunities and challenging experiences which promote their personal, social and spiritual development.

These are embedded in our vision and reflected in our strategy and activities.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

London Youth's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its key objectives. The Trustees confirm, in the light of the guidance, that these aims fully meet the public benefit test and that all the activities of the charity, described in the Strategic Report, are undertaken in pursuit of these aims.

This report demonstrates how London Youth's strategy and activities during the year have helped young people through key performance metrics and reported outcomes. London Youth has also reiterated its commitment to continuing to deliver public benefit in the years ahead through its 2020-23 Strategy.

Appointment, induction and training of Trustees and Honorary Officers

The Board of Trustees (who are all also company Directors) comprised 14 at 31st August 2020. Trustees that served during the year are detailed on page 73. During the period under review, there were three sub-committees of the Board of Trustees which were responsible for Finance, Assurance and Nominations (Governance), with expert Advisory Boards and Working Groups convened for specific projects as required.

Trustees are elected by Members at the Annual General Meeting following nomination either by the Board of Trustees or by five or more members and retire in accordance with the charity's Articles of Association which allows a maximum service of 9 years. Honorary Officers comprising the Chair, Deputy Chair and Treasurer are elected annually.

At the 2020 AGM, having served a term of 9 years each, both the Chair, Julian Beare and John Norman, Chair of the Assurance Committee stood down, being ineligible for re-election in accordance with the Articles. Stephen Moss, CBE was elected as Chair and the role vacated by John Norman was not replaced.

Trustees are provided with a Trustee Handbook and have an induction on first joining London Youth, including meetings with senior staff and training as needed thereafter. The Trustee Board has an annual Away Day with senior staff to consider its strategic plans and improve governance at the beginning of the annual planning process. Both new and existing Trustees are asked to adhere to the Trustee Code of Conduct. All Trustees at London Youth are volunteers and receive no benefits from the charity. Any expenses reclaimed are paid in accordance with our Trustee Expenses Policy.

The Board regularly considers improvements to governance and performance. During the year under review, a small working Group, led by the Chair of the Nominations Committee, Simon Turek, convened to consider a committee structure appropriate to support the charity to deliver upon its 2020-25 Strategy. Following this review, a new committee structure was approved by the Board in October 2020, which included the existing Assurance and Finance Committees; renamed the Nominations Committee to include the title '*Governance and People*'; renamed the DARE Youth Board to London Youth's *Youth Board*; restructured to involve maximum participation of young people in decision-making at London Youth. A new Membership Committee and Fundraising Working Group were also set up as well as a designed Working Group to support the charity's Race Equality work; chaired by Charline King, Trustee.

The Trustees have implemented the Charity Governance Code for Large Charities, as appropriate, and will apply the enhancements published in December 2020 to the Code which focus on *Principle 3: Integrity*; and *Principle 6: Diversity*, now called *Equality, Diversity and Inclusion* as a means to building on past high standards achieved and ongoing commitment to continual improvement in these areas.



Management and decision-making

Management

Executive management is delegated to the Chief Executive and Senior Team, comprising departmental executive Directors. Senior staff comprising the Senior and Leadership Teams ('Heads of'); the latter holding budgetary responsibility across a range of cost centres that sit within relevant departments, including responsibility for monthly management reporting and the annual planning and budgeting cycle.

Trustees meet quarterly at formal Board and sub-committee meetings at which they review management accounts with forecast out-turn, the risk register and progress against planned deliverables. Trustees and staff interact regularly and, specifically: the Chief Executive meets regularly with the Chair; the Director of Finance and Resources with the Honorary Treasurer; and the Head of Safety and Safeguarding with the Chair of the Assurance Committee.

Involving young people in decision-making

London Youth actively provides young Londoners with opportunities to develop their leadership potential through our City Leaders programme and DARE London, the Youth Advisory Board, made up of young people aged 14-25 from our member clubs. Following a review of the long-term objectives in context of London Youth's 2020-23 Strategy, DARE London will now be referred to as the "Youth Board"; with strengthened processes to involve young people in decision-making in three distinct ways:

- **Ambassadors:** young people are visible within the wider sector; their voices heard and positioned to influence change
- **Advisers –** young people are a key part of London Youth organisationally and regularly involved in decision-making and development
- **Alumni –** young people who have been a part of London Youth's Youth Board can remain connected and contribute to change.

Grant making policy

London Youth's policy is to make grants to organisations working with young people in London with similar objects to that of the charity. Before making a grant, London Youth conducts a due diligence review, including an appraisal of the project, governance structures and the grantee's capacity to deliver; proportionate to the size of the grant. This process ensures that there is a good strategic fit between the objectives of London Youth and the partner organisation, and that the project provides an effective way of bringing about the desired impact. Bigger grants are usually disbursed in instalments to ensure that deliverables are being achieved in line with the relevant grant agreement.

London Youth staff monitor and evaluate progress throughout the period of the grant and

provide support, as required, to help project deliverables remain on track. London Youth reserves the right to discontinue grant funding if not satisfied that the grant is being managed according to the grant agreement.

Fundraising

London Youth has a small fundraising team focused on securing income to enable us to deliver our programmes for young people and to support our member youth organisations. The charity receives funds from a range trusts and foundations, livery companies, corporate organisations, and a small number of individuals. London Youth does not use third party fundraising organisations, nor carry out telephone or direct mail fundraising.

London Youth also enters into a limited number of commercial agreements in order to benefit from product sales. As London Youth does not undertake public fundraising, the charity does not have specific policies in place to protect vulnerable people and members of the public, beyond the organisational safety and safeguarding procedures. However, London Youth adheres to the Code of Fundraising Practice and is registered with the Fundraising Regulator. No complaints have been received by the charity regarding fundraising activities carried out by the charity or someone on behalf of the charity during the period under review.

Our people

Volunteers

The Trustee Board acknowledges and greatly appreciates the contribution that volunteers make to the charity with their enthusiasm and dedication.

Staff

London Youth had, on average, a paid workforce of 97 full time equivalent staff (2019: 101), who are based in London and at our two centres and the charity relies on the professionalism and commitment of its staff to deliver on its charitable objectives. The charity is strongly committed to supporting diversity and inclusion and, in 2020, provided fresh impetus to its race equality work.

London Youth is committed to the wellbeing of staff and, no more so than in 2020, when Covid-19 forced the workforce to largely move offsite to home-working environments. Regular health and wellbeing checks were carried out in particular during the period from mid-March and as well as providing an ongoing Employee Assistance Programme, the charity also implemented online resources and digital tools to support employee wellbeing.

Remuneration policy

London Youth takes an approach to pay and reward that enables the charity to recruit and retain the skilled staff required to deliver on its charitable objectives. A performance management culture enables staff and volunteers to understand and deliver our strategy, while being accountable for their role in doing so. London Youth is a diverse organisation that competes in different job markets for varied skills and experience.

The pay policy at London Youth is structured to reflect this and is guided by the following principles:

- the charity aims to pay staff a salary that is a fair position of the relevant job market; with the ambition to reflect the market median where affordable;
- salaries are benchmarked against service providers and charities of comparable size and roles;
- London Youth supplements this approach with checks against charity sector salary surveys in order to monitor its pay position in the market.

The pay and conditions of the Chief Executive and Senior team are set in accordance with this approach and agreed by the Board of Trustees. Remuneration of key management personnel is set by the Trustees in line with affordability and the charitable sector to ensure remuneration is fair and not out of line with that generally paid for similar roles.

This practice is in line with the National Council for Voluntary Organisations' executive pay guidance that, *'the overall goal of a charity's pay policy should be to offer fair pay to attract and keep appropriately-qualified staff to lead, manage, support and/or deliver the charity's aims'*.

Key management personnel comprise the Chief Executive, Director of Engagement, Director of Programmes, Director of Residential Centres and Director of Finance & Resources. See note 12 for total remuneration of these roles.

Statement of Trustees responsibilities

The Trustees (who are also Directors of London Youth for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practice (Accounting and Reporting by Charities) (the Charities' SORP FRS 102);
- Make judgements 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 financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware; and
- They have taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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. The Report of the Trustees, which incorporates the requirements of the Strategic Report and the Directors' Report as set out in the Companies Act 2006 (strategic Report and Directors' Report) Regulations 2013, was approved by the Board and signed on its behalf by:



Stephen Moss, Chair

on 9 April 2021

Independent Auditor's Report

Independent Auditor's Report to the Members of The Federation of London Youth Clubs

Opinion

We have audited the financial statements of the Federation of London Youth Clubs for the year ended 31 August 2020 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure), Company and Group Balance Sheets, Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, 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 group's and the charitable company's affairs as at 31 August 2020 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our 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.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Directors' report included within the Trustees' report.

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

- the parent company has not kept adequate accounting records; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 42, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Julia Poulter
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London
Date: 13th April 2021

Financial Statements

Statement of Financial Activities

Consolidated Statement of Financial Activities
Including Income and Expenditure year to 31 August 2020

Group	Notes	Unrestricted Funds £	Restricted Funds £	Permanent endowment £	Total 2020 £	Total 2019 £
Income						
Donations and legacies	2	257,988	5,302	-	263,290	362,495
Charitable activities						
. Development		8,708	481,775	-	490,483	530,607
. Opportunity		1,354,986	2,342,085	-	3,697,071	4,993,017
. Voice		-	52,271	-	52,271	39,311
. Best We Can Be		-	10,000	-	10,000	97,644
Other Grant Income	3	320,329	-	-	320,329	-
Other trading activities	4	82,374	-	-	82,374	157,671
Investments	5	154,074	-	59,898	213,972	203,361
Profit on the sale of assets	6	1,447,609	-	-	1,447,609	500
Total income		3,626,068	2,891,433	59,898	6,577,398	6,384,606
Expenditure on:						
Raising funds	7	190,760	-	8,234	198,994	297,422
Charitable activities	8					
. Development		64,100	517,794	-	581,894	458,398
. Opportunity		3,214,091	1,815,036	-	5,029,128	5,691,319
. Voice		52,728	50,314	-	103,042	218,588
. Best We Can Be		49,985	7,500	-	57,485	216,942
Other	9	34,977	-	-	34,977	79,547
Total expenditure		3,606,641	2,390,644	8,234	6,005,519	6,962,216
Net gains / (losses) on investments		148,792	-	13,236	162,028	247,137
Net (expenditure) / income		168,218	500,789	64,900	733,907	(330,472)
Transfers between funds		(13,188)	47,750	(34,562)	-	-
Net movement in funds		155,030	548,539	30,338	733,907	(330,472)
Reconciliation of funds						
Total funds brought forward		14,315,725	581,032	1,432,333	16,329,090	16,659,572
Total funds carried forward	17	14,470,755	1,129,571	1,462,671	17,062,997	16,329,090

Balance Sheet

Company and Group Balance Sheet as at 31st August 2020
Company Number 0258577

	Notes	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Fixed assets					
Tangible fixed assets	13	6,896,712	6,896,712	7,330,125	7,330,125
Investments	14	6,411,716	6,411,718	6,249,318	6,249,320
		<u>13,308,428</u>	<u>13,308,430</u>	<u>13,579,443</u>	<u>13,579,445</u>
Current assets					
Debtors	15	914,221	946,281	617,916	771,644
Cash at bank and in hand		4,056,843	4,003,760	3,547,615	3,375,508
		<u>4,971,064</u>	<u>4,950,041</u>	<u>4,165,531</u>	<u>4,147,152</u>
Creditors:					
falling due within one year	16	(1,216,494)	(1,195,473)	(1,415,884)	(1,397,507)
Net current assets		<u>3,754,569</u>	<u>3,754,567</u>	<u>2,749,647</u>	<u>2,749,645</u>
Total net assets		<u>17,062,997</u>	<u>17,062,997</u>	<u>16,329,090</u>	<u>16,329,090</u>
Represented by:					
Funds and reserves					
Permanent endowment funds	17	1,462,671	1,462,671	1,432,333	1,432,333
Restricted funds		1,129,571	1,129,571	581,032	581,032
Unrestricted funds					
. General funds		3,500,729	3,500,729	2,784,235	2,784,235
. Designated funds		10,970,027	10,970,027	11,531,490	11,531,490
		<u>17,062,997</u>	<u>17,062,997</u>	<u>16,329,090</u>	<u>16,329,090</u>

Total income and gains for the charity was £6,739,426 and total expenditure was £6,005,519, giving a net surplus of £733,907.

Approved by the Trustees and signed on their behalf by:



Stephen Moss
Chair



Keith Ward
Honorary Treasurer

on 9 April 2021

Notes 1 to 22 form part of these accounts.

Cash Flow

Group Cash Flow Statement for the year ended 31st August 2020

Statement of cash flows	Notes	2020 £	2019 £
Cash inflow from operating activities:			
Net cash provided by operating activities	A	(1,257,729)	(407,010)
Cash flows from investing activities:			
Dividends, interest and rents from investments		200,544	183,545
Purchase of investments		-	(1,500,000)
Purchase of property, plant and equipment		(146,496)	(164,122)
Proceeds from the sale of assets (net of fees)		1,753,633	500
Net cash (used in) investing activities		1,807,680	(1,480,077)
Change in cash and cash equivalents in the reporting year		549,952	(1,887,087)
Cash and cash equivalents at the beginning of the reporting year		3,547,615	5,434,702
Cash and cash equivalents at the end of the reporting year	B	4,097,567	3,547,615

Notes to the cash flow statement for the year to 31 August 2019

A - Reconciliation of net movement in funds to net cash flow from operating activities	2020	2019
	£	£
Net movement in funds		
Adjustments for:		
Net (expenditure)/ income for the reporting period	733,907	(330,472)
Depreciation and amortisation charge	314,238	300,763
Profit from sale of fixed assets	(1,447,609)	(500)
(Gains)/losses on investments	(162,028)	186,901
Dividends, interest and rents from investments	(200,544)	(183,545)
(Increase)/decrease in debtors	(296,304)	(185,551)
Increase/(decrease) in creditors	(199,390)	179,196
Net cash provided by operating activities	(1,257,729)	(407,010)
B - Analysis of cash and cash equivalents	2020	2019
	£	£
Cash at bank and in hand	4,056,843	3,505,995
Cash held by investment manager	40,724	41,620
Total cash and cash equivalents	4,097,567	3,547,615

Notes to the Financial Statements

Notes to the Financial Statements as at 31st August 2020

1. Policies and information

a) Charity information

The charity is an incorporated charity (company number: 00258577 and registered charity number: 303324) domiciled in the UK. The address of the charity is 47-49 Pitfield Street, London, N1 6DA.

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK generally Accepted Practice. In preparing the Financial Statements for the year ended 2019-20, London Youth has availed of the exemption from presenting its unconsolidated Profit and Loss account under Section 408 of the Companies Act, 2006.

London Youth meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

London Youth's subsidiary, London Youth Trading Company Limited, commenced trading in August 2015, and its accounts are consolidated on a line by line basis into these accounts for the year ended 31 August 2019

c) Preparation of the accounts on a going concern

Trustees

The Trustees at London Youth have adopted the going concern basis in preparing the financial statements for the year ended 31 August 2020, having assessed the principal risks and having considered the severity of the financial impact of Covid-19 in 2020 and 2021. The major uncertainty facing the charity and its subsidiary trading company ("the group") relates to the duration of the Covid-19 pandemic and continued disruption to the charity's operations – notably at the two Outdoor Residential Centres based in Buckinghamshire and East Sussex.

The Trustees have considered the impact of the current COVID-19 environment through extensive scenario modelling on these operations and other areas of activity – including programme delivery - for the next 12 months and, specifically, have considered the continued impact on the Centres' *earned income* and cash flows. As a result, the 2020-21 budget does not anticipate a resumption of normal activities at the Centres until the period post-September 2021; with Centres earned income reforecast for 2020-21 at less than 1% of the strategic targets set in 2019.

The Trustees acknowledge that the loss of this income will continue to significantly impact on the group and has implemented appropriate cost-saving measures as well as availing, where possible, of government supports such as the CJRS. However, the Trustees assert that the level of 'free' reserves held at year end 31 August 2020 – comprising the value of unrestricted reserves, less the value of the fixed asset reserve – at £6.9M is sufficient to cover anticipated losses in 2020-21 of £1.5M and will be made available to cover these losses.

The ongoing impact of the pandemic will continue to be closely monitored and further actions taken to

manage/mitigate the risks posed to the organisation as a result and to ensure the longer-term sustainability of London Youth.

Therefore, the Trustees have concluded that there are adequate reserves to continue in operational existence for the foreseeable future and have continued to prepare the financial statements on a going concern basis.

d) Income

Income is credited to the statement of financial activities on an accruals basis. Voluntary income is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably. Services are provided at the two outdoor education centres, Hindleap Warren and Woodrow High House, with deposits and course income invoiced in advance and deferred to the month when the course takes place. Income is deferred when it relates to activity in the next accounting year, primarily at the residential centres.

The charity received some gifts in kind during the year and the prior year including legal services, provision of meeting rooms, provision of building materials and volunteer time; these gifts are not considered material and have not been recognised in the financial statements.

Incoming resources generated from endowment funds are unrestricted.

Where tax is recoverable by the charity in respect of income receivable, it is recognised as part of that income at the time it is receivable.

e) Expenditure

The costs of generating funds include the salaries, direct costs and overheads associated with generating income from fundraising for unrestricted activities and grants for charitable activities.

Costs of charitable activities comprise direct expenses incurred on the defined charitable purposes of the charity and include direct staff costs attributable to the activity.

Governance costs include expenditure on administration of the charity and compliance with constitutional and statutory requirements.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management, financial management, ICT and HR functions. Support costs are apportioned between charitable activity headings pro-rata with the proportion of full-time equivalent staff.

f) Investments

Investments are included on the balance sheet at their market value at the end of the financial period. Realised and unrealised gains and losses are credited, or debited, to the statement of financial activities in the year in which they arise. A Total Return approach was adopted for investments in January 2020.

g) Tangible fixed assets

Land

Land is shown in the balance sheet at cost. Land has not been depreciated.

Freehold properties

Freehold properties are depreciated over their useful economic life, expected to be 50 years for permanent buildings and 20 years for more temporary structures, based on cost.

Improvements

2-20% depreciation per annum has been provided against leasehold improvements, according to the nature of the improvement and the useful economic life.

If no cost is recorded, or if property is not used by the charity for its own activities and is subject to onerous restrictions or held on trust it is considered to have no economic value to the charity, and such properties are held at a valuation of £nil.

Where improvements have been made to properties subject to onerous restrictions, the improvements have been capitalised and are depreciated over the expected time period for which the charity will benefit from the use of those properties.

Motor vehicles, furniture, fittings, fixtures and equipment

Depreciation at 10% to 33% per annum on cost to write down the motor vehicles and furniture and equipment to net realisable value over each asset's estimated useful life to the charity.

Computer equipment

Depreciation at 25% to 33.3% per annum on cost to write down the computer equipment to net realisable value over each asset's estimated useful life to the charity.

It is the charity's policy to capitalise assets of £1,000 and over in value.

h) Fund accounting

The general funds comprise those monies which may be used towards meeting the charitable objectives of the charity at the discretion of the Trustees.

The designated funds are monies set aside out of general funds and designated for specific purposes by the Trustees.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or are donations subject to donor-imposed conditions.

The permanent endowment funds comprise monies which must be held as capital indefinitely; income arising from invested funds is unrestricted and is credited to the general fund in the Statement of Financial Activities.

i) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight line basis over the lease term.

j) Pension costs

The Charity makes payments into an auto-enrolment defined contributions pensions scheme operated by The People's Pension.

k) Grants administered on behalf of clubs

Grants and donations received by the charity acting as an agent for individual member organisations are not recorded as incoming or outgoing resources on the statement of financial activities. In 2019-20 these were payments made by City Bridge Trust to organisations achieving a Quality Mark award, totalling £61,000 (2019: £93,000).

l) Grant-making

London Youth acts as lead partner on several programmes, such as HeadStart Action and Rise Up and is responsible for making grants to its partners, which are paid out as soon as practically possible after receipt of funds; based on budgeted expenditure pre-agreed with the funder and relevant due diligence criteria; the partners then make payments to their sub-partners in the partnership.

The charity also makes a limited number of grants to other charities with charitable objects similar to its own (or similar non-profit organisations), primarily its member youth organisations as part of programme delivery and member development.

m) Financial Instruments

London Youth 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 amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand trade debtors, accrued income and other debtors. Financial liabilities held at amortised cost comprise trade creditors, accruals and other creditors.

Investments, including bonds held as part of an investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised with income and expenditure.

n) Key judgements and uncertainties

In the application of the charity's accounting policies, Trustees are required to make judgements, estimates, assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The key judgements relate to the current value of the property portfolio held as tangible fixed assets. These estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

o) Taxation

London Youth is a registered charity and therefore is not liable to corporation tax on income and gains derived from its charitable activities, as it falls within the various exemptions available to registered charities. No Taxation is payable for 2019-20 as London Youth Trading Company Limited donated its profits to London Youth under Gift Aid after the year end. No provision for taxation has therefore been made for 2019-20.

2. Donations

	Unrestricted Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Donations & Legacies	257,988	5,302	263,290	362,495
	257,988	5,302	263,290	362,495

3. Other Grant Income

	Unrestricted Funds £	Restricted funds £	Total 2020 £	Total 2019 £
Government CJRS	320,329	-	320,329	-
	320,329	-	320,329	-

4. Trading Income

	Unrestricted funds £	Total 2020 £	Total 2019 £
Rental income – Company	10,562	10,562	22,268
London Youth Trading Company income	71,812	71,812	135,403
Group Total	82,374	82,374	157,671

5. Investment Income

	Unrestricted funds £	Endowment Funds £	Total 2020 £	Total 2019 £
Income from listed investments				
. Unit trusts and common investment funds	140,646	59,898	200,544	183,545
Interest receivable				
. Bank interest	13,428	-	13,428	19,816
	154,074	59,898	213,972	203,361

6. Profit on the sale of assets

	Unrestricted funds £	Total 2019 £	Total 2019 £
Proceeds from property sales	1,800,071	1,800,071	500
Cost of sales	(352,462)	(352,462)	
	<u>1,447,609</u>	<u>1,447,609</u>	<u>500</u>

7. Expenditure on raising funds

	Staff costs £	Other costs £	Total 2020 £	Total 2019 £
Fundraising costs	158,792	11,735	170,527	269,874
Investment management fees	-	28,467	28,467	27,548
	<u>158,792</u>	<u>40,202</u>	<u>198,994</u>	<u>297,422</u>

8. Expenditure on charitable activities

	Direct costs £	Support costs* £	Total 2020 £	Total 2019 £
Development	439,654	142,240	581,894	458,398
Opportunity	4,561,767	467,360	5,029,128	5,691,319
Voice	75,949	27,093	103,042	218,588
Best We Can Be	16,845	40,640	57,485	216,942
<i>*see note 9</i>	<u>5,094,215</u>	<u>677,333</u>	<u>5,771,549</u>	<u>6,585,247</u>

Included in expenditure are grants made to partners and members as part of development and programme delivery in the following amounts:

<u>Grants to Institutions</u>	2020	2019
	£	£
Alexz Education Ltd	16,342	-
Barnados	-	14,955
Community Links	-	80,175
Gingerbread	-	10,000
Goals for girls	13,500	-
Hackney CVS	-	58,810
Hackney Quest	14,042	-
Leaders in Community	16,042	-
London Learning Consortium	19,770	81,480
Marvels Lane Boxing Club	-	25,000
Mencap	-	17,741
One Miah Group	16,000	9,000
Palace for Life Foundation	28,730	120,940
Play Place CIC	12,432	48,720
Reaching Higher	14,042	-
Rinova	-	62,919
Salaam Peace	50,000	-
Spiral Skills	18,542	-
Sports Active Coaching	-	50,291
The Salmon Youth Centre	14,042	-
The Somerville	14,042	9,000
Waltham Forest Community Hub	14,042	-
XLP	15,700	-
Grants £10k and under for programme delivery	284,237	237,918
	561,501	826,949

9. Other Expenditure

	Total	Total
	2020	2019
	£	£
Costs associated with preparation for the Marvels Lane property sale	27,531	65,387
Other	7,448	14,160
	34,977	79,547

10. Support costs

	Development	Opportunity	Voice	Best We Can Be	Fundraising	Total 2020	Total 2019
	£	£	£	£	£	£	£
Finance	31,881	104,752	6,073	3,036	6,073	151,814	148,058
HR	22,178	72,871	4,224	2,112	4,224	105,610	102,902
IT	23,033	75,680	4,387	2,194	4,387	109,680	88,225
Governance (note 10)	24,950	81,980	4,752	2,376	4,752	118,811	120,334
London Office	34,653	113,861	6,601	3,300	6,601	165,016	168,978
Safety & Safeguarding	5,545	18,218	1,056	528	1,056	26,402	27,707
	142,240	467,362	27,093	13,546	27,093	677,333	656,204

Support costs have been allocated based on full-time equivalent headcount.

11. Governance costs

	Total 2020 £	Total 2019 £
Auditor's remuneration		
Current year audit fees	34,233	23,670
Non audit fees	2,779	6,960
Trustee Indemnity insurance	4,955	5,016
Salary Costs	55,593	83,622
Other	21,110	924
Trustee expenses	142	142
	118,812	120,334

12. Staff costs

Group and charity	Total 2020	Total 2019
	£	£
Staff costs during the year were as follows:		
Wages and salaries	2,786,444	2,991,210
Social security costs	281,105	276,459
Redundancy and termination costs	-	17,040
Pension costs	130,945	119,483
	3,198,494	3,404,192
Temporary and outsourced staff costs	229,614	343,557
	3,428,108	3,747,749

No redundancy/termination payments were made in 2020 (2019: £17k). Redundancy costs in 2019 related to the closure of the Talent Match London programme due to funding ending.

Group and charity	Total 2020	Total 2019
	£	£
Staff costs during the year were as follows:		
Charitable activities		
. Development	250,098	274,952
. Opportunity	2,528,384	2,711,641
. Voice	104,121	122,000
. Best We Can Be	74,149	86,882
Fundraising	144,939	169,828
Support costs	326,417	382,446
	3,428,108	3,747,749

The average number of employees calculated on a monthly average head count and on a full-time equivalent (FTE) basis was:

Group and charity	2020 Number	2020 FTE	2019 Number	2019 FTE
Direct charitable				
. Development	5	5	6	6
. Opportunity	108	79	114	80
. Voice	3	3	3	3
. Best We Can Be	2	1	3	3
Fundraising	3	3	4	3
Support	6	6	6	6
Total	127	97	136	101

During the year employees earning in excess of £60,000 per annum, including taxable benefits fell into the following ranges.

	<u>2020</u>	<u>2019</u>
	Number	Number
£80,000 - £89,999	-	1
£70,000 - £79,999	1	-
£60,000 - £69,999	4	2

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day to day basis comprise the Chief Executive and a Senior Team, currently comprising the Director of Programmes, Director of Engagement, Director of Centres and Director of Finance & Resources. The total taxable benefits and employers' pension and National Insurance contributions of the key management personnel for the year was £428,576 (2019: £386,299).

No Trustees received remuneration in respect of their services as a Trustee during the period (2019: £nil). One Trustee received reimbursement of £142 for travel expenses during the period (2019: one Trustee £142). The charity has a Trustee indemnity insurance policy in force for which the charge for the period was £4,955 (2019: £5,016).

13. Tangible fixed assets

	Land and Property £	Improvements £	Furniture, fixtures & equipment £	Motor vehicles £	Computers £	Total £
Cost or valuation						
At 1 September 2019	7,626,469	2,578,330	836,959	22,077	175,763	11,239,597
Additions	-	53,036	46,537	-	46,924	146,496
(Disposals) Marvel's Lane property	(350,000)	-	-	-	-	(350,000)
At 31 August 2020	<u>7,276,469</u>	<u>2,631,366</u>	<u>883,496</u>	<u>22,077</u>	<u>222,687</u>	<u>11,036,093</u>
Depreciation						
At 1 September 2019	2,305,864	1,063,572	407,270	3,857	128,989	3,909,552
Charge for year	113,424	90,025	83,200	2,323	25,267	314,238
(Disposal) Marvel's Lane property	(84,408)	-	-	-	-	(84,408)
At 31 August 2020	<u>2,334,880</u>	<u>1,153,597</u>	<u>490,470</u>	<u>6,180</u>	<u>154,256</u>	<u>4,139,382</u>
Net book values						
At 31 August 2020	<u>4,941,589</u>	<u>1,477,769</u>	<u>393,026</u>	<u>15,897</u>	<u>68,431</u>	<u>6,896,712</u>
At 31 August 2019	5,320,597	1,514,846	429,688	18,220	46,774	7,330,125

Freehold property included above at cost or Trustees' valuation at year end comprises:

47-49 Pitfield Street	London	London Youth own use
Hindleap Warren	Sussex	London Youth own use
Woodrow High House	Buckinghamshire	London Youth own use

The charity also owns freehold properties listed below which are included at a £nil valuation because the properties are held on trust or have restrictive covenants concerning their disposal. These properties have no recorded cost and are not in use by the charity.

<u>Freehold properties at £nil value:</u>	<u>Reason for non-valuation</u>	<u>Insurance Value (£)</u>
Westminster House Youth Club, London	Held on Trust	450,000

14. Investments

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Shares in subsidiary undertaking at cost	-	2	-	2
Listed investments	6,358,992	6,358,992	6,235,786	6,235,786
Cash held by investment managers for investment	40,724	40,724	1,532	1,532
Other investments	12,000	12,000	12,000	12,000
	<u>6,411,716</u>	<u>6,411,718</u>	<u>6,249,318</u>	<u>6,249,320</u>

The charity owns the entire issued share capital of London Youth Trading Company Limited, company number 02977936, incorporated in England and Wales. This company traded throughout the year ended 31 August 2020; its balance sheet is consolidated within these accounts. London Youth Trading Company Limited has Shareholder funds of £2.

London Youth Trading Company Limited's income during the year was £71,812 (2019: £135,403) and its surplus for the year was £35,352 (2019: £44,714). An amount of £35,352 (2019: £44,714) was donated to London Youth under gift aid subsequent to the year end. Net assets of London Youth Trading Company Limited are shareholder funds of £2.

	Listed Investments £
Market value at 1 September 2019	6,237,318
Additions	-
Withdrawals	(40,354)
Gains /(losses)	162,028
Market value at 31 August 2020	6,358,992
Cash held by investment managers	40,724
Total investment	<u>6,399,716</u>
Listed investments at cost	<u>5,459,708</u>

Listed investments held at 31 August 2020 comprised the following:

	2020 £	2019 £
Fixed income	691,627	571,749
UK equities	415,020	237,941
Global equities	4,264,578	4,261,766
Property	89,458	349,182
Alternative assets	505,333	372,800
Liquid assets	433,701	443,880
	<u>6,399,716</u>	<u>6,237,318</u>

Included within listed investments are 58.8 ordinary shares in Royal Bank of Scotland Plc with a market value of £71 (2019: £109) at 31st August 2020 which do not form part of the CCLA or Sarasin & Partners investment portfolios.

Investments include an endowment for the Girls Fund. London Youth adopted total return accounting for the Girls Fund in January 2019. A base date of 1st February 1999, the date of the merger with the London Union of Youth Clubs and transfer of assets when the fund was acquired, was approved for determining the permanent capital value of the endowed fund, based on the market value of £891,991 at the fund transfer date. The value of these investments was frozen and classified as frozen permanent capital, and the remaining value of the investments was classified as unapplied total return.

	Trust for Investment	Unapplied Total Return	Total Endowment
At beginning of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	540,342	540,342
Total	891,991	540,342	1,432,333
Movements in the reporting period:			
Gift of endowment funds	-	-	-
Recoupment of trust for investment	-	-	-
Allocation from trust for investment	-	-	-
Investment return: dividends and interest	-	59,898	59,898
Investment return: realised and unrealised gains/(losses)	-	13,236	13,236
Less: Investment management costs	-	(8,234)	(8,234)
Total	-	64,900	64,900
Unapplied total return allocated to income	-	(49,323)	(49,323)
Net movements in reporting period	-	15,577	15,577
At end of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	555,919	555,919
Total	891,991	555,919	1,447,910

15. Debtors

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Trade debtors	297,435	296,938	189,060	183,762
Prepayments and accrued income	481,047	479,988	427,090	427,090
London Youth Trading Company	-	33,615	-	159,026
Other debtors	135,739	135,739	1,766	1,766
Total debtors	914,221	946,281	617,916	771,644

Increase in 'Other Debtors' in 2020 includes CJRS grants totalling £131k, due but not received before year end.

16. Creditors

	Group 2020	Charity 2020	Group 2019	Charity 2019
	£	£	£	£
Fees in advance and deferred income	269,036	255,716	617,249	617,249
Trade creditors	350,170	350,170	256,802	256,802
Other creditors	214,129	212,668	241,964	241,964
PAYE and National Insurance	63,211	63,211	70,608	70,608
Pensions Payments	17,061	17,061	39,093	39,093
Accruals	302,888	296,648	190,168	171,791
Total creditors	<u>1,216,494</u>	<u>1,195,473</u>	<u>1,415,884</u>	<u>1,397,507</u>

Analysis of movement in fees in advance and deferred income

	Group	Charity
Deferred income at 1st September 2019	617,249	617,249
New deferred income in the year	269,036	255,716
Deferred income released	(617,249)	(617,249)
Deferred income at 31st August 2020	<u>269,036</u>	<u>255,716</u>

17. Funds

	1 Sept 2019	Incoming resources	Expenditure	Transfers *	Gains & Losses	31st Aug 2020
	£	£	£	£	£	£
Restricted Funds						
Development						
Membership Development						
Membership Development/Marketing	53,785	39,362	(130,698)	-	-	(37,551)
Quality Mark	10,500	97,500	(109,105)	-	-	(1,105)
Networks	-	141,660	(135,457)	-	-	6,203
Young People's Foundations	13,120	-	(13,120)	-	-	-
Covid-19 Adaptations	-	148,653	(86,247)	-	-	62,406
Rise Up Leadership Programme	-	54,600	(43,167)	-	-	11,433
Opportunity						
Residential Centres						
Woodrow Other	13,442	23,306	(2,313)	(22,865)	-	11,570
Hindleap Countryside Stewardship	7,232	17,241	(14,000)	-	-	10,473
Hindleap Other	12,666	68,162	(62,037)	(4,860)	-	13,931
Youth Action						
City Leaders - Core programme	11,922	161,499	(140,097)	3,000	-	36,324
City Leaders - Keeping it Wild	10,658	88,399	(82,569)	-	-	16,488
City Leaders - East London Leaders	10,307	82,028	(92,335)	-	-	-
Youth Leads	5,272	-	-	(5,272)	-	-
Microgrants	14,546	32,017	(41,775)	1,622	-	6,410
Sports Development						
Sports Development	14,616	747,831	(450,970)	-	-	311,477
ActiveLeads	20,757	49,039	(34,696)	-	-	35,100
Young Leaders	-	114,764	(48,548)	-	-	66,216
JP Events	13,858	32,572	(50,015)	-	-	(3,585)
Arts						
Young Culture Makers	-	47,813	(87,176)	57,298	-	17,935
Employability						
Big Lottery Fund Talent Match Croydon	135,864	(349)	(137,424)	1,910	-	-
Future Talent	232,487	347,881	(392,029)	16,267	-	204,606
HeadStart Action	-	535,185	(179,051)	-	-	356,134
Voice						
Youth involvement						
Dare London	-	52,271	(50,314)	650	-	2,607
Best We Can Be						
Learning						
Other	-	10,000	(7,500)	-	-	2,500
Restricted Funds Total	581,032	2,891,433	(2,390,643)	47,750	-	1,129,571

	1st Sep 2019 £	Incoming resources £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2020 £
Designated Funds						
Fixed Assets Designated Fund	7,330,125	-	-	(433,413)	-	6,896,712
Development Fund	3,696,781	105,477	(20,233)	(101,976)	112,927	3,792,976
Digital & Programme Innovation Fund	504,584	-	-	(224,246)	-	280,338
Permanent Endowment Funds						
London Girls Fund	1,432,333	59,898	(8,234)	(34,562)	13,236	1,462,671
Unrestricted Funds						
General funds	2,784,235	3,520,590	(3,586,408)	746,447	35,865	3,500,729
TOTAL FUNDS	16,329,090	6,577,398	(6,005,519)	-	162,028	17,062,997

*Transfers are made to and from the Fixed Assets Designated Fund when assets are capitalised and depreciated respectively.

The Development fund includes a transfer to unrestricted funds for gains drawn down as income under the total return approach

Young Culture Makers includes a transfer from the Digital and Programme Innovation Fund to make up a shortfall in donations.

Restricted Funds

Restricted funds are those funds that must be used in accordance with the donors' wishes.

Development

Membership Development - Developing, training, connecting and quality assuring our membership network to deliver good youth work, including running networks meetings to develop and share practice and providing specific support for young people. Our membership development work is supported by City Bridge Trust, John Lyon's Charity, Paul Hamlyn Foundation, Fidelity UK Foundation, the Greater London Authority (Violence Reduction Unit), the National Lottery Community Fund the Department for Digital, Culture, Media & Sport and others.

Opportunity

Creating a broad and inclusive range of quality opportunities for young people

Residential Centres – Funds to support our centres and outdoor education. This includes funds donated by Bucks Association for Gardening with disabled people in the Woodrow grounds; Countryside Stewardship supports forestry work at Hindleap Warren; Other funds for the residential centres supported building and refurbishment works, equipment to better support disabled young people, and subsidised visits for your people including trips away from the centre.

Youth Action – A range of youth leadership and social action programmes supported by The City Bridge Trust, The Morrisons Foundation, The Jimmy Dixon Charitable Trust, M&C Saatchi, The iWill Fund, The National Lottery Community Fund, and National Lottery Heritage Fund.

Sports Development – A range of sports development programmes and events supported by Sport England, London Sport, British Fencing, the Greater London Authority, Tudor Foundation, Jack Petchey Foundation, John Lyon's Charity, The National Lottery Community Fund, The iWill Fund, and others.

Arts – Working with our member youth organisations, the programme supports grassroots youth and community groups to develop their creative arts offer for young people, by working in partnership with artists and arts organisations to deliver inspiring projects. This work has been generously supported by Arts Council England in 2020.

Employability - The National Lottery Community Fund provided additional funding for the Talent Match Croydon employability programme in 2020. Future Talent is a pre-employability programme that was launched in January 2019, supported by JP Morgan Chase Foundation and the Greater London Authority have provided funding for the HeadStart Action programme which commenced in 2020.

Voice

Ensuring that our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion. While the majority of expenditure in this area was from unrestricted income, a grant was received for support for our youth involvement work and Dare London, our Youth Advisory board.

Best we can be

In 2019-20 the sum of £10k was received from City Bridge Trust / Cornerstone to support our ongoing learning and evaluation work, which includes innovation and developing practice with our members, supporting learning networks, and supporting organisational development with investment in fundraising development.

Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for a specific reason:

Fixed Asset Fund

The fixed asset fund represents the net book value of tangible assets including property (see Note 12 above). These assets include Hindleap Warren and Woodrow High House which are fundamental to the day-to-day work of the charity.

Development Fund

The Development Fund was created to create a legacy from the sale of historic assets. This is a medium to long-term fund to support the development programmes at London Youth. It will be invested as determined by the Board of Trustees, with a particular focus on implementing the changes that will support the charity's longer-term sustainability.

Digital Development & Programme Innovation Fund

This fund is for investment in strategic projects to support the delivery of the 2020-23 Strategy and to increase capacity to adapt and to be agile in the face of organisational challenges – such as we have experienced in 2020 -to include innovation and digital projects to help us adapt to virtual environments, especially important in the post-Covid period.

Permanent endowment funds

London Youth acts as Trustee for the London Girls Fund. This is a capital restricted fund whereby London Youth is entitled to the income only. The London Union of Youth Clubs was appointed Trustee of the fund by a Charity Commission scheme dated 23 January 1998. Following the amalgamation of the London Union of Youth Clubs and the London Federation of Clubs for Young People on 1 February 1999, London Youth became the Trustee under the scheme.

18. Analysis of net assets between funds

Charity	Unrestricted funds				Total 2020
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
	£	£	£	£	£
Fund balances at 31st August 2020 are represented by:					
Tangible fixed assets	-	6,896,712	-	-	6,896,712
Investments	1,156,071	3,792,976	-	1,462,671	6,411,718
Current assets	3,540,131	280,338	1,129,571	-	4,950,040
Creditors: amounts falling due within one year	(1,195,473)	-	-	-	(1,195,473)
Total net assets	3,500,729	10,970,026	1,129,571	1,462,671	17,062,997

Fund balances at 31st August 2019 are represented by:					
Tangible fixed assets	-	7,330,125	-	-	7,330,125
Investments	1,120,206	3,696,781	-	1,432,333	6,249,320
Current assets	3,061,536	504,584	581,032	-	4,147,152
Creditors: amounts falling due within one year	(1,397,507)	-	-	-	(1,397,507)
Total net assets	2,784,235	11,531,490	581,032	1,432,333	16,329,090

Group	Unrestricted funds				Total 2020
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
	£	£	£	£	£
Fund balances at 31st August 2020 are represented by:					
Tangible fixed assets	-	6,896,712	-	-	6,896,712
Investments	1,156,069	3,792,976	-	1,462,671	6,411,716
Current assets	3,561,154	280,338	1,129,571	-	4,971,063
Creditors: amounts falling due within one year	(1,216,494)	-	-	-	(1,216,494)
Total net assets	3,500,729	10,970,026	1,129,571	1,462,671	17,062,997

Fund balances at 31st August 2019 are represented by:					
Tangible fixed assets	-	7,330,125	-	-	7,330,125
Investments	1,120,204	3,696,781	-	1,432,333	6,249,320
Current assets	3,079,915	504,584	581,032	-	4,165,531
Creditors: amounts falling due within one year	(1,415,884)	-	-	-	(1,415,884)
Total net assets	2,784,235	11,531,490	581,032	1,432,333	16,329,090

19. Operating leases

At 31 August 2020, the charity's minimum commitments over the life of non-cancellable operating leases on office equipment and motor vehicles were as follows:

Group and charity	2020	2019
	£	£
Expiring within one year	9,381	11,307
Expiring within two to five years	5,943	15,324
Total	15,324	26,631

20. Liability of members

The charity is constituted as a company limited by guarantee. In the event of the charity being wound up members are required to contribute an amount not exceeding 25p.

21. Associated charities and related parties

The Joseph Levy Endowment Trust is an associated charity which has three Trustees in common with The Federation of London Youth Clubs and uses the same principal office. The Trustees in common are Stephen Moss (who replaced Julian Beare as Chair of London Youth and Chair of the Joseph Levy Endowment Trust at AGM on 2 April 2020), Keith Ward, and David Miller. The objects of The Joseph Levy Endowment Trust are to promote and support the instruction of young people of all walks of life in the principles of discipline, loyalty and good citizenship in such ways as the Trustees shall from time to time think fit and in particular, by furtherance of the charitable purposes of London Youth. During the year, the charity received £40,000 (2019: £60,000) from The Joseph Levy Endowment Trust.

London Youth provided management, support services and facilities to London Youth Trading Company Limited in the amount of £29,014 (2019: £76,529), being primarily staff time and costs of the swimming pool and sports centre. London Youth Trading Company donated £35,352 (2019: £44,714) to London Youth through Gift Aid after the year end. As at 31 August 2020 £33,615 (2019: £159,026) was due to London Youth from London Youth Trading Company Limited.

Addison Youth Club has two Trustees in common with The Federation of London Youth Clubs as at year end 31 August, Julian Beare having stepped down from the Board of London Youth at AGM on 2 April 2020, and uses the same principal office. The Trustees in common are Keith Ward and David Miller. London Youth invoiced Addison Youth Club £4,500 (2019: £nil) in respect of management and administration fees in the period.

London Youth is a corporate Trustee of the Jimmy Dixon Charitable Trust, The Sulgrave Foundation, and Raymond Plummer Settlement. In the year under review, The Federation of London Youth Clubs received £52,271 (2019: £39,311) from the Jimmy Dixon Trust to support the youth action programme and £7,000 (2019: £14,000) from The Sulgrave Foundation to support its sports development work.

Charline King, a Trustee of London Youth is an employee of Rathbone Society. Rathbone Society is a member club and actively engaged with London Youth. London Youth invoiced Rathbone for a membership fee of £nil in 2020 (2019: £125).

John Norman (who stepped down at AGM on 2 April 2020) and Simon Turek, Trustees of London Youth are also a Trustees of Poplar Harca. During the year London Youth invoiced Poplar Harca £nil (2019: £125) in respect of the membership fee. Poplar Harca invoiced London Youth for £nil (2019: £240) for room hire and London Youth paid Poplar Harca £nil (2019: £5,350) for youth action activities as part of our programmes. No Trustees of London Youth made a donation to the charity in 2020 (2019: £nil).

There are no other transactions with related parties of which the Trustees are aware.

22. Prior year figures

Consolidated Statement of Financial Activities Including Income and Expenditure year to 31 August 2019

Group	Notes	Unrestricted Funds £	Restricted Funds £	Permanent endowment £	Total 2019 £	Total 2018 £
Income						
Donations and legacies	2	279,234	83,261	-	362,495	169,047
Charitable activities						
. Development		106,353	424,253	-	530,606	427,978
. Opportunity		2,951,574	2,041,444	-	4,993,018	6,446,920
. Voice		-	39,311	-	39,311	22,037
. Best We Can Be		9,544	88,100	-	97,644	232,613
Other trading activities	3	157,671	-	-	157,671	152,382
Investments	4	144,598	-	58,763	203,361	128,852
Profit on the sale of assets	5	500	-	-	500	2,611,048
Total income		3,649,474	2,676,369	58,763	6,384,606	10,190,877
Expenditure on:						
Raising funds	6	289,100	-	8,322	297,422	212,933
Charitable activities						
. Development	7	87,580	370,818	-	458,398	407,202
. Opportunity		3,419,348	2,271,971	-	5,691,319	6,292,805
. Voice		179,277	39,311	-	218,588	133,729
. Best We Can Be		128,842	88,100	-	216,942	283,827
Other	8	79,547	-	-	79,547	90,723
Total expenditure		4,183,694	2,770,200	8,322	6,962,216	7,421,219
Net gains / (losses) on investments		210,622	-	36,515	247,137	169,824
Net (expenditure) / income		(323,597)	(93,831)	86,956	(330,472)	2,939,482
Transfers between funds		173,683	(114,283)	(59,400)	-	-
Net movement in funds		(149,914)	(208,114)	27,556	(330,472)	2,939,482
Reconciliation of funds						
Total funds brought forward		14,465,639	789,146	1,404,777	16,659,572	13,720,089
Total funds carried forward	16	14,315,725	581,032	1,432,333	16,329,090	16,659,572

Prior year funds movements to 31 August 2019

	1st Sep 2018	Incoming resources	Expenditure	Transfers *	Gains & Losses	31st Aug 2019
	£	£	£	£	£	£
Restricted Funds						
Development						
Membership Development						
Membership Development	21,446	122,158	(143,604)	-	-	-
Quality Mark	-	120,000	(109,500)	-	-	10,500
Networks	2,524	30,000	(32,524)	-	-	-
Young People's Foundations	-	65,000	(51,880)	-	-	13,120
Membership Marketing	-	87,095	(33,310)	-	-	53,785
Opportunity						
Residential Centres						
Bucks Gardening	2,475	-	(500)	-	-	1,975
Woodrow Other	5,525	58,471	(5,640)	(46,889)	-	11,467
Hindleap Countryside Stewardship	18,781	11,251	(22,800)	-	-	7,232
Environmental projects	-	3,721	(3,721)	-	-	-
Hindleap Other	22,660	98,192	(37,071)	(71,115)	-	12,666
Youth Action						
City Leaders - Core programme	64,238	124,222	(176,538)	-	-	11,922
City Leaders - Keeping it Wild	9,822	39,876	(39,040)	-	-	10,658
City Leaders - East London Leaders	-	117,972	(107,665)	-	-	10,307
Jimmy Dixon Leadership Programme	7,420	-	(7,420)	-	-	-
Youth Leads	12,812	35,808	(43,348)	-	-	5,272
Microgrants	-	19,978	(5,432)	-	-	14,546
Sports Development						
Active Leads	-	71,342	(50,585)	-	-	20,757
Sports Development	102,327	221,781	(309,492)	-	-	14,616
Young Leaders	-	59,372	(45,514)	-	-	13,858
Arts						
Young Culture Makers	32,788	20,898	(107,407)	53,721	-	-
Employability						
Big Lottery Fund Talent Match London	372,003	400,861	(578,631)	(194,233)	-	-
Big Lottery Fund Talent Match Croydon	114,325	480,079	(488,540)	30,000	-	135,864
Future Talent	-	360,881	(242,627)	114,233	-	232,487
Voice						
Youth involvement						
Dare London	-	39,311	(39,311)	-	-	-
Best We Can Be						
Learning						
Learning and Innovation	-	85,600	(85,600)	-	-	-
Other	-	2,500	(2,500)	-	-	-
Restricted Funds Total	789,146	2,676,369	(2,770,200)	(114,283)	-	581,032

	1st Sep 2018 £	Incoming resources £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2019 £
Designated Funds						
Fixed Assets Designated Fund	7,466,548	-	-	(136,423)	-	7,330,125
Development Fund	3,645,497	-	-	(51,277)	102,561	3,696,781
Digital & Programme Innovation Fund	725,988	-	(162,475)	(58,929)	-	504,584
Permanent Endowment Funds						
London Girls Fund	1,404,777	58,763	(8,322)	(59,400)	36,515	1,432,333
Unrestricted Funds						
General funds	2,627,606	3,649,474	(4,021,218)	420,312	108,061	2,784,235
TOTAL FUNDS	16,659,562	6,384,606	(6,962,215)	-	247,137	16,329,090

Reference Information

Patron	HRH Prince Edward, The Earl of Wessex	
President	Sir Kenneth Olisa, OBE	
Chair	Julian Beare (to 2 April 2020) Stephen Moss, CBE (from 2 April 2020)	
Deputy Chair	David Miller	
Honorary Treasurer	Keith Ward	
Vice Presidents	Jarvis Astaire OBE The Lord Brooke Robin Callender Smith Jane Earle Clive Efford MP Robin Gowlland Peter Hudson Rt. Hon. Sir Simon Hughes Peter Hunter Sir David Knox Roger Merton MBE	Dr. Terry Powley John Ratcliff CBE Marsha Rae Ratcliff OBE G Davide Rodrigues The Rt. Rev. Roger Sainsbury John Spencer OBE Paul Stewart Joy Toghil Joseph Williams Carl Wonfor
Trustees	Sue Asprey-Price Julian Beare (to 2 April 2020) Guy Davison Edward Hay Kevin Holian Adem Holness Charline King Sharaf Mahmood David Miller	Stephen Moss, CBE (from 2 April 2020) John Norman (to 2 April 2020) Louise Rodgers Stu Thomson Simon Turek Keith Ward Mario Washington-Ihieme
Youth Advisers attending Trustee meetings	Jo-Ash Brown Kaylem Shepherd Elena Vissani	
Committee Chairs:		
Finance	Keith Ward	
Assurance	John Norman (to 2 April 2020); Kevin Holian (from 2 April 2020)	
Nominations	Simon Turek	

Chief Executive and Company Secretary	Rosemary Watt-Wyness
Senior Team	
Director for Residential Centres	Martin Curtis
Director of Programmes	Zoe Mellis
Director of Engagement	Kawika Solidum
Director of Finance & Resources	Danyanne Quemper
Registered name	The Federation of London Youth Clubs
Registered/principal office	47-49 Pitfield Street London N1 6DA
Telephone	020 7549 8800
E-mail	hello@londonyouth.org
Website	www.londonyouth.org
Company registration number	00258577 (England and Wales)
Charity registration number	303324
Auditors	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Bankers	National Westminster Bank plc 54 Marsh Wall West India Dock London E14 6LJ
Investment managers	Sarasin & Partners Juxon House 100 St Paul's Churchyard London EC4M 8BU
	CCLA Senator House 85 Queen Victoria Street London EC4V 4ET
Lawyers	Charles Russell Speechlys LLP 5 Fleet Place London EC4M 7RD



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