

# Annual Report 2019-20

## Annual Report and Financial Statements 2019-20

Year ended 31<sup>st</sup> August 2020

**The Federation of London Youth Clubs**

47-49 Pitfield Street London N1 6DA

Charity Registration: 303324

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London Youth Annual Report and Financial Statements



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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

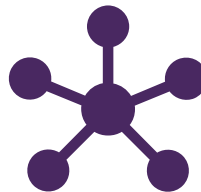
## Membership Development



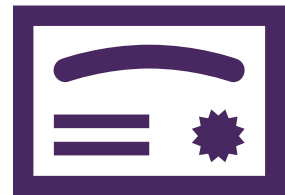
**637 ↑**  
Members in  
our network  
(Last year 455)



**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 UK<sup>1</sup>. 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 England<sup>2</sup>. 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)<sup>3</sup>.
- 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.

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<sup>1</sup> *London's Poverty Profile 2020*, Trust for London, 2020 <https://www.trustforlondon.org.uk/publications/lpp2020/>

<sup>2</sup> *London's Poverty Profile 2020*, Trust for London, 2020 <https://www.trustforlondon.org.uk/publications/lpp2020/>

<sup>3</sup> *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](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 this<sup>4</sup>. Further cuts to youth services will likely have a dramatic impact.

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<sup>4</sup> *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](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-mJOl0>

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 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 residencies 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 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. 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 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 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 22<sup>nd</sup> August 1931 as a charitable company limited by guarantee. It is governed by its Articles of Association which were last amended on 21<sup>st</sup> 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 31<sup>st</sup> 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the 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 £
<b>Income</b>						
Donations and legacies	2	257,988	5,302	-	<b>263,290</b>	362,495
Charitable activities						
. Development		8,708	481,775	-	<b>490,483</b>	530,607
. Opportunity		1,354,986	2,342,085	-	<b>3,697,071</b>	4,993,017
. Voice		-	52,271	-	<b>52,271</b>	39,311
. Best We Can Be		-	10,000	-	<b>10,000</b>	97,644
Other Grant Income	3	320,329	-	-	<b>320,329</b>	-
Other trading activities	4	82,374	-	-	<b>82,374</b>	157,671
Investments	5	154,074	-	59,898	<b>213,972</b>	203,361
Profit on the sale of assets	6	1,447,609	-	-	<b>1,447,609</b>	500
<b>Total income</b>		<b>3,626,068</b>	<b>2,891,433</b>	<b>59,898</b>	<b>6,577,398</b>	<b>6,384,606</b>
<b>Expenditure on:</b>						
Raising funds	7	190,760	-	8,234	<b>198,994</b>	297,422
Charitable activities	8					
. Development		64,100	517,794	-	<b>581,894</b>	458,398
. Opportunity		3,214,091	1,815,036	-	<b>5,029,128</b>	5,691,319
. Voice		52,728	50,314	-	<b>103,042</b>	218,588
. Best We Can Be		49,985	7,500	-	<b>57,485</b>	216,942
Other	9	34,977	-	-	<b>34,977</b>	79,547
<b>Total expenditure</b>		<b>3,606,641</b>	<b>2,390,644</b>	<b>8,234</b>	<b>6,005,519</b>	<b>6,962,216</b>
Net gains / (losses) on investments		148,792	-	13,236	<b>162,028</b>	247,137
<b>Net (expenditure) / income</b>		<b>168,218</b>	<b>500,789</b>	<b>64,900</b>	<b>733,907</b>	<b>(330,472)</b>
Transfers between funds		(13,188)	47,750	(34,562)	-	-
Net movement in funds		155,030	548,539	30,338	<b>733,907</b>	<b>(330,472)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		14,315,725	581,032	1,432,333	<b>16,329,090</b>	16,659,572
<b>Total funds carried forward</b>	17	<b>14,470,755</b>	<b>1,129,571</b>	<b>1,462,671</b>	<b>17,062,997</b>	<b>16,329,090</b>



# Balance Sheet

Company and Group Balance Sheet as at 31st August 2020  
Company Number 0258577

	Notes	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
<b>Fixed assets</b>					
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
		<b>13,308,428</b>	<b>13,308,430</b>	<b>13,579,443</b>	<b>13,579,445</b>
<b>Current assets</b>					
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
		<b>4,971,064</b>	<b>4,950,041</b>	<b>4,165,531</b>	<b>4,147,152</b>
<b>Creditors:</b>					
falling due within one year	16	(1,216,494)	(1,195,473)	(1,415,884)	(1,397,507)
<b>Net current assets</b>		<b>3,754,569</b>	<b>3,754,567</b>	<b>2,749,647</b>	<b>2,749,645</b>
<b>Total net assets</b>		<b>17,062,997</b>	<b>17,062,997</b>	<b>16,329,090</b>	<b>16,329,090</b>
<b>Represented by:</b>					
<b>Funds and reserves</b>	17				
Permanent endowment funds		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
		<b>17,062,997</b>	<b>17,062,997</b>	<b>16,329,090</b>	<b>16,329,090</b>

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 £
<b>Cash inflow from operating activities:</b>			
Net cash provided by operating activities	A	(1,257,729)	(407,010)
<b>Cash flows from investing activities:</b>			
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
<b>Net cash (used in) investing activities</b>		<b>1,807,680</b>	<b>(1,480,077)</b>
<b>Change in cash and cash equivalents in the reporting year</b>		<b>549,952</b>	<b>(1,887,087)</b>
Cash and cash equivalents at the beginning of the reporting year		3,547,615	5,434,702
<b>Cash and cash equivalents at the end of the reporting year</b>	B	<b>4,097,567</b>	<b>3,547,615</b>

### Notes to the cash flow statement for the year to 31 August 2019

<b>A - Reconciliation of net movement in funds to net cash flow from operating activities</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Net movement in funds</b>		
<b>Adjustments for:</b>		
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
<b>Net cash provided by operating activities</b>	<b>(1,257,729)</b>	<b>(407,010)</b>
<b>B - Analysis of cash and cash equivalents</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Cash at bank and in hand	4,056,843	3,505,995
Cash held by investment manager	40,724	41,620
<b>Total cash and cash equivalents</b>	<b>4,097,567</b>	<b>3,547,615</b>

# 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 £	<b>Total 2019 £</b>	Total 2019 £
Proceeds from property sales	1,800,071	<b>1,800,071</b>	500
Cost of sales	(352,462)	<b>(352,462)</b>	
	<u>1,447,609</u>	<u><b>1,447,609</b></u>	<u>500</u>

## 7. Expenditure on raising funds

	Staff costs £	Other costs £	<b>Total 2020 £</b>	Total 2019 £
Fundraising costs	158,792	11,735	<b>170,527</b>	269,874
Investment management fees	-	28,467	<b>28,467</b>	27,548
	<u>158,792</u>	<u>40,202</u>	<u><b>198,994</b></u>	<u>297,422</u>

## 8. Expenditure on charitable activities

	Direct costs £	Support costs* £	<b>Total 2020 £</b>	Total 2019 £
Development	439,654	142,240	<b>581,894</b>	458,398
Opportunity	4,561,767	467,360	<b>5,029,128</b>	5,691,319
Voice	75,949	27,093	<b>103,042</b>	218,588
Best We Can Be	16,845	40,640	<b>57,485</b>	216,942
*see note 9	<u>5,094,215</u>	<u>677,333</u>	<u><b>5,771,549</b></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:

<b><u>Grants to Institutions</u></b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Alexz Education Ltd	<b>16,342</b>	-
Barnados	-	14,955
Community Links	-	80,175
Gingerbread	-	10,000
Goals for girls	<b>13,500</b>	-
Hackney CVS	-	58,810
Hackney Quest	<b>14,042</b>	-
Leaders in Community	<b>16,042</b>	-
London Learning Consortium	<b>19,770</b>	81,480
Marvels Lane Boxing Club	-	25,000
Mencap	-	17,741
One Miah Group	<b>16,000</b>	9,000
Palace for Life Foundation	<b>28,730</b>	120,940
Play Place CIC	<b>12,432</b>	48,720
Reaching Higher	<b>14,042</b>	-
Rinova	-	62,919
Salaam Peace	<b>50,000</b>	-
Spiral Skills	<b>18,542</b>	-
Sports Active Coaching	-	50,291
The Salmon Youth Centre	<b>14,042</b>	-
The Somerville	<b>14,042</b>	9,000
Waltham Forest Community Hub	<b>14,042</b>	-
XLP	<b>15,700</b>	-
Grants £10k and under for programme delivery	<b>284,237</b>	237,918
	<b>561,501</b>	826,949

## 9. Other Expenditure

	<b>Total 2020</b>	<b>Total 2019</b>
	<b>£</b>	<b>£</b>
Costs associated with preparation for the Marvels Lane property sale	<b>27,531</b>	65,387
Other	<b>7,448</b>	14,160
	<b>34,977</b>	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	<b>151,814</b>	148,058
HR	22,178	72,871	4,224	2,112	4,224	<b>105,610</b>	102,902
IT	23,033	75,680	4,387	2,194	4,387	<b>109,680</b>	88,225
Governance (note 10)	24,950	81,980	4,752	2,376	4,752	<b>118,811</b>	120,334
London Office	34,653	113,861	6,601	3,300	6,601	<b>165,016</b>	168,978
Safety & Safeguarding	5,545	18,218	1,056	528	1,056	<b>26,402</b>	27,707
	<b>142,240</b>	<b>467,362</b>	<b>27,093</b>	<b>13,546</b>	<b>27,093</b>	<b>677,333</b>	<b>656,204</b>

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	<b>34,233</b>	23,670
Non audit fees	<b>2,779</b>	6,960
Trustee Indemnity insurance	<b>4,955</b>	5,016
Salary Costs	<b>55,593</b>	83,622
Other	<b>21,110</b>	924
Trustee expenses	<b>142</b>	142
	<b>118,812</b>	<b>120,334</b>

## 12. Staff costs

<b>Group and charity</b>	<b>Total 2020 £</b>	<b>Total 2019 £</b>
Staff costs during the year were as follows:		
Wages and salaries	<b>2,786,444</b>	2,991,210
Social security costs	<b>281,105</b>	276,459
Redundancy and termination costs	-	17,040
Pension costs	<b>130,945</b>	119,483
	<b>3,198,494</b>	3,404,192
Temporary and outsourced staff costs	<b>229,614</b>	343,557
	<b>3,428,108</b>	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.

<b>Group and charity</b>	<b>Total 2020 £</b>	<b>Total 2019 £</b>
Staff costs during the year were as follows:		
Charitable activities		
. Development	<b>250,098</b>	274,952
. Opportunity	<b>2,528,384</b>	2,711,641
. Voice	<b>104,121</b>	122,000
. Best We Can Be	<b>74,149</b>	86,882
Fundraising	<b>144,939</b>	169,828
Support costs	<b>326,417</b>	382,446
	<b>3,428,108</b>	3,747,749

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

<b>Group and charity</b>	<b>2020 Number</b>	<b>2020 FTE</b>	<b>2019 Number</b>	<b>2019 FTE</b>
Direct charitable				
. Development	<b>5</b>	<b>5</b>	6	6
. Opportunity	<b>108</b>	<b>79</b>	114	80
. Voice	<b>3</b>	<b>3</b>	3	3
. Best We Can Be	<b>2</b>	<b>1</b>	3	3
Fundraising	<b>3</b>	<b>3</b>	4	3
Support	<b>6</b>	<b>6</b>	6	6
<b>Total</b>	<b>127</b>	<b>97</b>	136	101

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

	<b>2020</b>	2019
	<b>Number</b>	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 £
<b>Cost or valuation</b>						
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	7,276,469	2,631,366	883,496	22,077	222,687	11,036,093
<b>Depreciation</b>						
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	2,334,880	1,153,597	490,470	6,180	154,256	4,139,382
<b>Net book values</b>						
At 31 August 2020	<b>4,941,589</b>	<b>1,477,769</b>	<b>393,026</b>	<b>15,897</b>	<b>68,431</b>	<b>6,896,712</b>
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
<b>At beginning of the reporting period:</b>			
Gift component of the permanent endowment	891,991	-	<b>891,991</b>
Unapplied total return	-	540,342	<b>540,342</b>
<b>Total</b>	<b>891,991</b>	<b>540,342</b>	<b>1,432,333</b>
<b>Movements in the reporting period:</b>			
Gift of endowment funds	-	-	-
Recoupment of trust for investment	-	-	-
Allocation from trust for investment	-	-	-
Investment return: dividends and interest	-	59,898	<b>59,898</b>
Investment return: realised and unrealised gains/(losses)	-	13,236	<b>13,236</b>
Less: Investment management costs	-	(8,234)	<b>(8,234)</b>
<b>Total</b>	<b>-</b>	<b>64,900</b>	<b>64,900</b>
Unapplied total return allocated to income	-	(49,323)	<b>(49,323)</b>
<b>Net movements in reporting period</b>	<b>-</b>	<b>15,577</b>	<b>15,577</b>
<b>At end of the reporting period:</b>			
Gift component of the permanent endowment	891,991	-	<b>891,991</b>
Unapplied total return	-	555,919	<b>555,919</b>
<b>Total</b>	<b>891,991</b>	<b>555,919</b>	<b>1,447,910</b>

## 15. Debtors

	Group 2020 £	Charity 2020 £	Group 2019 £	Charity 2019 £
Trade debtors	<b>297,435</b>	<b>296,938</b>	189,060	183,762
Prepayments and accrued income	<b>481,047</b>	<b>479,988</b>	427,090	427,090
London Youth Trading Company	-	<b>33,615</b>	-	159,026
Other debtors	<b>135,739</b>	<b>135,739</b>	1,766	1,766
<b>Total debtors</b>	<b>914,221</b>	<b>946,281</b>	617,916	771,644

Increase in 'Other Debtors' in 2020 includes CJRS grants totalling £131k, due but not received before year end.

## 16. Creditors

	<b>Group 2020 £</b>	<b>Charity 2020 £</b>	<b>Group 2019 £</b>	<b>Charity 2019 £</b>
Fees in advance and deferred income	<b>269,036</b>	<b>255,716</b>	617,249	617,249
Trade creditors	<b>350,170</b>	<b>350,170</b>	256,802	256,802
Other creditors	<b>214,129</b>	<b>212,668</b>	241,964	241,964
PAYE and National Insurance	<b>63,211</b>	<b>63,211</b>	70,608	70,608
Pensions Payments	<b>17,061</b>	<b>17,061</b>	39,093	39,093
Accruals	<b>302,888</b>	<b>296,648</b>	190,168	171,791
<b>Total creditors</b>	<b><u>1,216,494</u></b>	<b><u>1,195,473</u></b>	<u>1,415,884</u>	<u>1,397,507</u>

Analysis of movement in fees in advance and deferred income

	<b>Group</b>	<b>Charity</b>
Deferred income at 1st September 2019	<b>617,249</b>	617,249
New deferred income in the year	<b>269,036</b>	255,716
Deferred income released	<b>(617,249)</b>	(617,249)
Deferred income at 31st August 2020	<b><u>269,036</u></b>	<u>255,716</u>

## 17. Funds

	1 Sept 2019	Incoming resources	Expenditure	Transfers *	Gains & Losses	31st Aug 2020
	£	£	£	£	£	£
<b>Restricted Funds</b>						
<b>Development</b>						
<b>Membership Development</b>						
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
<b>Opportunity</b>						
<b>Residential Centres</b>						
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
<b>Youth Action</b>						
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
<b>Sports Development</b>						
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)
<b>Arts</b>						
Young Culture Makers	-	47,813	(87,176)	57,298	-	17,935
<b>Employability</b>						
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
<b>Voice</b>						
<b>Youth involvement</b>						
Dare London	-	52,271	(50,314)	650	-	2,607
<b>Best We Can Be</b>						
<b>Learning</b>						
Other	-	10,000	(7,500)	-	-	2,500
<b>Restricted Funds Total</b>	<b>581,032</b>	<b>2,891,433</b>	<b>(2,390,643)</b>	<b>47,750</b>	<b>-</b>	<b>1,129,571</b>

	1st Sep 2019 £	Incoming resources £	Expenditure £	Transfers *	Gains & Losses £	31st Aug 2020 £
<b>Designated Funds</b>						
Fixed Assets Designated Fund	7,330,125	-	-	(433,413)	-	<b>6,896,712</b>
Development Fund	3,696,781	105,477	(20,233)	(101,976)	112,927	<b>3,792,976</b>
Digital & Programme Innovation Fund	504,584	-	-	(224,246)	-	<b>280,338</b>
<b>Permanent Endowment Funds</b>						
London Girls Fund	1,432,333	59,898	(8,234)	(34,562)	13,236	<b>1,462,671</b>
<b>Unrestricted Funds</b>						
General funds	2,784,235	3,520,590	(3,586,408)	746,447	35,865	<b>3,500,729</b>
<b>TOTAL FUNDS</b>	<b>16,329,090</b>	<b>6,577,398</b>	<b>(6,005,519)</b>	<b>-</b>	<b>162,028</b>	<b>17,062,997</b>

\*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

	<i>Unrestricted funds</i>				<b>Total 2020</b>
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
<b>Charity</b>	£	£	£	£	£
<b>Fund balances at 31st August 2020 are represented by:</b>					
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)
<b>Total net assets</b>	<b>3,500,729</b>	<b>10,970,026</b>	<b>1,129,571</b>	<b>1,462,671</b>	<b>17,062,997</b>

### 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)
<b>Total net assets</b>	<b>2,784,235</b>	<b>11,531,490</b>	<b>581,032</b>	<b>1,432,333</b>	<b>16,329,090</b>

	<i>Unrestricted funds</i>				<b>Total 2020</b>
	General funds	Designated funds	Restricted funds	Permanent endowment funds	
<b>Group</b>	£	£	£	£	£
<b>Fund balances at 31st August 2020 are represented by:</b>					
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)
<b>Total net assets</b>	<b>3,500,729</b>	<b>10,970,026</b>	<b>1,129,571</b>	<b>1,462,671</b>	<b>17,062,997</b>

### 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)
<b>Total net assets</b>	<b>2,784,235</b>	<b>11,531,490</b>	<b>581,032</b>	<b>1,432,333</b>	<b>16,329,090</b>

## 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:

	2020	2019
Group and charity	£	£
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 £
<b>Income</b>						
Donations and legacies	2	279,234	83,261	-	<b>362,495</b>	169,047
Charitable activities						
. Development		106,353	424,253	-	<b>530,606</b>	427,978
. Opportunity		2,951,574	2,041,444	-	<b>4,993,018</b>	6,446,920
. Voice		-	39,311	-	<b>39,311</b>	22,037
. Best We Can Be		9,544	88,100	-	<b>97,644</b>	232,613
Other trading activities	3	157,671	-	-	<b>157,671</b>	152,382
Investments	4	144,598	-	58,763	<b>203,361</b>	128,852
Profit on the sale of assets	5	500	-	-	<b>500</b>	2,611,048
<b>Total income</b>		<b>3,649,474</b>	<b>2,676,369</b>	<b>58,763</b>	<b>6,384,606</b>	<b>10,190,877</b>
<b>Expenditure on:</b>						
Raising funds	6	289,100	-	8,322	<b>297,422</b>	212,933
Charitable activities	7					
. Development		87,580	370,818	-	<b>458,398</b>	407,202
. Opportunity		3,419,348	2,271,971	-	<b>5,691,319</b>	6,292,805
. Voice		179,277	39,311	-	<b>218,588</b>	133,729
. Best We Can Be		128,842	88,100	-	<b>216,942</b>	283,827
Other	8	79,547	-	-	<b>79,547</b>	90,723
<b>Total expenditure</b>		<b>4,183,694</b>	<b>2,770,200</b>	<b>8,322</b>	<b>6,962,216</b>	<b>7,421,219</b>
Net gains / (losses) on investments		210,622	-	36,515	<b>247,137</b>	169,824
<b>Net (expenditure) / income</b>		<b>(323,597)</b>	<b>(93,831)</b>	<b>86,956</b>	<b>(330,472)</b>	<b>2,939,482</b>
Transfers between funds		173,683	(114,283)	(59,400)	-	-
Net movement in funds		(149,914)	(208,114)	27,556	<b>(330,472)</b>	<b>2,939,482</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		14,465,639	789,146	1,404,777	<b>16,659,572</b>	13,720,089
<b>Total funds carried forward</b>	16	<b>14,315,725</b>	<b>581,032</b>	<b>1,432,333</b>	<b>16,329,090</b>	<b>16,659,572</b>

## Prior year funds movements to 31 August 2019

	1st Sep 2018 £	Incoming resources £	Expenditure £	Transfers *	Gains & Losses £	31st Aug 2019 £
<b>Restricted Funds</b>						
<b>Development</b>						
<b>Membership Development</b>						
Membership Development	21,446	122,158	(143,604)	-	-	-
Quality Mark	-	120,000	(109,500)	-	-	<b>10,500</b>
Networks	2,524	30,000	(32,524)	-	-	-
Young People's Foundations	-	65,000	(51,880)	-	-	<b>13,120</b>
Membership Marketing	-	87,095	(33,310)	-	-	<b>53,785</b>
<b>Opportunity</b>						
<b>Residential Centres</b>						
Bucks Gardening	2,475	-	(500)	-	-	<b>1,975</b>
Woodrow Other	5,525	58,471	(5,640)	(46,889)	-	<b>11,467</b>
Hindleap Countryside Stewardship	18,781	11,251	(22,800)	-	-	<b>7,232</b>
Environmental projects	-	3,721	(3,721)	-	-	-
Hindleap Other	22,660	98,192	(37,071)	(71,115)	-	<b>12,666</b>
<b>Youth Action</b>						
City Leaders - Core programme	64,238	124,222	(176,538)	-	-	<b>11,922</b>
City Leaders - Keeping it Wild	9,822	39,876	(39,040)	-	-	<b>10,658</b>
City Leaders - East London Leaders		117,972	(107,665)	-	-	<b>10,307</b>
Jimmy Dixon Leadership Programme	7,420	-	(7,420)	-	-	-
Youth Leads	12,812	35,808	(43,348)	-	-	<b>5,272</b>
Microgrants	-	19,978	(5,432)	-	-	<b>14,546</b>
<b>Sports Development</b>						
Active Leads	-	71,342	(50,585)	-	-	<b>20,757</b>
Sports Development	102,327	221,781	(309,492)	-	-	<b>14,616</b>
Young Leaders	-	59,372	(45,514)	-	-	<b>13,858</b>
<b>Arts</b>						
Young Culture Makers	32,788	20,898	(107,407)	53,721	-	-
<b>Employability</b>						
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	-	<b>135,864</b>
Future Talent	-	360,881	(242,627)	114,233	-	<b>232,487</b>
<b>Voice</b>						
<b>Youth involvement</b>						
Dare London	-	39,311	(39,311)	-	-	-
<b>Best We Can Be</b>						
<b>Learning</b>						
Learning and Innovation	-	85,600	(85,600)	-	-	-
Other	-	2,500	(2,500)	-	-	-
<b>Restricted Funds Total</b>	<b>789,146</b>	<b>2,676,369</b>	<b>(2,770,200)</b>	<b>(114,283)</b>	<b>-</b>	<b>581,032</b>

	1st Sep 2018 £	Incoming resources £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2019 £
<b>Designated Funds</b>						
Fixed Assets Designated Fund	7,466,548	-	-	(136,423)	-	<b>7,330,125</b>
Development Fund	3,645,497	-	-	(51,277)	102,561	<b>3,696,781</b>
Digital & Programme Innovation Fund	725,988	-	(162,475)	(58,929)	-	<b>504,584</b>
<b>Permanent Endowment Funds</b>						
London Girls Fund	1,404,777	58,763	(8,322)	(59,400)	36,515	<b>1,432,333</b>
<b>Unrestricted Funds</b>						
General funds	2,627,606	3,649,474	(4,021,218)	420,312	108,061	<b>2,784,235</b>
<b>TOTAL FUNDS</b>	<b>16,659,562</b>	<b>6,384,606</b>	<b>(6,962,215)</b>	<b>-</b>	<b>247,137</b>	<b>16,329,090</b>



# Reference Information

<b>Patron</b>	HRH Prince Edward, The Earl of Wessex	
<b>President</b>	Sir Kenneth Olisa, OBE	
<b>Chair</b>	Julian Beare (to 2 April 2020) Stephen Moss, CBE (from 2 April 2020)	
<b>Deputy Chair</b>	David Miller	
<b>Honorary Treasurer</b>	Keith Ward	
<b>Vice Presidents</b>	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 Toghill Joseph Williams Carl Wonfor
<b>Trustees</b>	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
<b>Youth Advisers attending Trustee meetings</b>	Jo-Ash Brown Kaylem Shepherd Elena Vissani	
<b>Committee Chairs:</b>		
<b>Finance</b>	Keith Ward	
<b>Assurance</b>	John Norman (to 2 April 2020); Kevin Holian (from 2 April 2020)	
<b>Nominations</b>	Simon Turek	

<b>Chief Executive and Company Secretary</b>	Rosemary Watt-Wyness
<b>Senior Team</b>	
<b>Director for Residential Centres</b>	Martin Curtis
<b>Director of Programmes</b>	Zoe Mellis
<b>Director of Engagement</b>	Kawika Solidum
<b>Director of Finance &amp; Resources</b>	Danyanne Quemper
<b>Registered name</b>	The Federation of London Youth Clubs
<b>Registered/principal office</b>	47-49 Pitfield Street London N1 6DA
<b>Telephone</b>	020 7549 8800
<b>E-mail</b>	hello@londonyouth.org
<b>Website</b>	www.londonyouth.org
<b>Company registration number</b>	00258577 (England and Wales)
<b>Charity registration number</b>	303324
<b>Auditors</b>	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
<b>Bankers</b>	National Westminster Bank plc 54 Marsh Wall West India Dock London E14 6LJ
<b>Investment managers</b>	Sarasin & Partners Juxon House 100 St Paul's Churchyard London EC4M 8BU  CCLA Senator House 85 Queen Victoria Street London EC4V 4ET
<b>Lawyers</b>	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