

London Youth

Annual Report and Financial Statements

Year ended 31 August 2013

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The Board of Trustees presents its statutory report together with the financial statements of London Youth (The Federation of London Youth Clubs) for the year ending 31 August 2013. This report has been prepared in accordance with the Charities Act 2011 and incorporates the information required by the Companies Act 2006. The financial statements comply with the Statement of Recommended Practice (SORP) for Charities, as issued by the Charity Commission in March 2005.

The Federation of London Youth Clubs
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Section 1:

The year in review

A Message from London Youth's Chair of Trustees

This has been a good year for London Youth. We have made terrific progress in the key areas of programme delivery and membership, resulting in more young people being challenged and motivated in London than ever before.

I would like to thank all my fellow Trustees on the Board for their unswerving support during my first year as Chair. They are the best examples of volunteering! I would like to particularly thank Davide Rodrigues, my predecessor as Chair, and Roger Merton, Deputy Chair, for their dedication and commitment to London Youth in the last nine years. Both will be retiring from the Board at the AGM in 2014 and are not eligible for re-election. They have shown outstanding commitment and we will miss them.

Looking to the future, our challenge is to continue to deliver on our objectives whilst managing growth and keeping our standards high. We have a senior management team of great quality and I am sure they will ensure that we achieve our goals, and manage the large new programmes to best effect.

There are two areas of long term importance that I want to mention.

Firstly, our interaction with, and support from, our membership is a priority for London Youth and we will devote the necessary resources so that our members can thrive.

Secondly we will continue to develop our partnerships with our benefactors. We have to get to know them better and better, as it is increasingly important to be able to meld our bids to meet the particular aims of the givers. So learning about how we make the biggest difference for young people, and then reporting back to our funders on success or failure is key.

Long-term success in these areas will give us the knowledge and strength to help young people become the best they can be.

Julian Beare

This has been a good year for London Youth. We have made terrific progress in the key areas of programme delivery and membership, resulting in more young people being challenged and motivated in London than ever before.

Welcome

I'm hugely proud of what we've achieved at London Youth this year with and for our members and young Londoners and I hope this report brings it to life. A few successes in particular I'd like to highlight

- We've created a framework for robustly evaluating the outcomes and impact of our work with young people so that we can continually learn from and improve what we do
- We've undertaken a major programme of renewal at Woodrow High House, from fixing the roof to strengthening our financial model, apprenticeship offer and programmes
- We were featured on Channel 4, as part of its series of 'The Secret Millions' in partnership with the Big Lottery Fund in March 2013. Since then, Build-it, our Lambeth-wide regeneration programme is giving young people the chance to learn trade skills while being supported to gain confidence and become ready for work
- And we've begun to listen more carefully to our members, supporting them to drive up quality, become more sustainable, meet new needs and embed themselves in their community

But it hasn't all been easy, our members continue to face challenging times. Although there seems to be an increasing recognition of the importance of good youth work as having its own clear value alongside school and family, the fact remains that funding is in chronically short supply. And as local authority cuts worsen, it becomes more and more challenging to provide the support that young people need to become healthy, employable and active citizens.

Looking ahead, we want to help our members respond to these challenges by having an increasing focus on employability through our newly developed Talent Match London programme, by broadening our approach to inclusion ensuring all of our programmes are accessible and stimulating for young people with disabilities, and by embarking on a new investment programme at Hindleap, to ensure the centre continues to deliver outstanding outdoor education for the next decade. We're delighted, that despite tough economic times for our members, the City Bridge Trust are offering unrestricted cash to those who achieve the Gold and Silver levels of the London Youth Quality Mark, a symbol of their recognition that good youth work works.

I'd like to thank all of our staff, trustees, supporters and young advisers who've made it possible for us to achieve all that we have in 2012-13. In particular I'd like to thank our Operations Director, David Nottidge, who retired in the spring after over 20 years making Hindleap Warren the valued and inspiring place it is today.

There is a lot for us to be positive about going into 2014. The mood music, from policymakers and strategic thinkers is that they see a strong role for youth work, in inspiring social action, engaging young people in sport, complementing the work done in schools, promoting employability and strengthening communities. And for young people in London, there are many reasons to be cautiously optimistic: schools are improving, the economy is showing signs of picking up, and in the creative industries and media as well there are new opportunities where young people can flourish. Our challenge is to ensure that all young Londoners have access to these chances, that their voices are heard and that, through long-term community based youth work, they are supported and challenged to become the best they can be.

Rosie Ferguson
Chief Executive

**I'm hugely proud of what
we've achieved at London
Youth this year.**

London Youth's Vision, Mission and Strategy

Our vision is that all young Londoners access a wide range of high quality opportunities for learning and fun, beyond family and formal education, building strong trusting relationships with adults and their peers, leading to broadened networks and increased confidence, character and skills

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

We want all young Londoners to have the best of this incredible capital city, for it to invest in their potential, encourage them as leaders in their communities, and open up opportunities for them to thrive

We nurture a breadth of expertise, because it creates integrated pathways for young people to learn in a range of settings through sports development, youth leadership, outdoor education and other creative approaches. By developing youth organisations and young people simultaneously we strive for impact and sustainability

We work with all young people, but place a particular emphasis on those who wouldn't otherwise have access to the kind of opportunities we offer

We deliver our mission through four strategic objectives

1. Developing, *training*, connecting and *quality assuring* our membership network to deliver good youth work

2. Creating a broad range of *opportunities* for young people (with and through our members) that improve their all-round confidence, capabilities and wellbeing

3. Ensuring our expertise and the on-the-ground *voices* of youth workers and young people influence public policy, practice and opinion

4. Being the *best we can be* ourselves; financially robust and a great place to work

By meeting these objectives we aim to give young people the opportunity to improve their **confidence and agency**, build **resilience and determination**, and develop their **relationships and leadership** capabilities. These are the key building blocks that will help young people to develop character, confidence and employability skills, as well as support them to lead healthy lifestyles and positively engage with their communities

We strive to act in line with these three simple principles

Honesty

about what works (and what doesn't) and we learn from our mistakes

Collaboration

working hard at working with others because we get more done together

Improvement

committed to continual improvement in everything we do – from frontline services to our own development

Delivering clear outcomes for young people

"There are young people who we work with, who come back week after week, and it is sometimes hard to see how they are progressing. But then when you sit down and look back with them at where they have come from and how much they have achieved, you can really believe in the positive impact that being part of WAC Arts has had on them."

Melanie Ancliff, WAC Arts – Deputy Operations Officer

In January 2013, following a grant from the Esmée Fairbairn Foundation, we appointed our first Head of Learning to help improve the way we understand and deliver positive outcomes for young people. This builds on our work with The Young Foundation in summer 2012 when we were part of a pilot project using an 'Outcomes for Young People' framework backed by the Department for Education. The arrival of our Head of Learning has allowed us to take a systematic approach throughout all our programmes to try and embed an understanding of what works for young people, and to improve things when they are not working as well as they should be.

Why focus on Outcomes?

For many years, youth work has been disadvantaged because too many people have said that its outcomes are not possible to measure, or because it has been simply too costly or time consuming for under-resourced youth centres to invest in systems to allow them to capture data and learning. But we all know the value of good youth work and the impact that long-term support to young people, beyond the family and the classroom, can offer. The diagram adjacent shows the basic principles. If done well and consistently, good youth work develops key capabilities for young people. These, in turn, better equip young people to make and take opportunities in life.

Intrinsic Capability Outcomes:

- Confidence and Agency
- Resilience and Determination
- Relationships and Leadership
- Communication
- Managing Feelings
- Creativity
- Planning and Problem Solving

Extrinsic Societal Outcomes

- Employability
- Educational Attainment
- Sports Participation
- Health and Wellbeing
- Community Cohesion
- Active Citizenship

During 2012-13 we have used this framework to develop 'Journeys of Change' for all of our programmes and activities which support young people. The process of developing these has been led by delivery teams – the practitioners who work with young people every day – and has also been heavily shaped by young people. It has been a very revealing process and as well as helping us understand our work, has made us conscious of some of the things we need to improve and get better at.

As we start 2013-14, we are ready to begin working with our members to capture data which will allow us to see clearly where we're helping young people make the journeys that have been mapped out, and where we need to change things in order to offer more effective support. In next year's Annual Report we'll be able to report against these journeys, which is an important development for us and for our member clubs.

Section 2: Development - Supporting and developing member youth clubs and youth workers

Our members are an incredibly diverse range of organisations, including traditional youth clubs, community centres, arts and sports clubs, and projects for refugees and disabled young people. Through this network London Youth provides a huge range of services to 75,000 young people a year.

Section 2: Development - Supporting and developing member youth clubs and youth workers

In the last 12 months we've talked with, and listened to, our membership network. We were supported pro-bono by researchers from GFK-NOP who helped us run a range of focus groups for members. We've used practical experience of our delivery teams in London and at our residential centres and, as a result, have identified five key areas where clubs want support:

- Funding – they need money to provide services and improve quality
- To be linked in with others working with young people in their local community
- The ability to shape programmes – so that they have a better chance of making them successfully meet the needs of the young people that they work with
- To continue improving their practice and responding to new needs
- To be valued – this means better demonstrating and articulating their own value, and having someone make the case for the work they do at a pan-London (and national) level

None of these is surprising and we're already delivering interventions, such as the London Youth Quality Mark and training, aimed at supporting them. But, having these fresh insights has made us rethink what we can achieve as a membership organisation, and how we can improve the way we work with youth clubs across London. Our aim is that our membership should be a network of sustainable clubs embedded in their community, and delivering high quality services for young people.

The London Youth Quality Mark

The London Youth Quality Mark ensures youth clubs improve, develop and demonstrate the quality of their programmes and services. It provides a badge of excellence that clubs can show to local authorities, funders and young people to prove they are doing the most they can to transform lives. London Youth supports clubs to achieve and benefit as much as possible from the Quality Mark. Clubs receive face-to-face help to build long-lasting improvements to their practice, management and engagement of young people. When young people shape the services they use, everyone – youth clubs and young people themselves – benefits. The London Youth Quality Mark is accredited by City & Guilds and young people are themselves part of the team that assesses the achievement of the awards.

What we delivered in 2012-13

To date, we have awarded a Quality Mark to 83 organisations. In 2012-13 we launched a new national quality framework in partnership with Ambition and endorsed by both UK Youth and the National Council for Voluntary Youth Services. We took the opportunity to refresh the branding to coincide with this launch.

Future plans

During the summer of 2013 we established a major new partnership with, and financial support from, the City Bridge Trust, which will enable us to offer a financial incentive to those members who complete the Silver or the Gold Quality Mark. As many of our smaller members report that they are 'fire-fighting' in the current economic climate, and are struggling to allocate resources for quality assurance work, this partnership is a major step in incentivising them to improve their practice. We will also continue to support our existing members who have yet to finish their quality journey to Bronze.

Our Members

Bronze Quality Mark

Exposure, Haringey

Exposure is an established charity based in Muswell Hill actively supporting young people in north London to improve their confidence and sense of purpose, developing life-changing communication and employability skills. The club does this by involving young people in meaningful and enjoyable media-related learning activities.

Silver Quality Mark

EASE, Ealing

E A S E (Empowering Action and Social Esteem) aims to inspire, empower, enable and support personal and community development through the celebration and promotion of diversity, talent and skills within socially excluded communities. Established in 2001 it is part of a community based initiative which offers support to adults and young people in Ealing.

Gold Quality Mark

Alford House, Lambeth

Alford House is a community club in Kennington that provides numerous opportunities for young people. The club delivers a curriculum which includes learning, promotes equality of opportunity and community cohesion, and is empowering and participative. The club has its own ICT facility, music production centre, gym, rehearsal space and canteen.

Samuel Lithgow Youth Centre and the London Youth Quality Mark

The Samuel Lithgow Youth Centre (SLYC), just off London's busy Euston Road, works with young people aged 4-19 through youth projects and a range of after-school activities. The club is well established in the local area, enjoys good facilities and strong relationships with local partners.

In 2012-13, the club completed an accreditation at Gold Level of the London Youth Quality Mark. Part of the assessment for the Quality Mark is carried out by young people. Igor Jesus, one of the Young Assessors, found many positive things about the club during the assessment. But he also uncovered that some young people from SLYC were worried about the sustainability of the service. This wasn't because they were in any way dissatisfied. Rather it was because the club manager was such a strong, positive and constant presence, they were fearful about what might happen to the club if he ever moved on or retired.

Through their journey to achieve the Gold Level of the Quality Mark, the team at SLYC were able to talk about this issue, and other challenges around sustainability. There is always uncertainty about where long-term funding will come from, and around succession planning, but the Quality Mark process has meant the young people within the club, the staff team and the trustees are all more confident about their future prospects.

Reflecting on his role in the assessment process Igor said *"It's an excellent club – a great environment. The staff work hard and are motivated and passionate. I would definitely recommend it as a place to go."*

Professional development of youth workers and volunteers

Because managers, workers and volunteers in youth clubs are their biggest assets, London Youth retains a strong commitment to running both structured and informal professional development for those working in London's youth clubs and centres.

What we achieved in 2012-13

During 2012-13 we achieved a balance between delivering structured training programmes for youth workers and developing new models of support to meet the emerging needs that we are identifying with our members.

Structured programmes

Overall we delivered 27 courses and learning programmes to a total of 316 participants through our short course, open qualifications and in-house qualifications.

Developmental programmes for London Youth Members

Supporting young youth workers to handle conflict and challenge

The Esmée Fairbairn Foundation has provided funding for London Youth to develop a programme for young youth workers to help them deal with conflict. Working with specialist partners, Leap Confronting Conflict, we've helped 14 young trainee youth workers to achieve a specially adapted Level 1 qualification. We'll be working next year to embed the learning from this programme in our broader work with young people and clubs.

Continuing Professional Development (CPD) for senior youth workers

We have delivered a five-session CPD programme, Leading Youth Work in a Changing World, to 13 youth work managers and directors from our membership. This programme supports the leaders to work together, taking an action-learning approach to solving their own challenges, and also exposes them to senior leaders from other fields. In 2012-13, the group worked with partners including the RSA and the School for Social Entrepreneurs.

Tackling Youth Violence Network

We established this network after members told us they wanted to share learning and practice around working with violent young people, and in violent neighbourhoods. We delivered four Tackling Youth Violence Network meetings over the year, covering topics proposed by the members. We welcomed 10-15 practitioners to each meeting, along with young people and stakeholders, including the Metropolitan Police.

Realising Ambition – Lions Quest personal development programme

In 2012-13 we partnered with Ambition to deliver the Big Lottery Fund supported programme, Lions Quest, which is a personal development programme with successful outcomes, originally developed for schoolchildren in the USA. We were one of the first organisations to deliver the programme in a youth club setting, with our member clubs Hackney Quest and Downside Fisher. The programme offered structured learning, including two residential weekends, to 22 young people (8-12 years) whose attendance was over 70%.

Future plans

- We want to make significant progress in embedding conflict resolution training in national youth work qualifications, based on our learning and the experience of our members.
- We would also like to enrich and build on the learning from the last two cohorts of our leadership programme (CPD), to create a deeper programme with more impact.
- We aim to create a training and development programme that meets new needs including inclusion, mental health and conflict management.

Andrew Sofos, CPD participant, SAS Martial Arts Academy

Andrew is from one of our member clubs, SAS Martial Arts Academy, and joined our Continuing Professional Development programme, Leading Youth Work in a Changing World in April 2013. In this programme, various youth leaders share their leadership styles with each other. Part way through the programme Andrew shared with the group the impact one of the other participants had made upon him, following a discussion about the responsibility of senior leaders to understand the impact they can have on how their team will feel about the challenges facing an organisation.

Andrew was getting stuck on his team's negative response to an impending office move. After participating in the discussion with his peers, Andrew realised his own worries about the move had meant that he had been sharing just the challenges and none of the positives with his team. He then talked to his team about the advantages of the move, and was struck by how things shifted, they now embraced the move, and things moved forwards more easily.

Volunteering

Many of our member clubs use volunteers to support, deliver and enhance their services and programmes to young people. And increasing numbers of organisations are involving young people themselves as volunteers, through schemes such as The Duke of Edinburgh's Awards, and through programmes such as London Youth's Athan 31, Volunteer It Yourself (VIY) and Urban Nature. We support our member clubs by recruiting and placing volunteers with them, and learn from them to ensure volunteers and the organisations they work with enjoy the best experience.

What we delivered in 2012-13

We developed a range of partnerships to engage corporate volunteers from organisations including KPMG, Microsoft, Silicon Valley Bank and Deloitte, and created opportunities for young Londoners funded by these corporates.

Future plans

We plan to take the learning from establishing our programme this year and work with more member clubs to support and enhance their use of volunteers. This will include supporting the delivery of youth social action programmes, the Quality Mark and Build-it by recruiting, training and managing volunteers for these programmes. We'll also have a particular focus on recruiting and supporting young and disabled volunteers.

Charlotte, Volunteer Assistant Youth Worker, Alford House

Charlotte is 19 and volunteers at Alford House, a London Youth member club in Kennington.

Volunteering 60 hours over a three-month period, Charlotte helped plan and deliver several art sessions for the young members of the club, and completed her Level 2 National Open College Network (NOCN) Accreditation in Learning from Volunteering.

Charlotte said, *"When I first started doing my volunteer work, I didn't really think I struggled with a lot besides my confidence. Before I started doing my volunteering at Alford House I realised that I was quite an easy target for bullies because I would always keep my head down. But now I've volunteered there, the people I work with have helped me to boost my confidence and self-esteem."*

After completing her Level 2 Accreditation with London Youth, Charlotte plans to continue her voluntary work with Alford House.

Section 3: Opportunity - Programmes in London

This year we've created opportunities for more than 22,000 young people, with and through our members and other partners. These opportunities fall into five key strands of work:

- Youth Social Action
- Sports Development
- Outdoor Education
- Employability
- Inclusion

Section 3: Opportunity - Programmes in London

Youth Social Action

At the heart of London Youth's support for young people is the principle of 'youth action', through which young people are supported and empowered to take more ownership of their lives and the communities they live in. Our core work is built on this principle, and three particular programmes have been designed from the bottom up with this in mind: Athan 31, Urban Nature and Volunteer It Yourself (VIY). The wider principles of youth action underpin much of the rest of London Youth's delivery in centres and across programmes.

Athan 31

Named after a pioneering youth club set up in the 1930s, Athan 31 is based on the principles they developed of young people making their own informed decisions and working as a team to achieve the goals they define. Working with young people through youth clubs in disadvantaged areas we support them to develop, lead and learn from projects of increasing complexity that engage and help their peers, their club and ultimately their whole community. Often the young people we work with are those who cannot or would not readily volunteer, but through engagement in our youth action programmes they gain confidence, leadership and life skills.

Urban Nature is a linked programme which takes an environmental lens to this approach.

In 2012-13 Athan 31 was generously funded by three trusts: the Jack Petchey Foundation, the Jimmy Dixon Charitable Trust and the J Paul Getty Jnr Charitable Trust. Urban Nature was supported in 2012-13 by a generous grant from the City Bridge Trust.

Programmes like Athan 31 and Urban Nature are absolutely crucial in harnessing young people's ideas and energy so that they can become effective adults and make a positive contribution to their communities. The programmes deliver three interlinked benefits to those participating:

- **They help develop young people's social and emotional capabilities**
- **They create change in the wider community**
- **They build a culture of 'youth action' and capacity for it in youth clubs.**

We believe strongly in the value of this approach, but are aware that we are still learning, particularly around the extent to which we do genuinely change the culture within a club. But the willingness of the young people and the clubs to get involved and to try and do things differently is very encouraging.

Young participants and clubs taking part

- 271 young people took part in My Team projects with 194 progressing onto taking part in My Club projects and 93 young people created their My Community projects. Another 373 young people were beneficiaries of these projects
- 45 young people from four youth groups attended three Urban Nature residential learning weekends, and we hosted an Environmental Leaders weekend for young people in partnership with Ambition, which 38 young people and 10 youth workers attended
- We worked with 20 youth clubs on the Athan 31 programme and supported them with delivery, five clubs on Urban Nature have undertaken an environmental audit through our partnership with Eight Associates, and all five have taken measures to reduce their carbon footprint
- Five environmental initiatives have been established with Full Circle Education, Stewarts Road Adventure Playground, Dost, The Sulgrave Club and Castelnau Youth Club, with 63 young people taking on a leading role and 140 more supporting the projects

Future plans

- For Urban Nature, four of our youth clubs will create fantastic, positive environmental action projects and develop a meaningful way to get other clubs to do the same thing, allowing us to continue the programme
- For Athan 31 we will build on our work with participating clubs and workers to develop their understanding of youth action and help to create a stronger culture of youth leadership within our membership
- And across both programmes we want a stronger sense of inclusion, so that all young people, including those with disabilities and greater needs, can fully and actively participate in social action

Nick, Athan 31 participant and now youth worker, Dragon Hall youth club

Nick was a young member of Dragon Hall youth club in Covent Garden in the summer of 2011 when we first started Athan 31. He now is an apprentice youth worker at the club, running Athan 31 sessions with other young people and taking a lead on co-ordinating the radio station that is run by the young people in the club in partnership with University of East London.

"The impact has been great on me, the other young people and the whole youth club too. Dragon Hall is now really led by young people and you can see that through all aspects of our work, from young people leading workshops and mentoring others, to our apprenticeship scheme for young people who attend the club, our completely youth-led radio station, to even young people now being consulted in focus groups on the future direction of the club. We've proved the benefit of it now, so there is no way that we would even think of not getting young people to make decisions or lead!"

Volunteer It Yourself

Volunteer It Yourself (VIY) is a national youth social action programme which supports young people to renovate and refurbish youth clubs and community spaces, whilst learning skills from older mentors from the building and construction trade

The programme is funded through a £940,000 Big Lottery Fund grant, and delivered by London Youth and Cospa along with a range of regional voluntary sector delivery partners. Over two years, young people will renovate 47 youth clubs across England and Wales. All the participants will be mentored by local Wickes trade customers, and many will gain qualifications from City & Guilds. Wickes has donated all the tools and materials for the project.

Young participants and clubs taking part

- We worked in seven UK regions, with 395 young people participating in the programme completing renovations in 20 youth clubs. Of the young people who took part, 239 gained a City & Guilds accreditation.
- By October 2013, numbers had grown to over 800 participants and 500 accreditations, as the team and the partnerships began to have a significant impact.
- The range of projects has included equipping a kitchen in an East London club so young people can develop cooking and healthy eating skills, renovating an adventure playground, a partnership project where young people with disabilities were supported to repaint the club they use for evening activities, and new toilets and showers in a boxing club.

Other outcomes and impact

- Up to the end of August 2013, over 100 skilled mentors had helped on VIY projects. Many have gone on to form strong bonds with the clubs they have worked in, so will be a great resource for the future.
- Although VIY is aimed at 14-17 year olds, and is not designed as a formal job creation programme, there have been a number of 'graduates' who have progressed to work experience, apprenticeships and further learning. Some of the young people who have completed VIY projects in one club have also gone on to mentor young people in another.
- The strength and range of partnerships is developing, with RMT Training and local providers getting involved to support VIY.

Future plans

- Our efforts are now focussed on progression and signposting opportunities for those wishing to build a career in the trades.
- We're developing an impact evaluation survey to measure the improvement and change in young people who take part in the programme.
- Looking beyond the end of the current funding in April 2014, we'd like to take the learning from the model and use VIY to deliver more employment opportunities through partnerships, and to support young people to explore and develop social enterprise models.

National Citizen Service (NCS) - The Challenge

In summer 2013 London Youth continued its partnership with The Challenge Network, delivering the NCS programme to 384 young people from Hackney, Haringey and Tower Hamlets. Young people from the target boroughs were recruited through schools and youth clubs, signing up to take part in an intensive three-week personal development and community action programme which includes elements of outdoor education and community based work.

Sports Development

Sport is the way many young people first become involved in activities to support their personal development, health and wellbeing, and learning. And of course, for lots of young people, it is great fun to participate in sport and physical activity. Since 2009 London Youth has worked to engage young people through a specialist, multi-sports development programme in youth clubs called Getting Ready. In 2012-13 this was funded by a range of core supporters who recognised its value, including The Mayor's Sports Participation Fund, Sport England, The Wates Foundation, The Sulgrave Charitable Trust, and the Saddlers' Company.

Young participants and clubs taking part in 2012-13

- We supported 1,271 young people to complete an eight-week sports programme
- 43% of these young people were previously 'inactive'. A survey in 2012 found that 90% of 'inactive' young people we worked with were still playing sport in their youth club a year later
- 400 young people attended our football and table tennis championships, with 25 of them progressing to Ambition's national championships
- We enabled 141 youth workers and young leaders to gain coaching qualifications so that clubs can run their own sports programmes
- We offered opportunities to a range of journalists to come and see the power of community level sport during the London 2012 Olympic and Paralympic Games, and achieved substantial media coverage

Future plans

- While it is an ongoing challenge to secure sustained investment for community based sport, we are delighted that Sport England has committed to provide a further £250,000 over three years to help us develop the programme. This has been supplemented by £57,000 of match funding from local authorities across London
- We plan to make inclusion of all young people, whatever their needs, a stronger priority. We have secured £86,000 from the Wembley National Stadium Trust to fund disability-specific work in a number of clubs over the next two years
- During 2013-14 we will use £150,000 funding from the Mayor's Sports Legacy Programme to expand Getting Ready to West London

Francis, Getting Ready participant and now sports leader, Coram's Fields

Francis is 17 years old, and is currently undertaking a full-time play-worker apprenticeship with Coram's Fields, where he is also a sports leader and volunteer at the youth centre, which is a London Youth member club. Three years ago Francis' life looked completely different. He was in a friendship group often in trouble with the police, and who viewed school as a waste of time. Coram's Fields was the catalyst for the change in Francis, and from 14-16 he regularly attended the centre, developing positive peer relationships and building respect for adults. He went to different sport sessions, but it was the sport leadership element that captured his imagination and enabled him to excel. He began to develop a knowledge and love of sport, including table tennis, non-contact boxing and football, and his engaging and warm character enabled him to work with young people from all backgrounds. In 2012, Francis co-led a group of young people to develop and fundraise for a trip to Zambia to offer coaching to young people in Tag Rugby (see box overleaf). In May 2013, Francis's achievements and outstanding sports leadership skills were recognised when he was awarded the Greater London Sportivate Participant of the Year. Francis reflects the Getting Ready sports development programme perfectly, combining sports participation and leadership to change not only himself but also make a difference to other young people's lives.

Zambia Tag Rugby Tour

In October 2012 London Youth took 13 young people from two member youth clubs – Hackney Quest and Coram's Fields – to Zambia to coach local young people in Tag Rugby. For many of the young people it was the first time they'd had the opportunity to travel overseas, so with the clubs we worked hard to help them prepare and get the most from this experience.

In partnership with the Tag Rugby Trust and supported by the Rugby Football Union and the Dallaglio Foundation, the young people completed a 12-month leadership programme in their local communities which included fundraising to cover travel costs as well as developing themselves as sports leaders.

This meant that when they got to Zambia the young people could make the most impact, working with local sports leaders in schools and orphanages, creating strong sporting communities for the future and developing their leadership skills along the way. As well as coaching and playing Tag Rugby themselves, the team also helped develop the local coaches in Zambia, training them to Level 1 qualifications, so that they could sustain the sport after this visit and once London Youth had departed.

Since returning to London many of the young people have found that they have a broader view about their own challenges and those within their communities, and have become more involved in helping other young people within their youth clubs and other organisations.

Employability

Build-it and Positive Change

Build-it is a multi-partner programme led by London Youth, which gives young people in the London Borough of Lambeth the chance to learn skills and access training, work experience and real employment opportunities within the regeneration of their local communities. Build-it is funded by the Big Lottery Fund, and uses opportunities in construction to work with some of the young people who are most disengaged from education and the labour market. The programme offers them one-to-one support from a locally based delivery team, which includes skilled older mentors drawn from the local community. Young people are recruited from a range of places including youth clubs, outreach projects, Jobcentre Plus and local colleges.

London Youth delivery officers encourage participants to join renovation projects within their local estate or area, led by established and trusted contractor partners. They learn professional trade skills as well as building their confidence, relationships and resilience so that they will have a better chance of succeeding in work. During this time they can gain a CSCS card and a number of other accredited construction qualifications. They also have the opportunity to go to college and receive further formal qualifications.

Once they reach a standard where it is felt they can move on, they are placed with local contractors for a period of two to six weeks to deepen their skills and experience, receiving one-to-one support from the delivery team throughout. We try to make the placements specific to their interests. The Build-it team supports them in their search for employment whether that's with the local contractor or elsewhere. The key partners in Build-it are London Youth, Cospa, Lambeth Council, Lambeth Living, Lambeth College and a range of construction companies, other businesses and housing providers working across the borough.

Positive Change is a long-standing outreach programme funded by the Walcot Foundation which seeks to give excluded young people, who may be at risk of gang involvement, opportunities to choose other options. Since April 2013 Build-it and Positive Change have worked in tandem to support young people in Lambeth.

Young participants working in local communities

- From March to August 2013, 116 young people participated in Build-it, 92% of whom were young men, and 89% of whom were from black or minority ethnic backgrounds
- 27 of these participants have gone on to college or have got jobs
- Although we are actively working with partners to recruit more young women and to identify additional training opportunities to encourage the widest range of young people, we are also pleased that this programme is able to engage young black men, which many mainstream employability programmes find difficult
- Build-it is a Lambeth-wide project aligned to local regeneration priorities and opportunities. Its initial three sites were Tulse Hill, Kennington and Stockwell Park
- In August 2013, a new project creating opportunities for young people to work across the whole of the Tulse Hill Estate was started
- 100 volunteer trade mentors have now been inducted, providing over 2,300 hours of support for our young participants
- By October 2013, there were eight work placements through contractors, we hope that this will increase to 17 work placements through contractors from January 2014

Rachel, Build-it young participant from The Secret Millions pilot

19-year-old Rachel got involved in Build-it through Furzedown Youth Club in Lambeth. She hadn't previously known what she wanted to do with her life, had started a few hairdressing courses but hadn't finished them. She decided to take up a part-time carpentry course and got involved in London Youth's Build-it programme, as part of the pilot for our Secret Millions episode for Channel 4. Rachel's task, along with five other young people and a team of volunteer mentors was to renovate an empty property and bring it back into use. She got to try out skills such as plumbing, carpentry, decorating, plastering and electrics. It was much more of a practical experience (and much more fun) than learning in college and Rachel showed real flair, particularly as a budding electrician.

Since getting involved in Build-it, Rachel has been studying at Stratford Building Craft College. She went out to Swaziland in the summer of 2013 to volunteer with Tools4Life where she was part of a team training Swazi women in carpentry skills to help them earn a living. She continues to volunteer at her youth club to get other young people involved in positive programmes like Build-it. Rachel was deservedly awarded Wandsworth Young Person of the Year in 2013.

Talent Match: A new approach to supporting young people into work

In October 2012, London Youth was elected by a wide group of voluntary sector partners to lead the development in London of Talent Match, a major new initiative funded by the Big Lottery Fund and designed to support a new approach to youth unemployment

The young people that we and our member clubs work with have consistently told us that employment and their job prospects are the biggest concern they face. When the Big Lottery Fund conducted a nationwide consultation amongst young people, the same message came through very strongly.

In London the situation is particularly challenging, even though there are potentially many more opportunities than in other parts of the country. However, the variety of programmes and players are not well joined-up and young people who are out of work – particularly those facing the biggest barriers – find the system very hard to navigate.

Everyone – from employers to Jobcentre Plus Teams to youth workers and teachers – agrees that the current ways of supporting young people into work can be improved. Talent Match is about beginning that process of improvement.

What is different about Talent Match in London

Talent Match has been designed by young people in partnership with employers and the voluntary sector. It has a genuine focus on specialist provision, to enable young people facing particular barriers to have more opportunities to get into sustainable jobs and careers. Through the programme we will invest in local partnerships, creating one-to-one support, outreach, skills development and employer engagement in the

areas where they are most needed. The partners involved include community based voluntary sector and specialist organisations who have strong track records in engaging and supporting young people. Young people have been at the heart of programme development and a youth board will continue to drive the programme forwards. Employers will be involved in shaping and supporting delivery throughout.

Talent Match in London is a five year, £10m programme, giving it the scale and investment needed to try and solve complex challenges. It is as much about learning from, replicating and joining up what already works, as inventing new solutions.

What will it achieve?

- 2,500 young people will have increased skills and capabilities, giving them better chances of re-joining education or gaining sustainable employment
- 1,250 young people will be supported into positive pathways and opportunities
- 625 will go into sustainable employment or set up their own business

In September 2013, London Youth was confirmed as the lead partner and the programme will launch in January 2014.

Section 4: Opportunity - Residential Centres

The opportunity to learn and have fun outside of formal settings is essential in helping young people develop the skills and confidence they will need for the rest of their lives.

Section 4: Opportunity - Residential Centres

The opportunity to learn and have fun outside of formal settings is essential in helping young people develop the skills and confidence they will need for the rest of their lives. At London Youth we ensure it plays a major part in our offer to young people, through our specialist outdoor education centres at Woodrow High House and Hindleap Warren.

Both centres are, in effect, social enterprises. We generate income through fees charged to schools and youth groups for coming to the centres and accessing the support and guidance of our expert delivery teams. Because we want our centres to be as accessible as possible we are extremely competitive compared to commercial providers. All proceeds are ploughed back into London Youth so that we can invest in future provision, and we offer discounts to quality assured member clubs and to provide support for disadvantaged and disabled young people.

An extraordinarily generous group of funders have also helped us over a period of years with support for capital development at Hindleap and, more recently, Woodrow with an extensive programme of works culminating in the summer of 2013 and leaving us with a centre we can be really proud of.

Woodrow High House

Woodrow High House is set in 25 acres of woodland, lawns and meadows. It has more than 80 beds, numerous outdoor activities and a modern sports centre. It provides a fantastic location for young people to visit away from London – peaceful, calm and welcoming, with all the comforts of home if slightly weaker mobile phone reception.

Young people visiting Woodrow

We work with young people away from their normal environment with a profound effect on personal and social development. Through outdoor activities, environmental studies, sports, performing arts, team and leadership development, Woodrow provides education for life. In 2012-13:

- More than 7,500 young people benefited from the Woodrow experience
- Almost 1,000 of these came in groups from London Youth member clubs

- Other young people were from a very wide range of areas, including primary and secondary school children, some on their first overnight trip away, groups of children with disabilities and learning difficulties, and local groups of children at day camps – all using the fantastic sports and other facilities that Woodrow has to offer
- In the Sports Centre around 900 children signed up to each term of weekly swimming lessons. In addition, our holiday crash courses and private one-to-one lessons have grown, increasing the opportunities for young people to learn this crucial skill while developing their confidence.

Developing Woodrow

We realised some years ago that despite its many strengths, we were not using Woodrow or its staff team to their full potential to support young people. We embarked on an ambitious Wonderful Woodrow appeal and campaign to give impetus to the changes young people were telling us needed to be made, and this appeal came to an end during 2013, having raised over £880,000 towards the repair and improvement of the house, grounds and sports centre. The capital works this year have included a new roof, all of the sash windows overhauled and the render repaired and repainted. The completion of these works was marked by a visit from H R H The Duke of Edinburgh in March, combined with a reception to thank some of the funders who have made these works possible.

We've also looked at how the team is structured and operates and have made other changes to programme delivery to improve groups' experiences. One of the most exciting new developments we've put in place at Woodrow is teams of 'apprentice instructors', through which we offer young people the chance to learn skills and earn wages while supporting their peers to learn through outdoor education.

The impact of all of this change has been a real improvement in the numbers of young people visiting and benefiting from the Woodrow experience, as well as a strong, expert and highly motivated staff team, and a better financial performance, all combining to give a strong platform from which we can continue to make improvements. This includes seeking to enhance and expand our offer, making it more inclusive for all young people. This will include fundraising for the expansion of our swimming pool changing facilities, to allow more customers and create a better environment for those with disabilities.

**Robin Lockhart, Director
of Catalyst in Communities**

"I have been coming to Woodrow for well over a decade, and will continue to do so! This year alone, I think we've visited on ten separate occasions. I find the whole experience at Woodrow extremely beneficial in enhancing the learning for the groups we work with. Catalyst in Communities is a little different from the vast majority of London Youth member clubs, as we do not have a base of our own. We work within the communities we engage with and use their local centres – schools, colleges, youth centres, community groups etc. The activities on offer at Woodrow provide the best possible combination to allow participating young people to put their communication skills to the test, whilst also encouraging them to think outside the box."

"In all my years delivering residential learning experiences with young people, I have not managed to find another centre which offers a package that even comes close to that on offer at Woodrow. The amazing history of Woodrow makes for a residential visit that will remain in the memories of all those who attend forever."

Hindleap Warren

Hindleap provides bespoke residential courses for young people from youth clubs, schools, SEN schools and specialist units working with young people and families at risk. Hindleap also offers day courses for young people for whom a residential stay may not be possible.

Our experienced outdoor instructors use a variety of activities in our 300 acre woodland site that help young people to learn, develop and stretch themselves. Our high rope courses and zip wire promote personal decision-making. The team building session allows them to improve their communication, trust in others and gives them the opportunity to learn in a different environment.

We provide exciting experiences in canoeing and kayaking, mountain biking, mine and cave exploration, rock climbing and bouldering. For some of the young people who visit Hindleap, this could be their first chance to paddle across a reservoir, explore an underground world or scale a cliff.

Young people visiting Hindleap

In 2012-13

- 9,727 young people attended Hindleap Warren
- 1,314 of them were from one of London Youth's member clubs
- 55 member clubs attended in total
- The young people's average length of stay was just over three nights

Developing Hindleap

To ensure we develop Hindleap in the best possible way, we are currently engaging with all the people who use, work with or have experienced the centre to find out where they would like to see Hindleap in the next ten years. This robust approach to research should help Hindleap Warren maintain the quality of its provision to young people well into the future.

We are also looking into developing new energy sources, including researching a biomass system. Finally, Hindleap Warren is committed to increasing diversity within its staff team to provide role models from all backgrounds to the young people who visit the centre. We will consult with Dare London and our member clubs on how best to do this.

Inclusion

During 2012-13 London Youth embarked upon a consultative review of the Activeventure project, through which we had for 12 years provided volunteer supported breaks for disabled young people at our residential centres. Activeventure had given many young people fantastic opportunities, and created strong friendships between guests and the dedicated volunteers who supported the programme. During the consultation it became clear that, while we should strive to create opportunities for young people with disabilities, needs and responses have changed and evolved since we began Activeventure, and we had to look at new models of delivery. It also became apparent that we should consider how we put inclusion at the heart of our services, so that we don't restrict our offer to a single project.

The outcome of the review was the decision to close the programme in January 2013, but at the same time put a much higher priority on London Youth creating opportunities for young disabled and excluded people in all of our work.

Future plans

Working towards an overall goal of 'Establishing a clear offer for young disabled people and maximising inclusion of young people throughout our work', we have identified a range of opportunities to better involve, support and engage young people who face complex barriers to participating. To lead this work we are recruiting and developing a team of 12 'Inclusion Champions' across the organisation. Highlights of our plans are:

- Ensuring all of London Youth's programmes across sport, youth action and employability (as well as any future programmes) engage young disabled people in both targeted and inclusive opportunities
- Improving opportunities for groups of young disabled people to learn and enjoy themselves at our outdoor centres, developing our premises, programmes, skills and marketing to better meet the needs of all young people
- Supporting our youth club members to share learning and best practice by fostering stronger relationships between non-disabled and disabled young people through a dedicated support network, and through embedding expertise in our training and quality assurance offers
- Ensuring young disabled people continue to be represented on Dare London and on our Trustee Board, and their voices are heard and acted upon

Section 5: A voice for young people and youth organisations in London

**We try to make the
case for good youth
work, by supporting
young people and
those working with
them to have a voice
in the media, policy
development and the
creation of vital new
programmes.**

Section 5: A voice for young people and youth organisations in London

Young people leading and shaping their own future: Dare London

Dare London is London Youth's pioneering Youth Advisory Board, giving young people the chance to take leading roles in shaping every part of the organisation, from governance and recruitment to programme development. The Dare Londoners go on an individual and collective learning and leadership journey, and contribute an incredible amount to the programme over the year. This programme is supported by the Esmee Fairbairn Foundation.

What we delivered in 2012-13

Some of the opportunities taken up by Dare London this year include

- **Governance:** Dare London members joined the Trustee Board, shaped and participated in our AGM, took part in our Team Day, sat on interview panels, attended the Wonderful Woodrow Launch
- **Peer Facilitation:** Dare Londoners led sessions at our Youth Leadership events and the Microsoft Social Innovation Workshop
- **Communications:** Dare Londoners were represented at the GLA-supported Wall of Silence event, on a number of parliamentary panels, at a youth marketing conference, and represented London Youth at a Buckingham Palace event
- **Personal Development:** Dare Londoners undertook activities such as presentation and public speaking training via the Speakers Trust, and IDebate Training to harness their ability to give a well-structured argument and understand how to appreciate the opposite view
- **Quality Assurance:** Dare Londoners supported Quality Mark by carrying out assessments

Michael, member of Dare London

Michael is 23. He joined Dare London in September 2012 after hearing about the opportunity through his local youth club, St Mary's Youth Club in Islington, which he'd attended from a young age and where he is now volunteering at as a football coach for those aged 8-18. He says

"As part of Dare London I have been on interview panels, attended board meetings and represented London Youth at external events. The confidence to speak to new people in interviews and to approach new challenges is what employers will notice the most."

Through Dare London, Michael was matched up with a volunteer mentor from Silicon Valley Bank. Michael met his mentor once a fortnight for three months, working on his confidence and employability skills.

"Having a mentor has really helped me to improve my CV and interview technique", says Michael. Michael also completed a National Open College Network (NOCN) Level Two accreditation entitled 'Learning from Volunteering'.

This year, Michael successfully applied for the position of Logistics Officer for London Youth's NCS delivery team.

Teresa, young entrepreneur and Dare London Alumnus

"I joined Dare London in the summer of 2012 and was part of the group for the full year until the summer of 2013. I got involved because I'd been working at the Baytree Youth Club, one of London Youth's member clubs, as a volunteer mentor working with the girls at the club. From my experience of working with other young women, and the journey that I had made myself, I had an idea to set up my own business, helping young women grow in confidence and self-esteem through make up and beauty. Becoming part of Dare London at this time in my life was really important, not only to my own personal development, but also to the way I could make my business idea into a reality."

"I'm still in touch with my Dare friends, now as a Dare Alumnus, and with the young people at the Baytree. My journey of learning hasn't stopped. I would encourage anyone reading this report to go out and find out about good youth work, see what you can do to help support it, because when you do, you'll help give so many other young people the chances that I've had."

Making the case through the media

During 2012-13 we've created increasing numbers of opportunities for our members, our team and the young people we work with, to make their voices heard in the media. This isn't because we want attention for the sake of it, but because we believe that when young people have led a brilliant piece of work, or we've developed something successful, or learned something doesn't work as well as we thought, we want to tell as many people about it as possible.

Some of the highlights have included

Build-it and The Secret Millions: 'The Secret Millions' was a TV documentary series on Channel 4 through which the Big Lottery Fund showcased radical ideas aimed at tackling some of Britain's most challenging issues. In the first episode shown in March 2013, London Youth piloted the idea of young people working alongside retired tradespeople to refurbish derelict properties for social housing. Young people from London Youth's member clubs, including Knights Youth Centre, worked with celebrity architect George Clarke on the programme. The pilot was a success and led to the establishment of our Build-it programme, and the coverage of our work has given us the chance to engage with a wide range of policymakers and partners.

Putting young people's voices into the media: We found opportunities for many young people to tell their stories, whether this was about their Athan 31 project, the business they wanted to set up, or their experience of youth unemployment, we worked hard to make sure their voices were heard. We'll be doing more of this with our members and with Dare London throughout 2013-14.

Sports development: We secured coverage on the Olympic Legacy and the contribution youth clubs can make to sports development on BBC and ITV in London, and in the Telegraph and the Guardian. With UK Youth we hosted a roundtable event on community sport in Parliament in March 2013, taking the discussion forward with a range of partners, and chaired by the BBC's sports news correspondent, Dan Roan.

Helping policymakers and supporting partnerships

Much of the work described in this report has been delivered in partnership, and has the capacity to shape policy to improve the lives of young people. We've become engaged in three other areas not captured elsewhere within our programmes or support for youth work. These are looking at the relationship between youth clubs and schools, exploring an arts offer, and understanding what is happening in the USA for young people.

Youth clubs and schools In summer 2013 we partnered with Ofsted who helped us look at the range and provision of partnerships between youth clubs and schools. This work has the potential to create new opportunities and enhance the perceptions of the quality of youth club provision.

Arts for hard to reach young people. We've partnered with A New Direction to help them deliver their Department for Education 'Strong Voices' programme, through which we've offered opportunities for four member clubs to develop an arts offer where they did not have one before.

Learning from the USA: Our Chief Executive and Director of Communications and Membership attended the Boys and Girls Clubs of America Conference in May 2013. The conference provided learning around approaches to outcomes and programme development, and we shared our experience of involving young people.

Section 6: Best we can be - our people

**We value the
contribution of our
highly committed
people and see a
direct link between
their knowledge
and expertise, and
supporting and
challenging young
people to become the
best that they can be.
It is our people who
make us so special.**

Section 6: Best we can be - Our people

We aim to provide interesting and challenging roles that help people to grow personally and professionally. As far as possible we provide career progression, but recognise that our size and employee retention means that this is not always possible. So, while people are at London Youth, we ensure that they benefit from learning and development activities that provide transferable skills.

Through both structured training to maintain essential qualifications for delivery of our services and informal learning, we offer opportunities to develop new and existing skills. We see also the value in networking and collaboration with colleagues to build skills and improve the way we work together, so we encourage this too.

Staff agree personal development objectives in three areas – technical skills, personal growth and Team London Youth. To achieve these objectives employees are encouraged to participate in activities including work shadowing, volunteering with projects or members and attending Dare London meetings.

In 2012 we introduced Development Days to bring together people from across the organisation who report to Management Team or with responsibility for elements of the operational plan.

Our first Talent Programme cohort ended in 12-13. Recruited to a two-year programme in 2011, Kunle, Sandra, Emma and Rosa undertook roles to support the Finance, Youth Action, Communications and Information Teams. Alongside their Team roles, the cohort worked together on corporate responsibilities to organise the AGM, kick-off our social media presence and manage the membership renewal process. To ensure these young people were supported and developed in their roles, we invested in skills development and an introduction to management qualification. All have now progressed into permanent roles, two with London Youth and two elsewhere.

Shivangee Patel, from Volunteer Intern to Head of Communications at London Youth

Shivangee (also known as Shiv) joined London Youth as a volunteer intern in the summer of 2010, after graduating from the London School of Economics with a BSc in Social Policy and Criminology. In 2011 she returned as a paid employee, joining the Communications Team as its Support Officer, later progressing to Communications Manager, and is now Head of Communications.

"When I first came to London Youth I never expected to be here more than a couple of months. The voluntary placement was an opportunity for me to gain some real workplace skills and boost my CV, hopefully separating me from the many others that had graduated that year and were looking for a job. After a few months I decided it was time to find a paid job, but after leaving I hadn't had much luck finding anything."

"During my time at London Youth, I'd been given responsibility and the flexibility to develop ownership across my given tasks. I'd really enjoyed my time there, and the staff made me feel a part of the team, despite only being there

temporarily. That's why, when I got the call from London Youth saying they had a six-month paid opportunity in the Communications Team, I lapped up the chance to apply. And I haven't looked back since! Within eight months I joined the management team as the Communications Manager, taking on line management responsibilities for another member of staff. Now as Head of Communications I'm responsible for shaping and leading the delivery of London Youth's media, public affairs and external communications activities."

"London Youth believes in pushing its employees to better themselves and excel in areas they never thought possible. Taking the jump from Communications Support Officer to Communications Manager was never something I had considered. But the belief in my capabilities from management colleagues and the Senior Team made me able to take the jump, and it's definitely paid off!"

Section 7: Best we can be - Governance

Patron

HRH The Prince Philip,
Duke of Edinburgh KG KT

President

Field Marshall the Lord Guthrie of Craigiebank GCB
LVO OBE

Chair

G Davide Rodrigues (to 12 March 2013)
Julian Beare (from 15 March 2013)

Deputy Chair

Roger Merton MBE

Honorary Treasurer

Keith Ward

Vice Presidents

Jarvis Astaire OBE
The Lord Brooke
Robin Callender Smith
Jane Earle
Clive Efford MP
Euan Foster (to 12 March 2013)
Robin Gowlland
Peter Hudson
Rt Hon Simon Hughes MP
Peter Hunter
Sir David Knox
Peter Levy OBE
Neil Maitland OBE
Lady Mary Mumford
Dr Terry Powley
John Ratcliff CBE
Marsha Rae Ratcliff
The Rt Reverend Roger Sainsbury
Richard Sermon MBE
John Spencer OBE
Joy Toghill
Vanni Treves CBE
Joseph Williams
Carl Wonfor (from 12 March 2013)

Trustees

Tekla Balfour
Julian Beare
Ilaria Gregotti (to 31 August 2013)
Jennifer Izevor
Roger Merton MBE
John Norman
G Davide Rodrigues
Keith Ward
Keeley Williams
Derek Willis
Melanie Ancliff (co-opted 24 July 2013)
Scott Tweed (co-opted 24 July 2013)

Youth Advisers

Francisco Augusto (to 31 August 2013)
Igor Jesus
Kirsty Aziz (from 30 January 2013)
Esther Sherato (to 30 January 2013)

Chair of Finance Committee

Keith Ward

Chair of Safety and Safeguarding Committee

John Norman

Chair of Nominations Committee

Keeley Williams

Chief Executive and Company Secretary

Rosie Ferguson

Senior Team

Sam Grimstone
Phil Kerry (from 8 February 2013)
Jim Minton
David Nottidge (to 31 May 2013)
Clare Wadd (from 28 August 2013)

Registered/Principal office

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Website www.londonyouth.org

Company Limited by Guarantee
Registration Number
258577 (England and Wales)

Charity Registration Number
303324

Auditor

Buzzacott LLP
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London
EC2V 6DL

Bankers

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

Investment managers

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

Structure, Governance and Management

Governing document and constitution

The Federation of London Youth Clubs, operating under the name London Youth, is constituted as a company limited by guarantee and registered as a charity with the Charity Commission. London Youth's governing documents are its Memorandum and Articles of Association.

Appointment, induction and training of Trustees and Honorary Officers

A Board of Trustees (who are also company directors) comprised twelve at 31 August 2013. The Trustees have a range of experience and occupations including youth services, working with young people, charities, livery companies, financial services, accountancy, HR, and risk management. Members of our Youth Advisory Board, who are not legally Trustees, attend our Board and participate fully in meetings. There are three sub-committees of the Board of Trustees responsible for Finance, Nominations and Safety and Safeguarding.

Trustees are elected by Members at the Annual General Meeting following nomination either by the Board of Trustees or by five or more Members. Trustees retire in accordance with the charity's Articles of Association. The Honorary Officers comprise the Chair, Deputy Chair and Treasurer. They are elected each year at the Annual General Meeting.

Trustees benefit from a full induction and meeting with staff on joining and ongoing training as needed thereafter. The Trustee Board has an annual Away Day with members of the charity's Executive to fully consider its strategic plans and improve governance. This includes a Trustee Board assessment (undertaken by KPMG) and governance survey. This year, as part of a planned increase in their support in developing strategy, Trustees also attended the Management Team day at the beginning of the 2013-14 planning process.

Jennifer Izekor, Derek Willis and Keeley Williams were all re-elected for a second three-year term at the AGM in March 2013. Julian Beare was elected Chair at the AGM in March 2013, Davide Rodrigues having stepped down to facilitate succession planning to the role and enable a transition period during which the

new Chair would benefit from Davide's support and experience. Melanie Ancliff and Scott Tweed were recruited from within our membership to ensure that members' experiences are represented at our Trustee Board, and were both co-opted in July 2013. Carl Wonfor was elected as a Vice President at the AGM in March 2013.

In addition to our Trustee Board, volunteer expert advisory teams support specific programmes at Hindleap Warren and Woodrow High House.

Management structure and decision-making

Executive management is delegated to the Chief Executive and Senior Team. The Chief Executive (who is also the Company Secretary) chairs the Senior Team which, since August 2013, has comprised the Director of Finance and Resources, Hindleap Director, Programmes Director, and Director for Membership and Communications (previously Director for Communications and Programmes). Senior Staff meet formally on a monthly basis, and continually between meetings at an operational level. The Senior Team was restructured and its capacity grown during the year as London Youth gears up to be able to carry out its future plans. Following the retirement of long-standing Operations Director David Nottidge in May, the role of Operations Director was discontinued. The role of Director of Organisational Development has also been discontinued, and the work of these roles distributed between the new Director of Finance and Resources, Hindleap Director and Programmes Director roles.

A wider Management Team comprising middle managers meets generally monthly, and played an active part in the annual planning and budgeting cycle, which commenced in February and concluded with the approval of the 2013-14 budget at our Trustee Board meeting in July 2013.

Throughout the year, Trustees received monthly updates on the organisation's activities and, through quarterly Board and Committee meetings, received updates on delivery activity. Reporting formats include monthly management accounts with forecast outturn, risk register, and quarterly progress against planned deliverables.

The Chief Executive met regularly with the Chair, the Director of Organisational Development met with the Honorary Treasurer, and the Director who led

corporately on Safety and Safeguarding met with the Chair of the Safety and Safeguarding Committee, this was the Operations Director until May 2013 and then the Director for Communications and Membership for the remainder of the year. In the future this responsibility will lie with the Director of Finance and Resources.

Involving young people in decision-making

Dare London, our Youth Advisory Board made up of young people aged 16-24 from our member clubs, exists with a clear focus to ensure that young people are at the heart of everything we do. The involvement of Dare Londoners has five strands: governance, quality assurance, peer facilitation, voice, and personal development.

Risk management

The Trustees are satisfied that they have identified major risks and that systems are in place to manage these. A register of major risks is reviewed and updated quarterly by the Senior Team to ensure we maintain an overview of organisational risk and take mitigating action wherever necessary. This risk register is then discussed with, and approved by, firstly the Finance Committee quarterly, and then the Trustee Board on an annual basis. This is to ensure that adequate systems and procedures have been established to manage and mitigate risk. Our risk analysis covers finance, governance, human resources, information technology, communications, operations, property, partnership working, and safety and safeguarding. During 2012-13 we added a section on pensions, as a result of our scheme administered by The Pensions Trust, for further information see note 20 to the accounts.

Charitable objectives

Our vision, mission and strategy fit clearly within our charitable objectives, to assist the personal and social development of young people through a number of practical means including assisting and delivering high quality youth work, relieving poverty by assisting young people in need, giving young people access to a range of learning opportunities, and providing a range of recreational, sporting, artistic and cultural opportunities.

Section 8: Best we can be - Financial Review

Financial report for the year

In the year ended 31 August 2013, the organisation made a planned operating deficit, reducing the general fund by £136,488 (2012 £183,421 increase) Whilst the initial budget was to break even, the Trustees agreed part-way through the year to run a deficit in line with the organisation's three-year strategy and plans

- The decision to close the Actventure programme during the year in order to establish a new organisation-wide inclusion strategy and approach (see Page 24), led to a short-term reduction in revenue at Hindleap Warren and an end to contracts and fundraised income for this programme. The estimated cost of the closure was approximately £190,000. The financial impact of this was in part recouped through replacement sales at Hindleap, combined with above budget performance at Woodrow High House and some cost-cutting, but the Trustees agreed to run a deficit due to the closure of the Actventure programme to enable a more strategic approach in the future

Additionally, the Trustees decided, in consultation with the Auditors, to make an accounting adjustment in 12-13

- Swim school income at Woodrow High House had previously been accounted for on a receipts basis, with each autumn term's income falling into the previous financial year. As the swim school has grown in scale it has become appropriate to account for the income on an accruals basis going forward, which means that only two terms have been included in the results for this year of change and that £92,589 relating to autumn 2013 has been deferred into 2013-14. Despite the accounting deficit, Woodrow Swim School outperformed its budgeted income for 12-13 and continues to grow

Taking these two one-off factors into account, we are satisfied with the results for the year

Unrestricted income was £3,345,534 (2012 £3,580,373), unrestricted resources expended were £3,479,170 (2012 £3,364,101)

During the year the organisation received restricted funding of £1,538,967 (2012 £664,867) and expended £1,495,902 (2012 £669,101). At 31 August 2013 restricted funds of £330,573 (2012 £314,106) were held for Organisation, Residential Centres including the Woodrow Appeal, Clubs, Training, Youth Action and Build-it

The Net movement in funds for the year ended 31 August 2013 was a deficit of £289,432

Reserves Policy

Trustees seek to retain a prudent level of reserves from unrestricted income

Trustees base their reserves policy on the identified needs to

- Provide sufficient working capital for the following year, in particular as funding arrangements move from grants to contracts with payments made in arrears
- Support innovative programmes where such require a period of development and testing prior to proving their case to external funders
- Invest in organisational development, strengthening our institutional infrastructure to better support frontline delivery and boost long-term stability and sustainability
- Mitigate the risk of unforeseeable expenditure, with particular regard to ownership of our two residential centres

Unrestricted reserve levels are reviewed annually in-line with our annual planning and budgeting process and monitored throughout the year

At 31 August 2013, unrestricted reserves stood at £587,299 (2012 £723,787)

Trustees believe unrestricted reserves stand at a satisfactory level in light of the adopted policy but will aim to increase unrestricted reserves where possible to improve the ratio to annual planned expenditure

Principal funding sources

We thank all our supporters to whom we are deeply grateful. Every donation makes a difference and is sincerely appreciated.

In the next 12 months we are actively seeking further support across a range of our programmes in London and at the Centres.

Major sources of funding in 2012-13 were as follows:

Companies and organisations

Big Lottery Fund
Deutsche Bank
GLA
Goldman Sachs
Highgate School Parents' Association
John Lewis Partnership
Metropolitan Housing
Microsoft UK
Pro-Active East London
Royal Bank of Scotland
Sport England
Street Games
Woodrow Events Committee

Individuals

David and Lucy Wernick
Lady Mary Mumford
Roger Merton MBE
The Estate of Victor Grellier Paige CBE

Livery Companies

The Worshipful Company of Chartered Secretaries
The Worshipful Company of Founders
The Worshipful Company of Girdlers
The Worshipful Company of Goldsmiths
The Worshipful Company of Haberdashers
The Worshipful Company of Mercers
The Worshipful Company of Tallow Chandlers
The Worshipful Company of Tobacco Pipe Makers and Tobacco Blenders

Trusts and Foundations

Anonymous Trust
Baily Thomas Charitable Fund
Bernard Sunley Charitable Foundation
C A Redfern Charitable Foundation
City Bridge Trust
Country Houses Foundation
Disability Aid Fund
Dudley and Geoffrey Cox Charitable Trust
Dulverton Trust
Esmée Fairbairn Foundation
Grange Farm Centre Trust
Gurney Charitable Trust
Hale Trust
The Hobson Charity
Hubert Blake Charitable Trust
J Paul Getty Jnr Charitable Trust
Jack Petchey Foundation
Jimmy Dixon Charitable Trust
John Lyon's Charity
Joseph Levy Charitable Foundation
Joseph Levy Endowment Trust
King / Cullimore Charitable Trust
Mobbs Memorial Trust
Network Rail
PF Charitable Settlement
Roland Callingham Foundation
Shanly Foundation
Sobell Foundation
The Sulgrave Charitable Trust
Sylvia Adams Charitable Trust
Tanner Trust
Thomas J. Horne Memorial Trust
Walcot Foundation
Wates Foundation
Wolfson Foundation
William Allen Young Charitable Trust

Approved by the Trustees and signed on their behalf by:

JULIAN BEARE
Chair



Approved on:

24th February 2014

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 which 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),
- 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, and
- 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 proper 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.

Independent Auditor's Report

We have audited the financial statements of The Federation of London Youth Clubs for the year ended 31 August 2013 which comprise the statement of financial activities, the balance sheet, the cash flow statement, the principal accounting policies and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed

Respective responsibilities of Trustees and auditor

The Trustees are also the directors of the charitable company for the purposes of company law. As explained more fully in the Trustees' Responsibilities Statement set out in the Board of Trustees' Report, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed, the reasonableness

of significant accounting estimates made by the Trustees, and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Board of Trustees' report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2013 and of its 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

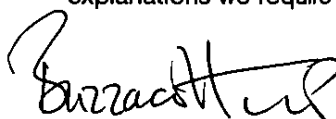
Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Board of Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us, or
- the financial statements are not in agreement with the accounting records and returns, or
- certain disclosures of Trustees' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit



Edward Finch, Senior Statutory Auditor
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

26/2/14

Statement of financial activities year to 31 August 2013

(Incorporating income and expenditure account)

		Unrestricted funds		Restricted funds	Permanent endowment funds	Total year to 31 August 2013	Total year to 31 August 2012
	Notes	General funds £	Designated funds £	£	£	£	£
Income and expenditure							
Incoming resources							
Voluntary income	1	214,456	-	429,122	-	643,578	857,431
Activities for generating funds	2	10,316	-	-	-	10,316	38,269
Investment income	3	46,878	-	-	-	46,878	48,488
Incoming resources from charitable activities							
Development		152,586	-	-	-	152,586	154,270
Opportunity – residential centres		2,415,870	-	-	-	2,415,870	2,407,471
Opportunity – programmes in London		505,382	-	1,109,845	-	1,615,227	739,311
Realised gains on disposal of assets		46	-	-	-	46	-
Total incoming resources		3,345,534	-	1,538,967	-	4,884,501	4,245,240
Resources expended							
Cost of generating funds							
Fundraising	4	128,388	-	-	-	128,388	120,543
Charitable activities							
Development	5	128,964	3,279	30,487	-	162,730	209,901
Opportunity – residential centres	5	2,697,590	274,333	353,736	-	3,325,659	3,202,829
Opportunity – programmes in London	5	506,652	12,880	1,111,679	-	1,631,211	799,306
Governance costs	7	17,576	-	-	-	17,576	15,132
Total resources expended		3,479,170	290,492	1,495,902	-	5,265,564	4,347,711
Net (outgoing) incoming resources before transfers		(133,636)	(290,492)	43,065	-	(381,063)	(102,471)
Gross transfers between funds							
Purchase of fixed assets		(9,458)	9,458	-	-	-	-
Purchase of fixed assets from restricted funds		-	26,598	(26,598)	-	-	-
Disposal of fixed assets		6,606	(6,606)	-	-	-	-
Net (outgoing) incoming resources before investment gains and losses		(136,488)	(261,042)	16,467	-	(381,063)	(102,471)

Continues on page 43

Statement of financial activities year to 31 August 2013

(Incorporating income and expenditure account)

Continued from page 42

	Unrestricted funds		Restricted funds	Permanent endowment funds	Total year to 31 August 2013	Total year to 31 August 2012
	General funds	Designated funds			31 August 2013	31 August 2012
	£	£	£	£	£	£
Realised gains on disposal of investments	-	-	-	-	-	10,646
Net (outgoing) incoming resources before revaluations	(136,488)	(261,042)	16,467	-	(381,063)	(91,825)
Other recognised gains and losses						
Unrealised gains on investments	-	-	-	91,631	91,631	40,631
Net movement in funds	(136,488)	(261,042)	16,467	91,631	(289,432)	(51,194)
Balances brought forward at 1 September 2012	723,787	7,623,857	314,106	1,041,626	9,703,376	9,754,570
Balances carried forward at 31 August 2013	587,299	7,362,815	330,573	1,133,257	9,413,944	9,703,376

	2013	2012
	£	£
Historical cost net movement in funds		
Net (outgoing) resources before investment gains and losses	(381,063)	(102,471)
Add Difference between historical cost realised gain and the actual realised gain calculated on the revalued amounts	-	2,403
Add Difference between depreciation based on historic cost and depreciation based on the revalued amounts	28,900	28,900
	(352,163)	(71,168)

All of the charity's activities derived from continuing operations during the above two financial periods. There were no recognised gains and losses except those shown in the statement of financial activities and note of historical cost net movement in funds.

Balance sheet 31 August 2013

	Notes	2013 £	2012 £
Fixed assets			
Tangible fixed assets	10	7,362,815	7,623,857
Investments	11	1,145,836	1,054,114
		<u>8,508,651</u>	<u>8,677,971</u>
Current assets			
Debtors	12	908,597	804,829
Cash at bank and in hand		1,132,864	1,127,516
		<u>2,041,461</u>	<u>1,932,345</u>
Creditors amounts falling due			
Within one year	13	(1,136,168)	(906,940)
Net current assets		<u>905,293</u>	<u>1,025,405</u>
Total net assets		<u>9,413,944</u>	<u>9,703,376</u>
Represented by:			
Funds and reserves			
Permanent endowment funds	14	1,133,257	1,041,626
Restricted funds	15	330,573	314,106
Unrestricted funds			
General funds		587,299	723,787
Designated funds	16	7,362,815	7,623,857
		<u>9,413,944</u>	<u>9,703,376</u>

Approved by the Trustees
and signed on their behalf by


Chair **JULIAN BEARE**


KEITH WARD
Honorary Treasurer

Approved on *24th February 2014*

Cash flow statement 31 August 2013

	Notes	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Cash (outflow) inflow from operating activities	A	(5,383)	231,996
Returns on investments and Servicing of finance	B	46,878	48,488
Capital expenditure and financial investments	B	(36,147)	-
		5,348	280,484
Increase in cash	C	5,348	280,484

Notes to the cash flow statement for the year to 31 August 2013

A Adjustment of net incoming resources before transfers to net cash (outflow) inflow from operating activities

	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Net (outgoing) resources before transfers	(381,063)	(102,471)
Depreciation charge	290,492	314,509
Deficit on disposal of tangible fixed assets	6,606	-
Interest receivable and investment income	(46,878)	(48,488)
Increase in debtors	(103,768)	(293,326)
Increase in creditors	229,228	361,772
Net cash (outflow) inflow from operating activities	(5,383)	231,996

B Gross cash flows

	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Returns on investments and servicing of finance		
Interest received and investment income	46,878	48,488
	46,878	48,488
Capital expenditure and financial investments		
Payments to acquire tangible fixed assets	(36,056)	-
Payments to acquire listed investments	-	(327,273)
Receipts from disposal of listed investments	-	325,704
(Increase)/decrease in cash held by investment manager	(91)	1,569
	(36,147)	-

C Analysis of changes in net funds

	At 1 September 2012 £	Cash flows £	At 31 August 2013 £
Cash at bank and in hand	1,127,516	5,348	1,132,864
	1,127,516	5,348	1,132,864

Principal accounting policies

31 August 2013

Basis of accounting

The financial statements have been prepared under the historical cost convention, as modified by the inclusion of certain fixed assets at valuation and the inclusion of fixed asset investments at market value, and in accordance with the requirements of the Companies Act 2006 Applicable Accounting Standards and the Statement of Recommended Practice on Accounting and Reporting by Charities issued by the Charity Commission in March 2005 (SORP 2005) have been followed in the preparation of the financial statements

Income

Income is credited to the statement of financial activities on an accruals basis. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it, where the donor or funder has specified that the income is to be expended in a future accounting period or the nature of the expenses funded are such that there is an implied expenditure profile over a number of periods, for example salaries

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

Expenditure

The costs of generating funds include the salaries, direct costs and overheads associated with generating income from fundraising and membership events. 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 the audit fee and Trustees' reimbursed expenses

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at headquarters. Support costs are apportioned between charitable activity headings pro-rata with the direct costs of the activities. No support costs are apportioned to costs of generating funds or governance as the amounts would be immaterial

Tangible fixed assets

- Freehold properties
1% to 5% depreciation per annum has been provided against property at cost or valuation. Freehold properties are shown in the balance sheet at cost or Trustees' valuation less depreciation. If no cost is recorded, or if the 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

The Trustees' valuation of properties is on the basis of replacement cost for existing use at 31 March 1998. As permitted under the transitional arrangements of FRS 15, the charity has adopted a policy of not revaluing its tangible fixed assets

- Motor vehicles, furniture, fittings, fixtures and equipment

Depreciation at 10% to 20% 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 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

Grants administered on behalf of clubs

Grants and donations received by the charity acting as an agent for individual clubs and which are held by the charity at the year end are not recorded as incoming or outgoing resources on the statement of financial activities

Fixed asset investments

Fixed asset investments are included at their market value at the balance sheet date. Realised and unrealised gains and losses are credited, or debited, to the statement of financial activities in the year in which they arise

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 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

Leased assets

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

Pension costs

The charity is a member of the Pensions Trust Growth Plan. The Growth Plan is a money purchase pension scheme which also has some historical guarantees. This is a multi-employer pension scheme for which it is not possible to identify separately the assets and liabilities of participating employers and, as such, the charity's financial statements include pension costs payable in respect of this plan on a defined contribution basis. Further disclosures in relation to the Growth Plan are given in note 20.

Notes to the accounts

1 Voluntary income

	Unrestricted funds £	Restricted funds £	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Woodrow appeal donations	-	275,167	275,167	296,657
Other donations	214,456	153,955	368,411	560,774
	214,456	429,122	643,578	857,431

We are grateful to all our donors who support the very wide range of work we undertake

2 Incoming resources from activities for generating funds

	Unrestricted funds £	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Fundraising events	-	-	3,010
Rental income	10,316	10,316	35,259
	10,316	10,316	38,269

3 Investment income

	Unrestricted funds £	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Income from listed investments			
Unit trusts and common investment funds	46,292	46,292	48,071
Interest receivable			
Bank interest	586	586	417
	46,878	46,878	48,488

4 Fundraising costs

	Staff costs £	Other costs £	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Events	3,270	4,892	8,162	4,733
Voluntary income	49,046	55,324	104,370	97,695
Income generation	13,079	2,777	15,856	18,115
	65,395	62,993	128,388	120,543

5 Charitable activities

	Direct costs £	Support costs (note 6) £	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Development	142,596	20,134	162,730	209,901
Opportunity – residential centres	2,904,491	421,168	3,325,659	3,202,829
Opportunity – programmes in London	1,552,109	79,102	1,631,211	799,306
	4,599,196	520,404	5,119,600	4,212,036

6 Support costs

	Development £	Opportunity - residential centres £	Opportunity - London programmes £	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Staff costs	11,075	231,664	43,511	286,250	247,436
Travel and subsistence	425	8,883	1,668	10,976	22,930
Premises/accommodation	1,295	27,084	5,087	33,466	68,059
Administration	1,170	24,470	4,596	30,236	48,492
Legal and professional fees	5,779	120,889	22,705	149,373	143,571
Bank charges	391	8,176	1,536	10,103	8,559
	20,135	421,166	79,103	520,404	539,047

7 Governance costs

	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Auditor's remuneration		
Current year audit fees	15,000	14,640
Prior year audit fees	1,960	-
Trustee costs	616	492
	17,576	15,132

8 Information regarding staff and Trustees

Charity	Total year to 31 August 2013 £	Total year to 31 August 2012 £
Staff costs during the year were as follows		
Wages and salaries	2,059,416	1,732,487
Social security costs	179,289	157,272
Pension costs	72,797	60,732
	2,311,502	1,950,491
Other staff costs	289,252	296,151
	2,600,754	2,246,642
Staff costs per function were as follows		
Charitable activities		
Development	115,621	152,649
Opportunity - residential centres	1,437,518	1,385,081
Opportunity - programmes in London	695,970	396,792
Fundraising	65,395	81,498
Support costs	286,250	230,622
	2,600,754	2,246,642

One employee earned between £70,000 and £80,000 per annum (including benefits) during the period (2012 one employee earned between £60,000 and £70,000 per annum). The employee was a member of The Pensions Trust defined contribution scheme. Employer contributions for the year were at 8% of gross salary.

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

	2013 Number	2013 FTE	2012 Number	2012 FTE
Direct charitable				
Development	3	3	4	4
Opportunity - residential centres	67	64	62	58
Opportunity – programmes in London	19	19	12	10
Fundraising	3	3	3	3
Support	7	7	5	5
	99	96	86	80

No Trustees received remuneration in respect of their services as a Trustee during the period (2012 £nil)

Two Trustees received reimbursement totalling £616 for expenses during the period (2012 £492)

The charity has a Trustee indemnity insurance policy in force for which the charge for the period was £5,565 (2012 £5,565)

9 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

10 Tangible fixed assets

	Freehold property £	Furniture, fittings, fixtures and equipment £	Motor vehicles £	Computers £	Total £
Cost or valuation					
At 1 September 2012	9,531,238	152,307	131,707	50,813	9,866,065
Additions	-	19,961	-	16,095	36,056
Disposals	-	(17,895)	(13,660)	-	(31,555)
At 31 August 2013	9,531,238	154,373	118,047	66,908	9,870,566
Cost	6,641,240	154,373	118,047	66,908	6,980,568
Valuation	2,889,998	-	-	-	2,889,998
	9,531,238	154,373	118,047	66,908	9,870,566
Depreciation					
At 1 September 2012	1,929,934	146,704	125,101	40,469	2,242,208
Disposals	-	(17,895)	(7,054)	-	(24,949)
Charge for year	278,104	2,044	-	10,344	290,492
At 31 August 2013	2,208,038	130,853	118,047	50,813	2,507,751
Net book values					
At 31 August 2013	7,323,200	23,520	-	16,095	7,362,815
At 31 August 2012	7,601,304	5,603	6,606	10,344	7,623,857

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

Hindleap Warren	Sussex RH18 5JH
St Matthias' Boys Club	London, E8 1NH
Woodrow High House	Buckinghamshire HP7 0QG
Marvels Lane Boys Club	London, SE12 9PF
Red Lion Boys Club	London, SE16 2PE
47-49 Pitfield Street	London, N1 6DA

Properties included at valuation amounting to £2,889,998 were valued by the Trustees with professional assistance as at 31 March 1998 based on replacement cost for existing use. As permitted under the transitional arrangements of FRS 15, the charity has adopted a policy of not revaluing its tangible fixed assets. Other fixed assets are stated at cost.

The charity also owns freehold and leasehold properties listed overleaf which are included at a £nil valuation because some of these properties are held on trust, some have restrictive covenants concerning their disposal and one is leased to a club on a short leasehold. These properties have no recorded cost and are not in use by the charity.

Freehold properties at £nil value:

	Reason for non valuation	Insurance value £
Addison Youth Club, London, W14 0LA	Held on trust	277,650
Kids' Company, London, SE5 9BS	Leasehold to Charity	352,900
Westminster House Youth Club, London, SE15 3LZ	Held on Trust	450,000

Leasehold properties at £nil value:

	Reason for non valuation	2012 £
North Paddington Youth Club, London, W9 1RA	Restrictive covenant	932,850
Poplar Boys and Girls Club, London, E14 6LP	Restrictive covenant	602,650

11 Investments

	2013 £	2012 £
Shares in subsidiary undertaking at cost	2	2
Listed investments	1,133,834	1,042,112
Other investments	12,000	12,000
	1,145,836	1,054,114

The charity owns the entire issued share capital of London Youth Trading Company Limited which is incorporated in England and Wales. The company has remained dormant throughout the year and is therefore not consolidated within these accounts.

	Listed investments
Market value at 1 September 2012	1,041,841
Unrealised gains	91,631
Market value at 31 August 2013	1,133,472
Cash held by investment managers	362
	1,133,834
Listed investments at cost	919,232

Listed investments held at 31 August 2013 comprised the following:

	2013 £	2012 £
Common Investment Fund	1,133,329	1,041,698
UK equities	143	143
	1,133,472	1,041,841

Included within listed investments are 588 ordinary shares in Royal Bank of Scotland plc, with a market value of £143 (2012 £143) at 31 August 2013 which do not form part of the Sarasin & Partners investment portfolio and are not part of the London Girls Fund (see note 14)

All investments are held in the UK

12 Debtors

	2013 £	2012 £
Trade debtors	734,849	723,944
Prepayments and accrued income	146,445	79,845
Other debtors	27,303	1,040
	908,597	804,829

Trade debtors include fees in advance at the residential centres totalling £523,253 (2012 £486,996), which were billed prior to the year end and relate to activity in the next accounting period

13 Creditors: amounts falling due within one year

	2013 £	2012 £
Fees in advance	708,181	572,936
Expense creditors	134,724	108,641
Other creditors	6,606	6,606
Amount owing to subsidiary	2	2
Social security and other taxes	60,272	54,482
Accruals and deferred income	226,383	164,273
	1,136,168	906,940

14 Permanent endowment funds

	London Girls Fund £
At 1 September 2012	1,041,626
Unrealised gains on revaluation of investments	91,631
At 31 August 2013	1,133,257

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. Under the terms of the scheme London Youth must ensure that the London Girls Fund is identifiable, at all times, and is segregated from, and not mixed with, any other funds held by the charity.

15 Restricted funds

The income funds of the charity include restricted funds comprising the following balances of donations and grants held on trust to be applied for specific purposes

	At 1 September 2012 £	Incoming resources £	Expenditure gains, losses and transfers £	At 31 August 2013 £
Organisation				
Esmee Fairbairn Foundation	-	45,465	(28,903)	16,562
Residential Centres				
Woodrow Appeal	244,384	275,167	(313,827)	205,724
An anonymous trust	-	10,000	(10,000)	-
Bernard Sunley Charitable Foundation	-	10,000	(10,000)	-
Esmee Fairbairn Foundation	-	16,570	(9,029)	7,541
Chiltern Conservation Board	-	1,100	(1,100)	-
Activeventure				
Activeventure Grants	-	21,505	(21,505)	-
Clubs				
New Venture	6,921	-	-	6,921
Training				
Esmee Fairbairn Foundation	-	14,042	(11,217)	2,825
Youth Action				
The Worshipful Company of Haberdashers	-	10,000	(10,000)	-
J Paul Getty Jnr Charitable Trust	-	50,000	(50,000)	-
Esmee Fairbairn Foundation	-	35,273	(23,573)	11,700
Volunteering				
Microsoft UK		24,006	(24,006)	-
Royal Bank of Scotland	-	500	(500)	-
Sport				
Sport England	-	107,000	(107,000)	-
Build-it				
Millennium Now Grant Programme Pilot Scheme Grant	-	30,852	(30,852)	-
Millennium Now Grant Programme Grant	-	447,511	(368,211)	79,300
Talent Match Grant				
Big Lottery Fund Grant	-	49,737	(49,737)	-
VIY				
Big Lottery Fund Grant	62,801	390,239	(453,040)	-
	314,106	1,538,967	(1,522,500)	330,573

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

Organisation

- One portion of three-year grant from Esmée Fairbairn Foundation supported the Head of Learning

Residential Centres

- Support from a range of funders enabled us to carry out external improvement work at Woodrow High House as part of our Wonderful Woodrow appeal
- An anonymous foundation provided funds for a new high ropes course at Hindleap Warren
- The second portion of our Esmée Fairbairn Foundation grant supported programme development work
- Chiltern Conservation Board provided funding for Woodrow High House

Activeventure

- The Activeventure grants were donations made specifically to support the operation of the Activeventure programme for young people with disabilities, which was ceased during the year

Clubs

- The New Venture Fund has been held for many years on behalf of the dormant New Venture Club. The New Venture Club was a member of London Youth

Training

- The third portion of our Esmée Fairbairn Foundation grant supported our conflict resolution work

Youth Action

- The Worshipful Company of Haberdashers provided funding for Dare London, our youth advisory board
- The J Paul Getty Jnr. Charitable Trust provided funding for our youth action programme, Athan 31
- The final portion of our Esmée Fairbairn Foundation grant funded a Youth Action Officer

Volunteering

- Microsoft UK provided funding for our Innovate 4 Good social innovation work
- Royal Bank of Scotland supported a volunteering day at a youth club

Sport

- Sport England supported the delivery of our Sports Development programme, Getting Ready

Build-it (formerly Community Fixers)

- A Millennium Now Programme Grant from The Big Lottery Fund provided funds for a pilot programme in which young people and tradespeople renovated an empty home, this pilot became Build-it
- A Millennium Now Programme Grant from The Big Lottery Fund provided funding to deliver a programme of shared learning and practical skills through the refurbishment of empty council owned social housing currently in a state of disrepair, targeting young people in the Lambeth Area

Talent Match Grant

- The Big Lottery Fund awarded Development Funding towards the London LEP area's full Talent Match grant request

Volunteer It Yourself (VIY)

- The Big Lottery Fund Grant provides funding for the Volunteer It Yourself (VIY) programme, which gives young people aged 14 and upwards the chance to gain accredited construction and DIY skills while refurbishing local youth centres and community buildings in need of essential repairs. The £390,239 of funding from the Big Lottery Fund Grant towards VIY includes £326,182 received during the year and £64,057 accrued at the year end

16 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

	At 1 September 2012 £	New Designations £	Utilised/ released £	At 31 August 2013 £
Fixed asset fund	7,623,857	36,056	(297,098)	7,362,815

The fixed asset fund represents the net book value of tangible assets including property (See note 10 above) These assets include Hindleap Warren and Woodrow High House and are fundamental to the day-to-day work of the charity Fixed assets also include a number of youth clubs held by London Youth for historic reasons on behalf of local youth club management committees Therefore, fixed assets are both integral to the pursuit of the charity's mission and not readily realisable

17 Analysis of net assets between funds

	Unrestricted funds		Restricted funds	Permanent endowment funds	Total 2013
	General funds £	Designated funds £	£	£	£
Fund balances at 31 August 2013 are represented by:					
Tangible fixed assets	-	7,362,815	-	-	7,362,815
Investments	12,579	-	-	1,133,257	1,145,836
Current assets	1,643,994	-	397,467	-	2,041,461
Creditors amounts falling due within one year	(1,069,274)	-	(66,894)	-	(1,136,168)
Total net assets	587,299	7,362,815	330,573	1,133,257	9,413,944

	Unrestricted funds		Restricted funds	Permanent endowment funds	Total 2013
	General funds £	Designated funds £	£	£	£
Unrealised gains included above					
On tangible fixed assets	-	2,456,500	-	-	2,456,500
On investment assets	(1,160)	-	-	214,800	213,640
Total unrealised gains at 31 August 2013	(1,160)	2,456,500	-	214,800	2,670,140

Reconciliation of movements in unrealised gains

Unrealised gains at 1 September 2012	(1,160)	2,485,400	-	123,169	2,607,409
Gains realised during the year	-	-	-	-	-
Transfer in respect of depreciation	-	(28,900)	-	-	(28,900)
Revaluation in year	-	-	-	91,631	91,631
Unrealised gains at 31 August 2013	(1,160)	2,456,500	-	214,800	2,670,140

18 Operating leases

At 31 August 2013 the charity had annual commitments under non-cancellable operating leases on office equipment as follows

	2013 £	2012 £
Other		
Expiring within two to five years	10,401	19,666

19 Liability of members

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

20 Pension commitments

The charity made contributions to two pension schemes during the year, both of which are independently administered, one of which is a defined contributions scheme and the other a defined benefits scheme. Employer contributions to these schemes during the period amounted to £56,908 (2012 £61,657), not including payments relating to deficit reduction, detailed below.

Pensions Trust Growth Plan

Contributions are made by employees and employers respectively at 3 - 5% and 6 - 8% of pensionable salary.

The Pensions Trust's Growth Plan is a multi-employer pension plan, which is funded and is not contracted out of the state scheme. As at the balance sheet date there were 23 active members of the growth plan employed by the Federation of London Youth Clubs.

The trustees of the plan commission an actuarial valuation every three years to determine the funding position of the plan by comparing the assets with the past service liabilities at the valuation date and the rules of the plan give the trustees the power to require employers to pay additional contributions in order to ensure that the statutory funding objective under the Pensions Act 2004 is met.

The triennial valuation results as at 30 September 2011 show that the Plan's assets at that date were £780 million and the Plan's Technical Provisions (i.e. past service liabilities) were £928 million. The valuation therefore revealed a shortfall of assets compared with the value of liabilities of £148 million, equivalent to a funding level of 84%. On buy-out funding basis at the same date, assets were £800 million and liabilities £1,034 million, giving a funding level of only 77%.

The trustees of the plan monitor the funding position over the plan every quarter and undertake a more detailed update annually. As at 30 September 2012 the position had worsened as, on a buy-out funding basis, assets were £805 million and liabilities £1,085 million.

If an actuarial valuation reveals a shortfall of assets

compared to liabilities, the trustees must prepare a recovery plan setting out the steps to be taken to make up the shortfall.

The trustees of the plan, after consultation with the Growth Plan Employer Consultative Group, have prepared a recovery plan to eliminate the deficit, and participating employers have been notified that they will be required to pay additional contributions as part of this plan. The Federation of London Youth Clubs is having to make additional contributions of £44,885 per annum, payable monthly, from 1 April 2013 and increasing by 3% a year, £46,231 will be payable in the year from 1 April 2014.

The organisation made a contribution of £14,962 towards the deficit reduction plan during the year.

Following changes in legislation in September 2005 and November 2011, there is a potential debt on the employer that could be levied by the plan's trustee. The debt is only due in the event of the employer ceasing to participate in the plan or the plan winding up. In the opinion of the trustees, as the charity has no plans to cease participation in the scheme and as they are unaware of any intention for the plan to be wound up, the debt is unlikely to crystallise in the foreseeable future.

The charity has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the plan based on the financial position of the plan as at 30 September 2012. As of this date the estimated share of the employer debt for the charity was £895,287 including Series 3 Liabilities and £929,273 excluding Series 3 Liabilities (31 March 2012 £765,733).

On 1 September 2013, the charity ceased contributing to Series 3 of the Growth Plan and commenced contributions into Series 4.

Defined benefit scheme

The defined benefits scheme is the Teachers' Pension Scheme (TPS) of which one member of staff was a member during the year, that member of staff left during the year and contributions have now ceased.

21 Associated charities and related parties

The Joseph Levy Endowment Trust (formerly known as The Federation Trust) is an associated charity which has three Trustees in common with, and uses the same principal office as, London Youth. The trustees in common during the year were Keith Ward, G Davide Rodrigues (to 9th April 2013), Roger Merton MBE and Julian Beare (from 9th April 2013).

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 period, the charity received £50,808 (2012 £49,954) from The Joseph Levy Endowment Trust.

London Youth is a corporate Trustee of the Jimmy Dixon Charitable Trust and The Sulgrave Charitable Trust. As London Youth's Company Secretary, the Chief Executive Rosie Ferguson currently holds both these positions.

There are no other related parties of which the Trustees are aware.

Catherine, Dare London Alumnus

"I've been going to youth clubs for as long as I remember. My family and friends have always supported me, and the opportunities I've found in my local community to learn, have fun and develop new skills through my youth club have been so important to my own journey. Most importantly, at Elfrida Rathbone I've found that I can be listened to, and I can have a say in how I develop my future. I joined Dare London because I wanted to make my voice heard more widely, and join with other young Londoners. I've loved every minute of it."

"I really believe that if young people are supported to speak up, we will be listened to, and youth clubs like Elfrida Rathbone have a massive role in giving us those opportunities. I hope that you continue to support the great work that youth clubs all over London do to support and challenge young people like me."

London Youth

Annual Report and Financial Statements

Year ended 31 August 2013