

# The Federation of London Youth Clubs

## Annual Report and Financial Statements

Year ended 31 August 2014

Company Number: 258577

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

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## **Annual Report and Financial Statements 2013-14**

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<sup>st</sup> August 2014. The financial statements are prepared under the accounting policies set out therein and comply with applicable law and the requirements of the Statement of Recommended Practice (SORP) for Charities, as issued by the Charity Commission in March 2005.

The report as a whole has been prepared in accordance with Part 8 of the Charities Act 2011. The information in the sections headed "Strategic Report" constitutes the strategic report as required by the Companies Act 2006 (strategic report and directors' report) Regulations 2013. The information required to be presented in a directors' report under the Companies Act 2006 is incorporated in the remaining sections of the report.

The Federation of London Youth Clubs  
Company Limited by Guarantee  
Registration Number  
258577 (England and Wales)

Charity Registration Number  
303324

<b>Patron</b>	HRH The Prince Philip, Duke of Edinburgh KG KT
<b>President</b>	Field Marshall the Lord Guthrie of Craigiebank GCB LVO OBE
<b>Chair</b>	Julian Beare
<b>Deputy Chair</b>	Roger Merton MBE (to 11.3.14) Jennifer Izekor (from 11.3.14)
<b>Honorary Treasurer</b>	Keith Ward
<b>Vice Presidents</b>	Jarvis Astaire OBE The Lord Brooke Robin Callender Smith Jane Earle Rt. Hon. Clive Efford MP Robin Gowlland Peter Hudson Rt. Hon. Simon Hughes MP Peter Hunter Sir David Knox Peter Levy OBE Neil Maitland OBE Roger Merton MBE (from 11.3.14) Lady Mary Mumford Dr Terry Powley John Ratcliff CBE Marsha Rae Ratcliff G Davide Rodrigues (from 11.3.14) The Rt. Rev. Roger Sainsbury Richard Sermon MBE John Spencer OBE Joy Toghill Vanni Treves CBE Joseph Williams Carl Wonfor

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<b>Trustees</b>	<p>Melanie Ancliff  Tekla Balfour  Julian Beare  Ali Craig (from 11.3.14)  Guy Davison (from 11.3.14)  Nat Defriend (from 11.3.14)  Jennifer Izeke  Roger Merton MBE (to 11.3.14)  John Norman  Louise Rodgers (from 11.3.14)  G Davide Rodrigues (to 11.3.14)  Scott Tweed  Keith Ward  Keeley Williams  Derek Willis</p>
<b>Youth Advisers attending Trustee meetings</b>	<p>Michael Adams  Francis Augusto  Kirsty Aziz  Igor Jesus  Nabhaan Rizwan</p>
<p><b>Chair of Finance Committee</b></p> <p><b>Chair of Safety and Safeguarding (now Assurance) Committee</b></p> <p><b>Chair of Nominations Committee</b></p>	<p>Keith Ward</p> <p>John Norman</p> <p>Keeley Williams</p>
<b>Chief Executive and Company Secretary</b>	Rosie Ferguson
<b>Senior Team</b>	<p>Sam Grimstone – Director of Hindleap  Phillip Kerry – Programmes Director  Jim Minton – Director of Communications &amp;  Membership  Clare Wadd – Director of Finance &amp; Resources</p>

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<b>Registered/Principal office</b>  <b>Telephone</b> <b>E-mail</b> <b>Website</b>	47-49 Pitfield Street London N1 6DA 020 7549 8800 hello@londonyouth.org.uk www.londonyouth.org
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<b>Company registration number</b>	258577 (England and Wales)
<b>Charity registration number</b>	303324
<b>Auditor</b>	Buzzacott LLP 130 Wood Street London EC2V 6DL
<b>Bankers</b>	National Westminster Bank plc 54 Marsh Wall West India Dock London E14 6LJ
<b>Investment managers</b>	Sarasin & Partners Juxon House 100 St Paul's Churchyard London EC4M 8BU

**A message from London Youth's Chair of the Trustees – Julian Beare**

I am delighted to report that we continue to make significant advances in our mission to support and challenge young people to be the best they can be.

Our strategy is to help our membership of some 400 organisations achieve their aims by delivering our programmes through, and with them. Our member clubs give us detailed feedback, so helping us further refine and develop what we offer.

This feedback also enables us to give all of those who support us an increasingly detailed review of the impact that their funding has on young people and society – and to reassure them that we are using their money effectively and wisely.

In the last year we've worked both directly and through our member clubs with nearly 23,000 young people, developing their confidence, resilience and leadership, with programmes focused on sports development, social action, outdoor education, inclusion and employability.

Terry Powley's book, *'Getting On With It: A History of London Youth'*, was launched earlier last year. As Terry highlights, London Youth and our members have been supporting and challenging young people to become the best they can be since 1887 – and we aim to continue doing so for a long time to come.

Particular thanks are due to my fellow Trustees for their hard work and significant contribution to our success, and in particular, for their scrutiny of development plans for Hindleap Warren and Woodrow High House. We've welcomed a number of new trustees to our Board this year, and we have the mix of skills and expertise that the organisation needs.

Looking ahead, the one thing we can be certain of is that we, our members and the young people we work with will continue to face new challenges. Some of these we can predict, others may surprise us. So we are determined that London Youth continues to deliver high quality opportunities to young people, to help them stretch their ambitions and broaden horizons. And that we give the organisations which work with them the support to meet those challenges, while at the same time maintaining the good strategic and financial management which this report demonstrates.

Julian Beare  
Chair of the Trustees



**A message from London Youth's Chief Executive – Rosie Ferguson**

This time last year young people were telling us that access to career opportunities was a major challenge, and that a different approach which put their needs at the front and centre, was required. That's why we were so pleased in September 2013 when the Big Lottery Fund announced that we would lead a partnership of over 30 voluntary organisations to deliver Talent Match London, a programme designed to change the way that career support for the most vulnerable young people is shaped and delivered. Throughout 2013-14 we've turned *Talent Match London* into a robust partnership programme with an emerging evidence base of what is working.

And it is this story of strong delivery, partnership working, responsiveness to need and, crucially, seeking to change the way others think about services to young people, which has characterised our year more broadly. We've continued our journey to demonstrate the value of good youth work, by introducing and measuring ourselves against a robust outcomes framework for young people; and culminating in our selection as an Early Adopter of the Cabinet Office's Centre for Youth Impact.

And our programmes continue to grow and develop: we now offer structured sports in more than 90 clubs across London, including a new specialist strand aimed at bringing young people with and without disabilities together to enjoy sport. Our track record means that youth clubs are now considered by funders and experts as key players in delivering sport to young people. Our youth social action programmes continue to get beyond the usual participants, offering opportunities for all young people to improve and shape their local communities. And we've delivered hands on employability and personal development support to hundreds of young people through our *Build-it* programme.

In May, we launched *My Hindleap*, an ambitious plan to deliver gold standard outdoor education at Hindleap Warren for 100,000 young people over the next 10 years. Alongside this, we're entering the final stages of work to renovate Woodrow High House inside and out, which compliments the evolution of our strong, dynamic team.

The progress we have made has only been possible thanks to close and strong relationships with many generous funders and partners. Central amongst these are our members. We've continued to support them to be sustainable, with the added incentive of cash awards if they reach the silver or gold standard of our Quality Mark. And we've brokered new partnerships, between members, and with schools, police and the health service, to help embed clubs within their communities.

While there remain many challenges, I am pleased that we have been able to achieve all this and the growth of the organisation in a planned and coherent way. We couldn't have achieved any of it without the work of our brilliant team of staff, volunteers and trustees. I was extremely proud that in 2014 we were recognised as one of The Times Top 100 not for profit organisations to work for. I feel privileged and proud to lead London Youth, and even more so that the outstanding team here were able to say they feel the same way.

We hope that you enjoy this report, and that the passion and commitment of our team – and our member clubs – comes through.

Good youth work works.

Rosie Ferguson  
Chief Executive

## 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, social action, outdoor education, inclusion and employability. 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:

- **Development:** developing, training, connecting and quality assuring our membership network to deliver good youth work
- **Opportunity:** creating a broad range of opportunities for young people (with and through our members) that improve their all-round confidence, capabilities and wellbeing
- **Voice:** ensuring our expertise and the on-the-ground voices of youth workers and young people influence public policy, practice and opinion
- **Best we can be:** 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 within 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 front-line services to our own development

## Strategic Report

### 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

The Board of Trustees (who are all also company directors) comprised 13 at 31 August 2014. There were three sub-committees of the Board of Trustees responsible for Finance, Nominations and Safety and Safeguarding, during the year – however, from October 2014 the Safety and Safeguarding Committee was replaced by an Assurance Committee with oversight of both Safety and Safeguarding and programme outcomes.

Trustees are elected by Members at the Annual General Meeting following nomination either by the Board of Trustees or by five or more Members, and retire in accordance with the charity's Articles of Association. Honorary Officers comprising the Chair, Deputy Chair and Treasurer are elected annually. John Norman and Julian Beare were re-elected for second three-year terms at the AGM in March 2014.

Trustees have meetings with staff and a full induction on joining, with training as needed thereafter. The Trustee Board has an annual Away Day with Senior staff to consider its strategic plans and improve governance, and Trustees are also invited to attend the Leadership Team Day at the beginning of the planning process.

Volunteer expert advisory teams support specific projects at Hindleap Warren and Woodrow High House, as well as our Talent Match London programme.

#### 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. Senior Staff meet formally on a monthly basis, and frequently between meetings at an operational level. A Leadership Team comprising middle managers meets monthly, and plays an active part in the annual planning and budgeting cycle.

Trustees receive monthly updates on the organisation's activities and delivery. They meet quarterly at formal Board and sub-committee meetings and review management accounts with forecast out-turn, the risk register and progress against planned deliverables. Trustees and staff interact regularly and, specifically: the Chief Executive meets regularly with the Chair; the Director of Finance and Resources with the Honorary Treasurer; and the Head of Safety and Safeguarding with the Chair of the Safety and Safeguarding Committee.

#### Involving young people in decision-making

London Youth is committed to giving young Londoners the chance to develop their leadership potential, and Dare London, our Youth Advisory Board, made up of young people aged 16-24 from our member clubs, ensure everything we do is relevant and responsive to the needs of young people. Increasingly young people are leading specific aspects of our work. 11 young people oversaw the design and development of Talent Match London and continue to be instrumental in leading every aspect of the strategic and operational delivery to date.

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### **Principal risks and uncertainties**

London Youth maintains a risk register to identify the principal risks we are exposed to and confirm that systems are in place to manage those risks. The Finance Committee and Board monitor risks and, where possible, take steps to mitigate them by ensuring management implements controls and obtains insurance where appropriate. Our risk analysis covers finance, safety and safeguarding, operations, pensions, property, partnership working, information technology, governance, human resources, and communications.

The key risks facing the organisation are:

- Economic and political uncertainty impacting fundraising – the economic environment continues to be challenging and an upcoming general election impacts our ability to obtain and rely on statutory, earned and discretionary funding. However we are fortunate to have diverse income streams, which include course income from our outdoor centres as well as fundraised income.
- Pensions deficit – London Youth is committed to honouring pensions liabilities under its arrangements with the Pensions Trust, and is making additional payments as part of a deficit reduction plan. The deficit is subject to triennial actuarial assessment and, although our commitment is estimated to have fallen since the last triennial valuation, it is subject to variation. London Youth has a strong balance sheet to enable it to meet its pension commitments in the long-term. See Note 20.
- Child protection risk –All of London Youth's staff and volunteers are DBS checked appropriately for their roles and all our staff are required to undertake Child Protection training within three months of joining the organisation and then every three years. Child protection is now managed by our Head of Safety and Safeguarding. We have formal Safeguarding Policies and Procedures, which are reviewed periodically. Six staff members have undergone additional training, four of whom, including the Heads of Hindleap Warren and Woodrow High House, are Designated People who deal with any disclosures made or incidents reported. In most cases the children and young people we work with are accompanied by a teacher or youth worker. Whilst we are not complacent, we believe that our policy, procedures and training combine to mitigate our risk.
- Premises risk – Hindleap Warren and Woodrow High House are premises based operations and our ability to carry out educational activities at the two sites is dependent on us being able to access and use these premises. We carry business interruption insurance to mitigate risk.
- Project management, partnership management and management of restricted funds – we now receive income as restricted funds for large projects including Talent Match London, Build-it and Athan 31. We lead Talent Match London, with the majority of the funding being passed to delivery partners, and by them to their sub-partners; we work closely with these partners on the project. Restricted funds are managed by the relevant member of Leadership Team, and to ensure proper oversight they are supported by monthly meetings with the Head of Finance and quarterly meetings with the relevant programme Director and Director of Finance and Resources.

### **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.

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### Outcomes Summary and KPIs

To ensure we are achieving what we set out to achieve, London Youth is currently considering appropriate Key Performance Indicators (KPIs) for the charity to monitor going forwards. The KPIs we are considering tracking may include the following (we have included comparatives where available):

#### Development

- Number of youth club members with the Quality Mark at 31.8.14: **93** (*last year 83*)
- Number who are in the process of completing or renewing their Quality Mark at 31.8.14: **101**

#### Opportunity

- Number of young people worked with during 2013/14: **22,695** (*last year: over 22,000*)

#### Voice

- The number of opportunities created in 2013/14 for young people and members to have their voices heard by the media, policymakers and funders: **109**
- The number of opportunities to engage the media and promote the value of good youth work: **72**

#### Best We Can Be

- Staff Satisfaction in the 2013 Staff Survey: **96%** of employees were proud of the work London Youth delivers (*last year: 91%*)

## **Development: developing, training, connecting and quality assuring our membership network to deliver good youth work**

London Youth's members are a hugely 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 range of services to 75,000 young people a year. Our members operate in every London Borough, and in virtually every community there are organisations within our network delivering services and programmes for young people beyond school and outside of the family.

Our members have always been central to how we support young people and, in 2013/14 in response to their changing needs, we reshaped the way that we work with them. With our members, we identified three core needs that we could support and we have begun to reframe our offer around these. They are:

- Developing the capacity of clubs to deliver the highest quality youth work, whatever the type of provision they offer
- Supporting them to become financially sustainable and robust in the way that they manage themselves; and
- enabling them to become embedded in their community, and part of the local ecology of services to young people

This clarity of thinking helped us bring the delivery of our Quality Mark and support for professional development of youth workers together, combining them into a Membership Development function. We appointed a Head of Membership Development to lead a team dedicated to supporting the clubs that make up our network and have been able to increase the number of ways for members to learn with and from each other.

The London Youth Quality Mark remains the central tool by which we support clubs to improve, develop and demonstrate the quality of their programmes and services, providing a badge of excellence that clubs can show to local authorities, funders and young people. We support clubs to achieve and benefit from the Quality Mark, building long-term improvements to their practice, management and how they engage young people. Our Quality Mark is accredited by City & Guilds and young people are part of the team assessing the awards. So far:

- 194 member clubs have a Quality Mark or are in the process of completing or renewing their Quality Mark
- At 31 August 2014, 62 clubs have Bronze, 18 Silver and 13 Gold

Excitingly, in 2013 we launched a scheme which offers unrestricted cash awards for clubs achieving the silver and gold standard of the London Youth Quality Mark. By 31 August 2014, 12 clubs had taken advantage of this funding, and many more are in the pipeline.

We retain our strong commitment to professional development for those working in London's youth clubs and centres. Working with specialist partners, Leap Confronting Conflict, we've helped a cohort of trainee youth workers from our member clubs to achieve a specially adapted Level 1 youth work qualification, supporting them to handle conflict and challenge, and giving them technical youth work skills alongside personal development. Next year we aim to embed the learning from this programme into our broader work with young people and clubs. We continued to support youth leaders through our *Continuing Professional Development programme: Leading Youth Work in a Changing World*. This has equipped senior managers in our member clubs with leadership skills and opportunities to learn from others in the sector. We've

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developed networks around inclusion and developing programmes to engage girls, while improving our Tackling Youth Violence Network.

In May, we were helped by market research firm GfK who worked with a focus group of our members to generate insights into what they want and need from us. The research explored: our members' capacity and delivery to young people; their ability to sustain themselves; and their relationships with their local communities. The challenges faced by member clubs include: funding; time; shortage of committed volunteers; lack of collaboration; and perceived competitiveness – and we will use this information in developing our strategy for supporting our members.

On the back of this, we've begun a learning project with our members to help them establish partnerships with schools to deliver better all-round outcomes for young people. This will position youth clubs alongside schools as an essential part of the ecology of services in local communities.

While many of our members continue to face financial challenges; in 2013/14 we have seen increasing recognition of the role and value of community based youth organisations, and some of our members have been at the forefront of this:

- *Studio 3 Arts* in Barking is the only Arts Council National Portfolio Organisation in its borough (of 275 in London) and consistently delivers award winning arts and cultural programmes for young people across east London. It holds our Gold Quality Mark.
- *Hackney Quest* in Homerton celebrated its 25<sup>th</sup> year in 2013, and has expanded its range of partnerships with schools and family support services. It has led the way in delivering the Skills for Adolescence programme that London Youth is piloting on behalf of the Big Lottery Fund, and supported the *Realising Ambition* programme. It also holds our Gold Quality Mark.
- The London Health Commission, set up by the Mayor of London, held an evidence session at one of our member clubs, *Castlehaven Community Association*, showing that there is a commitment to including the views of young people and youth workers when shaping services for young people.

There are many other stories and many positive outcomes for young people delivered by our members every day. It is important for us to help ensure they are recognised, understood and valued.

## **Opportunity: creating a broad range of opportunities for young people (with and through our members) that improve their all-round confidence, capabilities and wellbeing**

Despite living in a city with an economy and education system that is outperforming the rest of the country, we know that many young people – especially those experiencing disadvantage – continue to struggle and the continued cuts to services mean an ever decreasing access to opportunities and support.

Last year London was the number one major city for childhood obesity in England and young people here are increasingly inactive outside of compulsory sport in school (The Inactivity Time Bomb, StreetGames/Cebr 2014). They also miss out on opportunities to volunteer and, while there are a number of quality social action programmes, and a growing National Citizen Service aiming to engage young people, they do not often reach those in our membership – especially damning when young people report feeling more disconnected from their local community than ever. And it is not surprising that mental health issues continue to grow at a worrying rate when young people report feeling uncertain about their futures. Whilst unemployment figures appear to be dropping, we know worrying numbers of young people still find themselves unable to find work and without sufficient support to help them progress into their chosen career paths.

Set against this backdrop, we are more focussed than ever on ensuring every young Londoner grows up to be healthy and socially active in their community, with a great start in life that can lead to a fulfilling career pathway. The nature and reach of London Youth's network of 400 youth clubs, with 53% of members located in the 20% most economically deprived areas of England, means we are in a strong position to deliver a solution to these problems.

### **Healthy Living**

Young Londoners are increasingly inactive, with fewer than 40% of young Londoners participating in at least 30 minutes of exercise a week outside of school (The Inactivity Time Bomb, StreetGames/Cebr 2014), and the rates for black and Asian girls and young people with disabilities are significantly higher. Increasingly there are barriers to entering community sport, including skills, location and timing, that need removing if sport is to better fit into people's changing lifestyles. Sadly, but perhaps unsurprisingly, the lowest income households are most likely to have 'least active' children as the supply of sport tends to reach those who are already engaged or who can afford to access paid-for provision.

Sport is the way many young people first become involved in activities to support their personal development, health and wellbeing. Since 2009 London Youth has engaged them through a specialist, multi-sports development programme in youth clubs called *Getting Ready* enabling young Londoners, whatever their background, interests or natural ability, to come together and play sport in their local youth club.

### **Sports Development**

This year *Getting Ready* expanded into west London, ensuring that, over the next two years, at least 2,100 additional young Londoners will access high quality weekly sports sessions in their local youth club. Since January 2014, we have recruited 30 new clubs to the programme – half were brand new to London Youth and many have since accessed *Athas 31* and residential weekends at Woodrow and Hindleap.



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In total we have delivered sport in over 100 youth clubs across London this year and, working in close partnership with youth workers and local sport providers, we have engaged over 3,000 young people in regular sports sessions, 40% of whom were previously doing no sport outside of school. Since 2009, we have engaged over 10,000 young people in regular sport. 1,250 youth workers and young leaders have gained coaching and leadership qualifications, and many of them are now supporting sports delivery in their local communities. Due to the huge success of *Getting Ready*, it was named Community Sport Project of 2014 at the London Awards for Sport and Physical Activity.

Using a Journey of Change and Intervention Model developed by the team, with input from youth workers and young people, this year we began to measure the change in the personal development of the young people taking part in *Getting Ready*, using an established tool, the Life Effectiveness Questionnaire. While it is too early to draw conclusions about causal links, we are excited that our first analysis of data on nearly 200 young people shows that after taking part in *Getting Ready*, 70% of young people reported a positive increase in confidence, resilience and determination and the ability to manage their emotions. These are all some of the key personal attributes that employers value in young people so, as well as boosting young people's health, fitness and sporting skills, we can say with confidence that *Getting Ready* supports their personal development too.

We now also work closely with partners who have expertise in supporting disabled young people, and work with young people with disabilities alongside our core work, so we can specifically target those with greater needs. However, many young people with disabilities still face barriers in accessing traditional sports. We have learned that to successfully support young people with disabilities requires more investment – in specialised equipment, in more experienced coaches and in additional transport costs. It is very important that any new programme recognises the needs of disabled young people from the start and builds in costs and support accordingly.

## Youth Social Action

At the heart of London Youth's support for young people is youth social action, through which young people are supported and empowered to take ownership of their lives and communities. In 2013/14 we've continued to develop our offer to young people, aiming to reach out to those who might feel or be excluded from traditional social action programmes or simply never thought that volunteering was for them.

We enhanced and expanded our core *Athan 31* programme, and continue to offer ground-breaking environmental youth action through *Urban Nature*. And our *Volunteer It Yourself (VIY)* programme, which supported young people to renovate their youth clubs and learn new skills, came to an end having worked with over 1,000 young people and renovated over 50 clubs. While VIY's funding ended, we are looking to renew the programme and, at the same time, have expanded our portfolio of youth action services to include the *MechaniX* project, challenging young people to learn a trade by fixing up a car.

### Athan 31

Named after a pioneering youth club set up in the 1930s, *Athan 31* supports young people to lead and learn from projects of increasing complexity that engage their peers, their club and their community. Often the young people we work with are those who would not readily volunteer but, through engagement in our programmes, they gain confidence, leadership and life skills.

With additional funding until March 2015, *Athan 31* increased substantially in scale this year, supporting 310 young people from 30 member clubs to lead projects that ranged from organising a tech hub in their youth club to an intergenerational volunteering project in a local elderly care

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home. In October 2013 four of these groups took their projects a step further by participating in *City Pitch*, a partnership programme that gives young Londoners the opportunity to present their community project proposals to their peers and a panel of experts, and pitch for up to £1,000.

### Urban Nature

*Urban Nature* inspires and supports young people to contribute to a sustainable London, to educate young people about the natural world and to understand the effects of their actions on it. Last year 30 young people from four youth clubs undertook projects that saw them develop a community garden space, make their own pickle, grow their own plants and food, and host a series of community events and challenges.

As this has been the final year of *Urban Nature* in its current form, we have had an increased focus on its legacy, including youth leadership. As part of this, 11 young people produced a film to educate other young Londoners about delivering environmental action projects. They were involved in the whole process – developing their five top tips for environmental action, storyboarding, acting, filming and editing.

Programmes like *Athan 31* and *Urban Nature* are 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 develop young people's social and emotional capabilities, affect change in the wider community, and enable young people to establish leadership roles within clubs.

### Volunteer It Yourself

Volunteer It Yourself (VIY) was a social action programme supporting young people to renovate and refurbish youth clubs and community spaces, whilst learning skills from older mentors. It was delivered by London Youth and a range of voluntary sector delivery partners across England and Wales. Over two years, 1,174 young people renovated 54 youth clubs, mentored by local Wickes trade customers, with 1,047 gaining qualifications from City & Guilds. The range of projects included:

- The redevelopment of a range of spaces for young people to learn and have fun
- New toilets for girls installed at an award-winning boxing club
- Young people refurbishing containers as spaces to do outdoor and indoor activities
- The development and regeneration of adventure playgrounds that had fallen into disrepair

Although VIY was not designed as a job creation programme, a number of 'graduates' progressed to work experience and apprenticeships, and some of the young people have gone on to mentor young people in another club. The programme concluded in April 2014 and, whilst it delivered its outcomes, we have taken some internal learning from it around embedding teams within the organisation, and better project and financial management.

### MechaniX

This was a pilot project which combined volunteering and mechanics, challenging young people from member club *Prospex* to learn a trade by fixing up an old car, mentored by professional tradespeople. Eight young people gained a City & Guilds qualification; several are now considering a career in mechanics, and now have access to further training and work opportunities.

The project prepared young people to be responsible, productive adults by fully committing to a project and learning new skills, and it enabled us to bring much needed resources into a youth

club. The car was carefully restored, passed its MOT and was driven to Kent for the 2014 VW Festival.

We are trying to source funding to expand the programme to other youth clubs.

### Employability

The young people we work with consistently tell us that access to jobs, training and skills are the things that worry them most. So, during 2013/14 we significantly enhanced our capacity to support young people into work, through *Talent Match London*. This will stimulate and shape long term change so that young people at risk of missing out on opportunities to work are more effectively supported to develop fulfilling careers. We continued to deliver *Build-it*, our partnership supporting young people into construction careers in Lambeth, with one-to-one support, outreach and deep employer engagement – and embedding it in a very strong community focused programme.

#### Talent Match London

*Talent Match London* is a five-year youth employability programme which launched in January 2014, aiming to reach those furthest from the job market, including young parents and carers and those with disabilities. It has the scale and investment needed to try and solve complex challenges, and is about both inventing new solutions and learning from and joining up existing ones. London Youth is the lead organisation, working with six local partnerships on outreach, one-to-one support, skills development and employer engagement. The 32 partners, instrumental to delivering the outcomes, are community-based, voluntary sector and specialist organisations with strong track records of engaging and supporting young people.

*Talent Match London* was designed by young people in partnership with employers and the voluntary sector and has a focus on enabling young people facing particular barriers to get into sustainable jobs and careers. A youth board continues to drive the programme, and employers are involved in shaping and supporting delivery. Our delivery partners are putting in place their own youth boards and, whilst these are at different stages of development, the strongest play an active role in the outreach part of *Talent Match London*, speaking to young people in Jobcentre Plus (JCP) offices and organising events to engage young people; they are also heavily involved in engaging employers for the programme.

The expected outcome is for 2,500 young people to have increased skills and capabilities, giving them a better chance of re-joining education or starting sustainable employment. 1,250 young people will be supported into positive pathways and opportunities, 625 of whom will go into sustainable employment or set up their own business.

This year 131 young people were engaged on the programme, of whom 85% have entered employment and 15% further education. However, many of the young people were receiving some kind of out-of-work benefit, meaning they are not the 'hidden' young people we had hoped to engage. We now understand the greater amount of time and resources needed to find these 'hidden' young people, and we will share our learning about finding those who are 'hard to reach'.

In July 2014 *Talent Match London* held a Parliamentary reception at the House of Commons hosted by Meg Hillier MP. The event gave young people a chance to meet employers and MPs, and to make their voices heard. Not only was this hugely helpful for the development of the young people who attended, but we made links with key policymakers in the field of employability.

### **Build-it and Positive Change**

*Build-it* gives young people in the London Borough of Lambeth the chance to learn skills and access employment and training opportunities from the regeneration of their local communities. We recruit disengaged young people from youth clubs, prisons, outreach projects, the job centre and local colleges, and gives them one-to-one support from a delivery team including skilled mentors.

The young people join renovation projects in their local estate or area, led by established and trusted contractor partners. They learn professional trade skills, and build their confidence, relationships and resilience so that they have a better chance of succeeding in work. They can earn a CSCS card and accredited construction qualifications, and have the opportunity to go to college and get further qualifications. They are placed with local contractors for two to six weeks, supported by the *Build-it* team throughout. Placements are specific to their interests where possible, and they are fully supported in their search for employment.

Amongst the great outcomes the project has achieved two young people stand out:

- Ivan was referred by his JCP job advisor. When he started on Build-it he was typical of the young people we see – he had been out of work for some time and had lost routine and structure in his life. Unemployment was causing anxiety about money, compounded by the fact that he had a child on the way. He didn't stand out as someone who we would be able to progress on to work very easily. However, when Pinnacle Services Company came to demonstrate their specialist cleaning equipment as a way of motivating participants to apply for one of their vacancies, Ivan was in his element, successfully applied, and started work with them a few weeks later.
- Billy came to Build-it via his older brother who was the caretaker of a building we were renovating. He had spent the previous few months reluctant to come out of his flat, but his brother convinced him to give Build-it a go, and after nine months of hard work, he got his first full time job. There were ups and downs along the way but, as he grew in confidence, Billy realised what he could achieve.

As well as providing often the first taste of work-related training for young people, we are also providing a much needed wider support service. The majority of young people we work with have been out of work or training for some time and are a long way from the job market. Our practical training model has helped many back into good routines and to gain the skills to get back into work. This has been supported by our work with local employers, so young people meet and work alongside potential employers whilst on the programme, helping them to understand what is needed to hold down a job.

The current funding for the programme runs to March 2015, and we are currently working to secure funding to be able continue the project beyond that date.

*Positive Change* is a long-standing outreach programme 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.

### **Outdoor Education**

The opportunity to learn and have fun outside of formal settings is essential in helping young people develop the skills and confidence they 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.

## **Annual Report and Financial Statements 2013-14**

At both centres we generate income through fees charged to schools and youth groups for coming to the centres. Because we want our centres to be as accessible as possible, we offer discounts to Quality Mark member clubs and provide support for disadvantaged and disabled young people to use the centres.

### **Hindleap Warren**

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

Activities are accessible all year round and have been designed to stretch young people of all ages. On-site, there is archery, orienteering, pool canoeing, a climbing wall, high ropes, zip-wires, an abseiling tree, tunnels, an obstacle course and team challenges. We also take groups off-site to do canoeing, mountain biking, mine and cave exploration, rock climbing and bouldering.

This year we welcomed 9,428 young people to Hindleap, including 1,063 young people from London Youth member clubs. The number of SEN young people visiting Hindleap increased to 430.

Hindleap has spearheaded London Youth's impact evaluation work this year, gathering data from children and young people on the outcomes they achieve whilst at Hindleap and their satisfaction with the overall experience. We have learned that young people coming to Hindleap develop skills which relate to planning and problem solving, managing feelings and creativity. Interestingly our satisfaction feedback suggests not all young people are aware of the development they achieve during their residential, so next year we are planning to improve our facilitation and reviewing so that all participants become aware of the transferrable skills they develop at Hindleap.

At the end of 2013 we started working with *Knights Youth Centre* (KYC) in Streatham to provide an employability programme for the club's youth training scheme. The programme was designed for young people who work or volunteer at the club, who had been on a residential at Hindleap (as young people) and who showed an interest in working with young people in the outdoors. Five people signed up to the programme and committed to a weekend every month at Hindleap. Athan 31 provided KYC with financial support and two members of Hindleap staff became liaison officers for the programme, supporting the young people's learning. Eight months on the project has reached the point of review and, whilst the consensus from KYC, the young people and the staff is that the programme has been a success, we were able to draw substantial learning from it which will allow us to improve it for future participants.

This year Hindleap Warren celebrated its 50<sup>th</sup> birthday with a visit from HRH The Duke of Edinburgh, and we launched My Hindleap with the aim of raising £1.5 million over three years to improve and secure Hindleap's facilities for the next generation of young people.

### **Woodrow High House and Sports Centre**

Woodrow High House is a Grade 2 listed manor house in 25 acres of woodland, lawns and meadows near Amersham. It has more than 80 beds, numerous outdoor activities and a modern sports centre. It provides a peaceful, calm and welcoming location for young people to visit away from, but close to, London.

Our work has a profound effect on personal and social development – through outdoor activities, environmental studies, sports, team and leadership development – Woodrow provides education for life. This year, more than 6,800 young people in groups from member clubs and schools

## **Annual Report and Financial Statements 2013-14**

benefited from the Woodrow experience, some on their first overnight trip away, and including groups of children with disabilities. Around 900 children each term participated in weekly swimming lessons in the Sports Centre.

The implementation of our 'Journey of Change' evaluation yielded more data than ever on the experience of our visitors, who gave their highest scores to the ability of our staff to build relationships with them – a key ingredient in creating an environment in which young people can flourish. This year we delivered a bigger than ever programme to more young people, including residential visits over several days, group day visits, holiday day camps and birthday parties. Through the good management of some generous corporate volunteer groups, we've installed a new challenge course, rebuilt some of the traditional pathways around the grounds, added driveway fencing to improve traffic control and created a new bushcraft activity area, adding to the experience of our visiting groups and showing progress to those returning.

Having completed significant work to the exterior of the house in March 2013 through our Wonderful Woodrow appeal, we are now carrying out substantial internal plumbing and electrical works, and rearranging the space to permit extra beds and enabling Woodrow to accommodate three classes of children rather than two.

## **Voice: ensuring our expertise and the on-the-ground voices of youth workers and young people influence public policy, practice and opinion**

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

### **Dare London**

*Dare London* is our Youth Advisory Board, through which young people take roles shaping our organisation. Dare Londoners go on an individual and collective three year learning and leadership journey, and contribute an incredible amount to London Youth.

This year:

- 27 young people were recruited onto *Dare London*, of whom 25 came from our member clubs
- 22 attended the residential at the start of the year, and most attended the nine meetings during the year

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

- Governance: members attended the Trustee Board, shaped and participated in our AGM, were involved in our budgeting and planning process, took part in our Team Day, sat on interview panels, attended the My Hindleap launch, and supported Quality Mark by carrying out assessments
- Communications: they presented part of the programme at Creative Collisions and undertook consultations with the Cabinet Office, Metropolitan Police and Transport for London
- They engaged in personal development activities, including presentation training via the Speakers Trust and iDebate training

### **Making the case for good youth work, demonstrating our learning and highlighting positive outcomes for young people**

Our members continue to look to London Youth to champion the roles of youth work, outdoor education and community-based youth organisations, so that the positive outcomes they deliver for young people are recognised by funders, policy-makers and the wider public. In 2013/14 we've enhanced our capacity for communication, by embedding communications as part of our major employability programmes.

### **In the media**

Using the stories of young people from our programmes, we've placed a number of good stories and features in a range of media channels to highlight the impact of good youth work. These have covered youth policy issues, and the need for a more positive narrative about young people, the importance of outdoor education, and the contribution that well run social action projects can make if they engage young people in effective ways. We've also generated good quality local media coverage, particularly for Build-it in South London, and around our sports events. This is important in highlighting to local communities the good work being done in their areas. Our programme teams and young people have been interviewed across a range of broadcast media on education and skills, employability, sport and healthy living and outdoor education.

### Social media and new online content

During 2013/14 we've improved and developed the way we use social media, to promote our learning and the success of young people more widely. We built a new website and tailored content on employability for Talent Match London. We have increased the number of London Youth's twitter followers, and issues we promote via social media are in line with our mission. We are of course sensitive to risks around social media and have developed guidelines for use by staff.

### Policy development

While remaining apolitical, we do want to ensure that policy for young people is based on evidence and aims to support strong and clear outcomes for young people. In 2013/14 we played an important role shaping thinking around employability for young people – most notably through co-authoring the Journeys to Work report from the Centre for Social Justice, and supporting young people to participate in the Centre for Social Inclusion employability conference. We submitted written and verbal evidence to the London Health Commission, who held a hearing session in one of our member clubs. We've met with a number of ministers and shadow ministers in relevant policy areas – sport, employment, voluntary and community sector – to share with them our learning, and give them the chance to hear directly from young participants on our programs.

### Events

We have brought together networks of funders, supporters and policy-makers to engage them in our thinking and create a stronger sense of a collaborative approach to supporting young people across London. Our Patron, HRH The Duke of Edinburgh, made visits this year to our member clubs, *Prospex* and *Elizabeth House* in Islington, and to Hindleap Warren for its 50<sup>th</sup> birthday. We hosted a dinner at the House of Lords for Livery Companies and members at which we launched *Getting On With It*, Terry Powley's fascinating history of London Youth. And as well as participating in sector wide conferences such as Creative Collisions, we hosted a parliamentary event for London MPs so that they could hear the views of young people about youth unemployment and learn about Talent Match London.



## **Best We Can Be: being the best we can be ourselves; financially robust and a great place to work**

### **Learning – delivering clear outcomes for young people**

At the start of 2013, London Youth employed a Head of Learning to consolidate our knowledge of what works for young people: using external research; measuring and analysing our outcomes; and sharing the new awareness within the sector and beyond.

In the last 18 months, we've made significant progress: we're getting better at consolidating our knowledge; our programmes are becoming evidence-based; we are using externally validated outcomes frameworks; and we have developed intervention models and theories of change for all our programmes. We are applying mixed-methods evaluation designs – valid and reliable psychometric tests for impact; and satisfaction surveys, semi-structured interviews and focus-groups for process. After a year's robust data collection, albeit in limited sample sizes, we are beginning to understand more about the impact our interventions have on the young people participating in them and why.

We are beginning to work with our member clubs in a similar spirit, actively championing practitioner-led and evidence-informed youth interventions, and have developed resources and delivered seminars to help members to think about evidence-based programme design. We know that impact measurement approaches will not be introduced overnight and we want to share our impact both as evidence of change to the young people they work with and as encouragement towards adopting evidence-based practices themselves.

We are becoming an influential voice in our sector's policy-making which has a focus on supporting evidence-based and sustainable youth organisations and services. We have been included in the Cabinet Office's forthcoming publication, *Outcomes Frameworks: a guide for commissioners and providers of youth services*, as a case study on how to develop and embed an outcomes framework. Along with Brathay Trust and The Foyer Federation, we are an early adopter of NCVYS, Project Oracle and the Cabinet Office's new policy initiative, the Centre for Youth Impact. We also submitted some of our programmes to Project Oracle, London's first children and youth evidence hub. In September 2014, Hindleap won the Project Oracle Standard 2 Evidence Competition and we are proud that Hindleap Warren and Woodrow High House are the only outdoor education centres validated on Level 2 of Project Oracle's Standards of Evidence. Athan 31 is implementing a quasi-experimental evaluation design with control groups and is aiming for the higher Level 3 standard.

There have been challenges in striving to become a learning organisation. Establishing Journeys of Change and intervention models, identifying appropriate impact measurement tools and building our own process questionnaires have all required significant time and effort from frontline practitioners, not to mention the need to persuade members of the value of collecting additional data from young people. We are also yet to find a clear and concise way of communicating our impact from the data we are gathering and this is our next big challenge.

### **A new focus on Inclusion**

This year we put inclusion at the heart of our services, with a much higher priority on opportunities throughout our work for young disabled and excluded people. We recruited and developed a team of twelve Inclusion Champions from our staff with a brief to maximise inclusion of young people throughout our work. During the year the Champions refined their goal to: 'young people with disabilities are able to fully engage in all the opportunities London Youth has to offer and can achieve the same outcomes as their peers'. The team now has four sub-groups:

## Annual Report and Financial Statements 2013-14

- *Training* – focusing on training in Inclusion for all our staff
- *Youth Participation* – bringing together young people and youth workers from member clubs for a residential to build confidence by doing outdoor, sporting and youth action activities; consulting with young people, finding out about needs and connecting clubs with specialisms in this area ahead of forming an inclusion network for member clubs
- *Communications* – working on the accessibility of our website and print materials
- *Learning* – understanding our impact in relation to disability and making our evaluation forms more accessible

Following inclusion audits of our three sites, we have installed an access ramp and new accessible bathroom at our London office, drawn up an equipment list and planned to make bedrooms and bathrooms more accessible at both Hindleap and Woodrow as part of their future developments. We are also working towards the 'Positive about disabled people' Two Ticks system for inclusive employers.

### **Our people**

We value the contribution of our people and see a direct link between their expertise and supporting and challenging young people to become the best that they can be. We aim to provide interesting and challenging roles that help to grow people personally and professionally, and we provide career progression where possible. Employees agree personal development objectives in three areas through their annual appraisal – technical skills, personal growth and Team London Youth – and are encouraged to participate in activities that continually improve London Youth, including work shadowing, volunteering with projects and members and attending Dare London meetings. Employee engagement at London Youth is important to us and we have conducted our own employee attitude survey since 2011. This year we measured ourselves externally and undertook the Sunday Times 100 Best assessment for the first time, achieving the 81<sup>st</sup> best not-for-profit to work for.

### **Safety and Safeguarding**

In January we appointed a dedicated Head of Safety and Safeguarding who has improved our processes, brought staff training on health and safety in-house; and revamped our safeguarding training.

### **Our infrastructure**

This year we replaced several of our servers and upgraded our Finance package, enabling additional functionality to reduce the number of manual bookkeeping processes in the coming year. Three volunteer ICT experts from the Worshipful Company of Information Technologists audited our ICT, reporting in November 2014 with a proposed strategy for the next year; two-to-five years and longer term. Their overall conclusion is that our ICT is quite mature and generally working well: it requires evolution not revolution, with the limiting factor remaining connectivity at Hindleap and Woodrow where high-speed broadband is not available.

## **Financial Review**

### **Financial report for the period**

In the year ended 31 August 2014, the organisation made a small operating surplus, increasing the General Fund by £18,228 (2013: £136,488 deficit). The budget was to break even on the General Fund, and we are delighted to have exceeded budget this year by careful cost control and focussed use of resources.

Total incoming resources were £6,621,799 (2013: £4,884,501) and total resources expended were £6,869,316 (2013: £5,265,564). Unrestricted incoming resources in 2014 were £3,535,916 (2013: £3,345,534) and unrestricted outgoing resources were £3,420,495 (2013: £3,479,170).

During the year the organisation received restricted funding of £3,085,883 (2013: £1,538,967) and expended £3,149,709 (2013: £1,495,902). The increase in restricted income and expenditure was largely due to the Talent Match London programme in which we are lead partner; a large proportion of the income is remitted to partners on receipt, and then remitted by them to their sub-partners. At 31 August 2014 restricted funds of £334,034 (2013: £330,573) were held for Learning, Residential Centres including the Woodrow Appeal, Clubs, Athan 31, Youth Action, Talent Match London and Build-it.

The net movement in funds for the year ended 31 August 2014 was a deficit of £174,536 (2013: £289,432), primarily resulting from Depreciation totalling £299,112, which is accounted for through the Fixed Assets Designated Fund, offset by the unrealised gains of £72,981 on investment assets.

### **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 front-line 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 2014, unrestricted reserves stood at £605,527 (2013: £587,299).

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.

## **Annual Report and Financial Statements 2013-14**

### **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 coming year we are actively seeking further support across a range of our programmes in London and at the Centres.

Sources of funding in 2013/14 were as follows:

#### **Companies and organisations**

Ambition  
Beaconsfield Lions  
Big Lottery Fund  
Cabinet Office  
Greater London Authority  
Haynes Publishing  
McLaren  
Sport England

#### **Individuals**

Lucy and David Wernick  
Lady Mary Mumford  
The Estate of John Fordham  
The Estate of Charles Rotman

#### **Livery Companies**

The Worshipful Company of Drapers  
The Worshipful Company of Girdlers  
The Worshipful Company of Goldsmiths  
The Worshipful Company of Mercers  
The Worshipful Company of Saddlers  
The Worshipful Company of Tallow Chandlers  
The Worshipful Company of Woolmen

#### **Trusts and foundations**

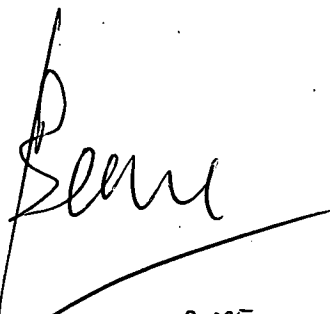
Anonymous Trust  
Ian Askew Charitable Trust  
Banham Charitable Foundation  
Bruce Wake Charitable Trust  
C A Redfern Charitable Foundation  
Chapman Charitable Trust  
City Bridge Trust  
Country Houses Foundation  
Coutts Charitable Trust  
Disability Sports Development Trust  
Ernest Kleinwort Charitable Trust  
Esmée Fairbairn Foundation  
George John and Sheilah Livanos Charitable Trust  
Grange Farm Centre Trust  
Hale Trust  
Heathrow Community Fund  
Hillingdon Community Trust  
Jimmy Dixon Charitable Trust  
John Lyon's Charity  
Joseph Levy Endowment Trust  
Joseph Rowntree Foundation

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Mayor's Fund for London  
Monument Trust  
Paul Hamlyn Foundation  
Roland Callingham Foundation  
Sir Jules Thorn Charitable Trust  
St Jude's Trust  
Sulgrave Charitable Trust  
Sylvia Adams Charitable Trust  
Thomas J. Horne Memorial Trust  
Tudor Foundation  
Variety, the Children's Charity  
Walcot Foundation  
Wates Foundation  
Wembley National Stadium Trust

We are also grateful to Macfarlanes LLP, Wickes, Mears Group PLC, Draper Tools, Lambeth Living, NBC Universal and Keepmoat Ltd, for the provision of services and goods to support our work during the year.

Approved by the Trustees and signed on their behalf by:

  
Chair JULIAN BEARE

Approved on: 28 January 2015

## **Statement of Trustees' responsibilities**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Statement of Recommended Practice (Accounting and Reporting by Charities (the Charities SORP);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the 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 adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

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

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## **Independent auditor's report 31 August 2014**

### **Independent auditor's report to the members of The Federation of London Youth Clubs**

We have audited the financial statements of The Federation of London Youth Clubs for the year ended 31<sup>st</sup> August 2014 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<sup>st</sup> August 2014 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 Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Independent auditor's report 31 August 2014

### 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

24/2/15



## Statement of financial activities year to 31 August 2014

	Notes	Unrestricted funds			Permanent endowment funds	Total 2014	2013
		General funds	Designated funds	Restricted funds			
		£	£	£	£	£	£
<b>Income and expenditure</b>							
<b>Incoming resources</b>							
Voluntary income	1	334,420	-	131,472	-	465,892	643,578
Activities for generating funds	2	28,494	-	-	-	28,494	10,316
Investment income	3	46,483	-	-	-	46,483	46,878
Incoming resources from charitable activities							
. Development		159,186	-	-	-	159,186	152,586
. Opportunity – residential centres		2,567,699	-	-	-	2,567,699	2,415,870
. Opportunity – programmes in London		399,634	-	2,954,411	-	3,354,045	1,615,227
Realised gains on disposal of assets		-	-	-	-	-	46
<b>Total incoming resources</b>		<b>3,535,916</b>	<b>-</b>	<b>3,085,883</b>	<b>-</b>	<b>6,621,799</b>	<b>4,884,501</b>
<b>Resources expended</b>							
Cost of generating funds							
. Fundraising	4	164,663	-	-	-	164,663	128,388
Charitable activities							
. Development	5	155,287	4,062	-	-	159,349	162,730
. Opportunity – residential centres	5	2,670,528	283,225	11,996	-	2,965,749	3,325,659
. Opportunity – programmes in London	5	414,449	11,825	3,137,713	-	3,563,987	1,631,211
Governance costs	7	15,568	-	-	-	15,568	17,576
<b>Total resources expended</b>		<b>3,420,495</b>	<b>299,112</b>	<b>3,149,709</b>	<b>-</b>	<b>6,869,316</b>	<b>5,265,564</b>
<b>Net incoming (outgoing) resources before transfers</b>		<b>115,421</b>	<b>(299,112)</b>	<b>(63,826)</b>	<b>-</b>	<b>(247,517)</b>	<b>(381,063)</b>
Gross transfers between funds:		(97,193)	29,906	67,287	-	-	-
<b>Net incoming (outgoing) resources before investment gains and losses</b>		<b>18,228</b>	<b>(269,206)</b>	<b>3,461</b>	<b>-</b>	<b>(247,517)</b>	<b>(381,063)</b>
Unrealised gains on investments	11	-	-	-	72,981	72,981	91,631
<b>Net movement in funds</b>		<b>18,228</b>	<b>(269,206)</b>	<b>3,461</b>	<b>72,981</b>	<b>(174,536)</b>	<b>(289,432)</b>
<b>Balances brought forward</b>							
at 1 September 2013		587,299	7,362,815	330,573	1,133,257	9,413,944	9,703,376
<b>Balances carried forward</b>							
at 31 August 2014		605,527	7,093,609	334,034	1,206,238	9,239,408	9,413,944

## Statement of financial activities year to 31 August 2014


Historical cost net movement in funds	2014 £	2013 £
Net incoming / (outgoing) resources before investment gains and losses	(247,517)	(381,063)
Add: Difference between depreciation based on historic cost and depreciation based on the revalued amounts	28,900	28,900
	<b>(218,617)</b>	<b>(352,163)</b>

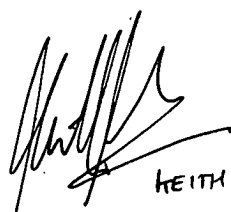
All of the charity's activities derived from continuing operations during the above two financial periods. There were no recognised gains and losses except those shown in the statement of financial activities and note of historical cost net movement in funds.

**Balance sheet 31 August 2014**  
**Company Number 258577**

	Notes	2014 £	2013 £
<b>Fixed assets</b>			
Tangible fixed assets	10	7,093,609	7,362,815
Investments	11	1,218,818	1,145,836
		<u>8,312,427</u>	<u>8,508,651</u>
<b>Current assets</b>			
Debtors	12	992,089	908,597
Cash at bank and in hand		1,182,966	1,132,864
		<u>2,175,055</u>	<u>2,041,461</u>
<b>Creditors: amounts falling due</b>			
Within one year	13	(1,248,074)	(1,136,168)
<b>Net current assets</b>		<u>926,981</u>	<u>905,293</u>
<b>Total net assets</b>		<u>9,239,408</u>	<u>9,413,944</u>
<b>Represented by:</b>			
<b>Funds and reserves</b>			
Permanent endowment funds	14	1,206,238	1,133,257
Restricted funds	15	334,034	330,573
Unrestricted funds			
. General funds		605,527	587,299
. Designated funds	16	7,093,609	7,362,815
		<u>9,239,408</u>	<u>9,413,944</u>

Approved by the Trustees  
and signed on their behalf by:

  
Chair JULIAN BEARE

  
KEITH WARD  
Honorary Treasurer

Approved on: 28 January 2015

## Cash flow statement 31 August 2014

	Notes	Total 2014 £	2013 £
Cash inflow/(outflow) inflow from operating activities	A	33,526	(5,383)
Returns on investments and Servicing of finance	B	46,483	46,878
Capital expenditure and financial investments	B	(29,907)	(36,147)
		50,102	5,348
Increase in cash	C	50,102	5,348

## Notes to the cash flow statement for the year to 31 August 2014

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

	Total 2014 £	2013 £
Net (outgoing) resources before transfers	(247,517)	(381,063)
Depreciation charge	299,112	290,492
Deficit on disposal of tangible fixed assets	-	6,606
Interest receivable and investment income	(46,483)	(46,878)
Increase in debtors	(83,492)	(103,768)
Increase in creditors	111,906	229,228
Net cash inflow/(outflow) inflow from operating activities	33,526	(5,383)

## Cash flow statement 31 August 2014

### B Gross cash flows

	Total 2014 £	2013 £
<b>Returns on investments and servicing of finance</b>		
Interest received and investment income	46,483	46,878
	<b>46,483</b>	<b>46,878</b>
<b>Capital expenditure and financial investments</b>		
Payments to acquire tangible fixed assets	(29,906)	(36,056)
(Increase) in cash held by investment manager	(1)	(91)
	<b>(29,907)</b>	<b>(36,147)</b>

### C Analysis of changes in net funds

	At 1 September 2013 £	Cash flows £	At 31 August 2014 £
Cash at bank and in hand	1,132,864	50,102	1,182,966
	<b>1,132,864</b>	<b>50,102</b>	<b>1,182,966</b>

## **Principal accounting policies 31 August 2014**

### **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 expenditure on administration of the charity and compliance with constitutional and statutory requirements.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at headquarters. Support costs are apportioned between charitable activity headings pro-rata with the incoming resources 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.

## **Principal accounting policies 31 August 2014**

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.

## Annual Report and Financial Statements 2013-14

### 1 Voluntary income

	Unrestricted funds £	Restricted funds £	Total 2014 £	2013 £
Woodrow appeal donations	-	27,002	27,002	275,167
Other donations	334,420	104,470	438,890	368,411
	334,420	131,472	465,892	643,578

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 2014 £	2013 £
Rental income	28,494	28,494	10,316
	28,494	28,494	10,316

### 3 Investment income

	Unrestricted funds £	Total 2014 £	2013 £
Income from listed investments			
. Unit trusts and common investment funds	45,795	45,795	46,292
Interest receivable			
. Bank interest	688	688	586
	46,483	46,483	46,878

### 4 Fundraising costs

	Staff costs £	Other costs £	Total 2014 £	2013 £
Voluntary income	129,007	35,656	164,663	128,388
	129,007	35,656	164,663	128,388



## Annual Report and Financial Statements 2013-14

### 5 Charitable activities

	Direct costs £	Support costs (note 6) £	Total 2014 £	2013 £
Development	135,378	23,971	159,349	162,730
Opportunity – residential centres	2,601,946	363,803	2,965,749	3,325,659
Opportunity – programmes in London	3,449,360	114,627	3,563,987	1,631,211
	6,186,684	502,401	6,689,085	5,119,600

### 6 Support costs

	Development £	Opportunity - residential centres £	Opportunity - London programmes £	Total 2014 £	2013 £
Staff costs	13,196	200,272	63,102	276,570	286,250
Travel and subsistence	424	6,443	2,029	8,896	10,976
Premises/accommodation	628	9,528	3,002	13,158	33,466
Administration	3,022	45,860	14,449	63,331	30,236
Legal and professional fees	6,230	94,556	29,793	130,579	149,373
Bank charges	471	7,144	2,252	9,867	10,103
	23,971	363,803	114,627	502,401	520,404

### 7 Governance costs

	Total 2014 £	2013 £
Auditor's remuneration		
· Current year audit fees	15,000	15,000
· Prior year audit fees	-	1,960
Trustee costs	568	616
	15,568	17,576

## 8 Information regarding staff and Trustees

Charity	Total 2014 £	2013 £
Staff costs during the year were as follows:		
Wages and salaries	2,437,544	2,059,416
Social security costs	217,127	179,289
Pension costs	136,261	72,797
	<b>2,790,932</b>	<b>2,311,502</b>
Temporary and outsourced staff costs	275,084	289,252
	<b>3,066,016</b>	<b>2,600,754</b>
Staff costs per function were as follows:		
Charitable activities		
. Development	110,481	115,621
. Opportunity - residential centres	1,448,123	1,437,518
. Opportunity - programmes in London	1,145,569	695,970
Fundraising	85,273	65,395
Support costs	276,570	286,250
	<b>3,066,016</b>	<b>2,600,754</b>

One employee earned between £70,000 and £80,000 per annum (including benefits) during the period (2013: one). 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:

	2014 Number	2014 FTE	2013 Number	2013 FTE
Direct charitable				
. Development	3	3	3	3
. Opportunity - residential centres	71	55	70	53
. Opportunity – programmes in London	42	29	18	17
Fundraising	3	3	3	3
Support	8	8	7	7
	<b>127</b>	<b>98</b>	<b>101</b>	<b>83</b>

No Trustees received remuneration in respect of their services as a Trustee during the period (2013: £nil).

Two Trustees received reimbursement of £568 for expenses during the period (2013: £616).

The charity has a Trustee indemnity insurance policy in force for which the charge for the period was £5,565 (2013: £5,565).

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### 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 £
<b>Cost or valuation</b>					
At 1 September 2013	9,531,238	154,373	118,047	66,908	9,870,566
Additions	-	-	-	29,906	29,906
Disposals	-	-	(29,000)	-	(29,000)
At 31 August 2014	9,531,238	154,373	89,047	96,814	9,871,472
<b>Cost</b>	6,641,240	154,373	89,047	96,814	6,981,474
<b>Valuation</b>	2,889,998	-	-	-	2,889,998
	9,531,238	154,373	89,047	96,814	9,871,472
<b>Depreciation</b>					
At 1 September 2013	2,208,038	130,853	118,047	50,813	2,507,751
Disposals	-	-	(29,000)	-	(29,000)
Charge for year	278,105	5,772	-	15,235	299,112
At 31 August 2014	2,486,143	136,625	89,047	66,048	2,777,863
<b>Net book values</b>					
At 31 August 2014	7,045,095	17,748	-	30,766	7,093,609
At 31 August 2013	7,323,200	23,520	-	16,095	7,362,815

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

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 below 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.

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Freehold properties at £nil value:

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

## 11 Investments

	2014 £	2013 £
Shares in subsidiary undertaking at cost	2	2
Listed investments	1,206,816	1,133,834
Other investments	12,000	12,000
	<b>1,218,818</b>	<b>1,145,836</b>

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 2013	1,133,472
Unrealised gains	72,981
Market value at 31 August 2014	1,206,453
Cash held by investment managers	363
	<b>1,206,816</b>
Listed investments at cost	<b>919,232</b>

Listed investments held at 31 August 2014 comprised the following:

	2014 £	2013 £
Common Investment Fund	1,206,310	1,133,329
UK equities	143	143
	<b>1,206,453</b>	<b>1,133,472</b>

Included within listed investments are 58.8 ordinary shares in Royal Bank of Scotland plc, with a market value of £143 (2013: £143) at 31 August 2014 which do not form part of the Sarasin & Partners investment portfolio and are not part of the London Girls Fund (see note 14).

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All investments are held in the UK.

### 12 Debtors

	2014 £	2013 £
Trade debtors	874,880	734,849
Prepayments and accrued income	114,481	146,445
Other debtors	2,728	27,303
	<b>992,089</b>	<b>908,597</b>

Trade debtors include fees in advance at the residential centres totalling £661,943 (2013: £523,253), which were billed prior to the year end and relate to activity in the next accounting period. These amounts are also included in "fees in advance" within creditors (see note 13).

### 13 Creditors: amounts falling due within one year

	2014 £	2013 £
Fees in advance (note 12)	778,757	708,181
Trade creditors	44,546	134,724
Other creditors	7,556	6,606
Amount owing to subsidiary	2	2
Social security and other taxes	58,285	51,766
Pensions Payments	15,989	8,506
Accruals and deferred income	342,939	226,383
	<b>1,248,074</b>	<b>1,136,168</b>

### 14 Permanent endowment funds

	London Girls Fund £
At 1 September 2013	1,133,257
Unrealised gains on revaluation of investments	72,981
At 31 August 2014	<b>1,206,238</b>

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:

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	At 1 September 2013 £	Incoming resources £	Expenditure gains, losses and transfers £	At 31 August 2014 £
<b>Learning</b>				
. Esmée Fairbairn Foundation	16,562	44,739	(48,710)	12,591
<b>Residential Centres</b>				
. Woodrow Appeal	205,724	27,242	(11,996)	220,970
. Esmée Fairbairn	7,541	17,037	(24,578)	-
<b>Clubs</b>				
. New Venture	6,921	-	-	6,921
<b>Training</b>				
. Esmée Fairbairn Foundation	2,825	14,296	(17,121)	-
<b>Youth Action</b>				
. Esmée Fairbairn Foundation	11,700	28,158	(39,858)	-
<b>Athan 31</b>				
. Cabinet Office	-	159,391	(133,842)	25,549
<b>Sport</b>				
. Sport England	-	82,500	(82,500)	-
<b>Build-it</b>				
. Millennium Now Grant Programme	79,300	848,168	(925,290)	2,178
<b>Talent Match Grant</b>				
. Big Lottery Fund Grant	-	1,458,409	(1,392,584)	65,825
<b>VIY</b>				
. Big Lottery Fund Grant	-	405,943	(405,943)	-
	330,573	3,085,883	(3,082,422)	334,034

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

### *Learning*

- The first part of a three-year grant from the Esmée Fairbairn Foundation supported the Head of Learning.

### *Residential Centres*

- The internal work at Woodrow High House as part of our Wonderful Woodrow Appeal is taking place during the winter of 2014/15.
- Esmée Fairbairn Foundation supported programme development.

### *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 second part of a three-year grant from Esmée Fairbairn Foundation supported our conflict resolution work.

### *Youth Action*

- Esmée Fairbairn Foundation funded a Youth Action Officer.

### *Athan 31*

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- The Social Investment Business Ltd manages the Centre for Youth Action's Youth Social Action Journey Fund on behalf of the Cabinet Office; the grant is to support young people who would not otherwise engage in social action through working in teams in youth clubs to develop, lead and learn from their own community projects with support from local NCS graduates. The £159,391 of funding from the Social Action Fund includes £106,261 received during the year and £53,130 accrued.

### *Sport*

- Sport England supported the delivery of our sports development programme, Getting Ready.

### *Build-it*

- The Big Lottery Fund through its Millennium Now Grant Programme provided funding to deliver a programme of shared learning and practical skills through the improvement of social housing currently, targeting young people in the Lambeth area.

### *Talent Match Grant*

- The Big Lottery Fund provided funding for Talent Match London employability programme, which focusses on young people furthest from the job market. It is about inventing new solutions and learning from and joining up existing ones.

### *VIY*

- The Big Lottery Fund provided funding for the Volunteer It Yourself (VIY) programme, which gave 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.

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### 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 2013 £	New Designations £	Utilised/ released £	At 31 August 2014 £
Fixed asset fund	7,362,815	29,906	(299,112)	7,093,609

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.



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### 17 Analysis of net assets between funds

	Unrestricted funds		Restricted funds		Permanent endowment funds	Total 2014
	General funds	Designated funds				
	£	£	£	£	£	£
<b>Fund balances at 31 August 2014 are represented by:</b>						
Tangible fixed assets		7,093,609				7,093,609
Investments	12,580				1,206,238	1,218,818
Current assets	1,841,021		334,034			2,175,055
Creditors: amounts falling due within one year	(1,248,074)					(1,248,074)
<b>Total net assets</b>	<b>605,527</b>	<b>7,093,609</b>	<b>334,034</b>		<b>1,206,238</b>	<b>9,239,408</b>
	Unrestricted funds		Restricted funds		Permanent endowment funds	Total 2014
	General funds	Designated funds				
	£	£	£	£	£	£
<b>Unrealised gains included above:</b>						
On tangible fixed assets	-	2,427,600	-	-	-	2,427,600
On investment assets	(1,160)		-		287,781	286,621
<b>Total unrealised gains at 31 August 2014</b>	<b>(1,160)</b>	<b>2,427,600</b>	<b>-</b>		<b>287,781</b>	<b>2,714,221</b>
<b>Reconciliation of movements in unrealised gains</b>						
Unrealised gains at 1 September 2013	(1,160)	2,456,500	-		214,800	2,670,140
Transfer in respect of depreciation	-	(28,900)	-		-	(28,900)
Revaluation in year	-	-	-		72,981	72,981
<b>Unrealised gains at 31 August 2014</b>	<b>(1,160)</b>	<b>2,427,600</b>	<b>-</b>		<b>287,781</b>	<b>2,714,221</b>

### 18 Operating leases

At 31 August 2014 the charity had annual commitments under non-cancellable operating leases on office equipment and motor vehicles as follows:

	2014 £	2013 £
<b>Other</b>		
Expiring within one year	119	-
Expiring within two to five years	18,490	10,401

### 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.

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### 20 Pension commitments

The charity made contributions to two defined contribution pension schemes during the year, both of which are independently administered. Employer contributions to these schemes amounted to £90,062 (2013: £53,107), not including payments relating to deficit reduction, detailed below.

Following a staff consultation in early 2014, The Pensions Trust scheme, with contributions made by employees and employers respectively at 3-5% and 6-8% of pensionable salary, was closed to new entrants on 30 April 2014. From the charity's auto-enrolment staging date of 1 May 2014, contributions are paid into the People's Pension, except those for the Chief Executive and three members of Senior Team. Existing contribution levels are maintained for staff following the move to The People's Pension; other staff who are eligible and do not opt out are auto-enrolled at statutory rates.

#### The People's Pension

The People's Pension is a master trust scheme provided by BC&E which is a defined contribution scheme designed for auto-enrolment. As at 31 August 2014 there were 38 members of the scheme, with contribution levels made by employees and employers respectively at 1-5% and 1-8%.

#### The Pensions Trust

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 31 August 2014 there were four active members. Contributions are made by employees and employers respectively at 3-5% and 6-8% of pensionable salary. From 1 September 2013 all contributions have been made into Series 4 of the Growth Plan.

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 revealed a shortfall of assets compared with the value of liabilities of £148 million, equivalent to a funding level of 84%. On a 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 every quarter and undertake a more detailed update annually. In common with other employers with liabilities in Series 1 and 2 of the Plan, the Federation of London Youth Clubs has to make additional contributions. The additional contribution is £46,231 in the year from 1 April 2014, increasing by 3% a year; £47,618 will be payable in the year from 1 April 2015.

The estimated cost for withdrawal of the charity at 30 September 2013 was £742,525. On average, employers have seen a 21.6% reduction in their debt on withdrawal estimate as at 30 September 2013 compared to 30 September 2012.

The decrease in the deficit and the estimated debt liability from 30 September 2013 to 30 September 2012 was due to:

- Changes in gilt yields resulting in a decrease in the value of the past service liabilities, offset to some extent by higher long-term inflation expectations
- Recovery plan contributions reducing the deficit

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- More employers ceasing to participate in the Plan and, as they have settled their debt on withdrawal on the buy-out basis, there has been an improvement in the net funding level

However, the employer debt on withdrawal liability is estimated to have increased by approximately 17% from 30 September 2013 to 30 September 2014; on this basis the charity's debt on withdrawal would be estimated at £869,000. The Pensions Trust have caveated this as follows: "given the significant upheaval in financial markets, insurers in the buy-out market are continuously reviewing their pricing bases for transactions, with different insurers taking different approaches. Our estimate of solvency funding at 30 September 2014 could be markedly different from any actual quotations and should be used with extreme caution".

Were London Youth to have no active members, it could be deemed to have withdrawn from the plan, and the debt on withdrawal would be triggered.

### 21 Associated charities and related parties

The Joseph Levy Endowment Trust is an associated charity which has three Trustees in common with The Federation of London Youth Clubs, and uses the same principal office. The trustees in common are A Julian Beare, Keith Ward, Roger Merton MBE (to 11 March 2014) and Jennifer Izekor (from 12 August 2014).

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 £51,405 (2013: £49,954) from The Joseph Levy Endowment Trust.

London Youth is a corporate Trustee of the Jimmy Dixon Charitable Trust, The Sulgrave Foundation, Raymond Plummer Settlement and Bradfield Club. As London Youth's Company Secretary, the Chief Executive Rosie Ferguson currently holds the two former positions. The Federation of London Youth Clubs received £50,000 from the Jimmy Dixon Trust (2013: £50,000) to support the Athan 31 youth action programme and £7,000 from The Sulgrave Foundation to support its sports development work. The Sulgrave Charitable Trust and Bradfield Club are member clubs who paid the standard £100 membership fee in the year (2013: £100).

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