

Annual Report 2018-19

Annual Report and Financial Statements 2018-19

Year ended 31st August 2019

The Federation of London Youth Clubs

47-49 Pitfield Street London N1 6DA

Charity Registration: 303324

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

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Introduction

► Welcome from the Chair

One of the treats of being a Trustee at London Youth is to hear stories from the young people at our member youth projects – and from London Youth staff as well. They are often so uplifting, and it gives me joy to think that each of us, in our own way, is making a difference. Our jobs as Trustees are made easier and more enjoyable with tales of success and achievement told with enthusiasm.

The gloom and despair woven into the fabric of society by our media perhaps does not always reflect the actualities on the ground. We know there are many significant challenges young Londoners face but they also show such aspiration and can (and do) achieve so much.

In March this year our President, Field Marshall Lord Guthrie, retired after 17 eventful years. He has been an outstanding leader and inspiration for us and we were sad to see him go.

Our new President, Sir Ken Olisa OBE, HM Lord-Lieutenant of Greater London, brings great experience of commerce, charity and philanthropy and we look forward to his influence lifting our spirits in the years to come.

The London Youth Awards event was held at City Hall in autumn 2019 and we were delighted to hear from our Patron, HRH Prince Philip, congratulating The Jack Petchey Foundation as the first winner of the The Prince Philip Award.

As ever, our staff have done an outstanding job this year. Rosemary Watt-Wyness has led from the front, and in these times when so many traditional areas of funding are being squeezed, I would like to congratulate all our staff on their commitment and dedication to helping young people fulfil their ambitions. Of course, this would not be possible without the support of our funders – their names are on page 26 of this report – and I thank them unreservedly.

Lastly, I would like to thank my fellow Trustees for their advice and support during the year. As a Trustee, guiding, but not getting too involved is a difficult balance and they have all managed it!

At the AGM in March 2020 I step down as Chair of the Trustees and London Youth will be proposing to our members to welcome a new Chair of Trustees. Stephen Moss comes with fresh eyes and with experience in the charity world and elsewhere and I am so pleased that he has agreed to join us.

Julian Beare
Chair of Trustees

► Message from the Chief Exec

London Youth is a network unique in our city. We are a vibrant, diverse movement brought together by our shared commitment to young people and the value of community youth work.

In 2017, in the context of dramatic and damaging cuts to youth work in our city, we set out to reach more organisations and to increase the support we could offer them. I am really pleased that this year more organisations joined us and we are on track to meet our target of 500 members by 2020. Crucially, we have also expanded what we deliver, with more training opportunities and networks for members. Thank you to Fidelity UK Foundation and to Morrisons Foundation.

For the first time this year, we hit a mark of 100 organisations with an active Quality Mark. We are extremely grateful to City Bridge Trust and Goldsmiths' Company for their recognition of the importance and value of this work.

We have successfully delivered to young people at our centres and in our programmes; exceeding our target number of 26,000 young people supported overall and continuing to grow the number of members using the centres.

The young people and youth workers who visit our centres remain passionate advocates of the benefits of residentials and outdoor learning and the impact scores speak for themselves. So we were also hugely pleased to expand the activities on offer at the centres, including adding a new high ropes course at Hindleap supported by Jack Petchey Foundation.

We secured funding for and implemented new programmes of work. East London Leaders and Microgrants support young peoples' community leadership. Future Talent aims to develop and demonstrate the role the youth sector can play in developing young people's employability. We are really pleased to be working with J.P. Morgan Chase on Future Talent.

Our existing programmes and partnerships have also been strengthened: through continuing support from Kinleigh, Folkard and Hayward estate agents; further Sport England and City Bridge Trust investment in community-based sports and youth action, activities; and CVC Capital Partners providing invaluable grants to our members for their summer programmes.

Talent Match London came to an end this year. Over its 5 year lifespan we supported over 2500 young people and I am hugely grateful to the people and partners who delivered the programme and went the extra mile to support the young people.

The context remains challenging. Securing funding to deliver this support to young people and members is tough. So I am extremely grateful to everyone who has funded and supported us – especially the generosity of long-standing supporters John Lyons' Charity, Jimmy Dixon Charitable Trust, Tallow Chandlers' Company, Girdlers' Company, and Roger and Jean Jefcoate Trust. And I am very proud of the London Youth team. This is strong delivery and provides a firm platform for development and implementation of our next 2020-23 strategy.

Rosemary Watt-Wyness
Chief Executive

► 2018-19 at a Glance

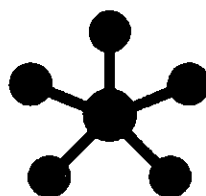
Membership Development



455 ↑
Members in
our network
(Last year 402)



103 ↑
Organisations
holding quality marks
(Last year 94)

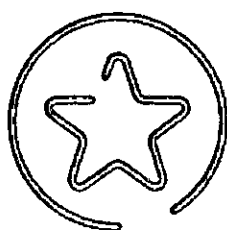


121 ↑
Networking, training
& information
sessions
(Last year 96)

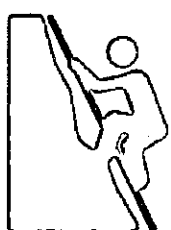


1,798 ↑
Youth professionals
participated in
networking & training
(Last year 1,656)

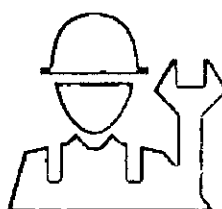
Opportunities for Young People



28,704 ↑
Total young people
supported
(Last year 27,188)



51,290 ↑
Young people
visit days at the centres
(Last year – 48,389)

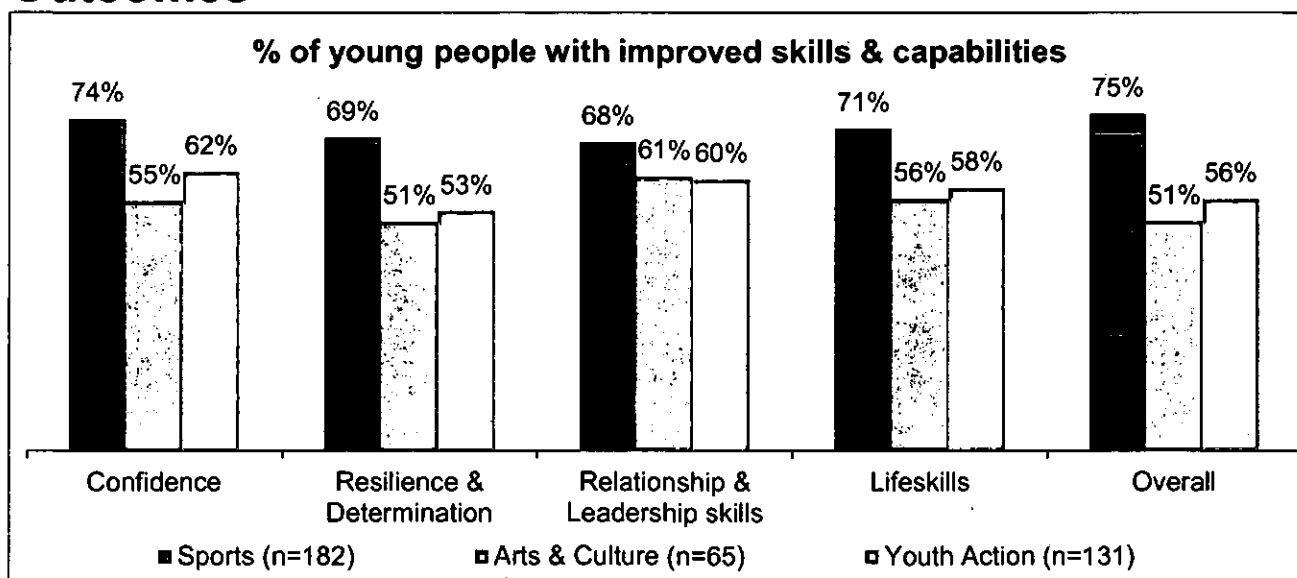


7,068 ↑
Young people on
programmes
(Last year 6,635)



353 ↑
Members using
programmes or centres
(Last year 346)

Outcomes



NB: the numbers listed are for the opportunities created, not necessarily the numbers of individual people or clubs supported. In some cases there could be, and is, duplication where a young person or youth worker might take part in more than one opportunity.

► About London Youth

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

Last year, we worked with over 28,000 young people through our sports development, employability, youth action and involvement, arts and outdoor education programmes. Our work gives young people access to opportunities they might not otherwise have had.

Our vision

Throughout our history, community youth organisations have provided a constant lifeline and a vital safe space outside the family and formal education, where young people can develop confidence, resilience and skills.

Our **vision** is that all young Londoners grow up healthy, able to express themselves, navigate a fulfilling career and make a positive contribution in their communities.

Our **mission** is to support and challenge young people to become the best they can be; developing their confidence, resilience and relationship skills.

We do this with, and through, our network of community youth organisations and at our two residential centres. We look to work with all young people, focusing particularly on those who wouldn't otherwise have access to the kind of opportunities we offer.

Because good youth work works.

Our story

Working together for over 130 years....

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

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

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

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

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

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

Our approach

Supporting and challenging young people to become the best they can be...

All across London, young people want opportunities outside school to have fun with their friends, to create and lead projects that make positive change in their communities, and to shape the kind of city they want for the future.

London Youth supports a growing, thriving network of over 450 organisations within communities all across the capital. Together, we help tens of thousands of young Londoners do all of those things – and more. With local authority funding hugely reduced, it is more important than ever that youth organisations are supported to be resilient and resourceful.

In this context, London Youth provides vital backing to our members, and high quality opportunities for them to engage young people in:

- Sports development
- Outdoor education
- Social action
- Employability
- Arts and culture

By supporting young people to become active, confident citizens – and by building the resilience and sustainability of the network of community organisations that support them – we can together make London a better place for young people, now and into the future.

Our objectives

We deliver our mission through four strategic objectives:

1. **Development** - Developing, training, connecting and quality assuring our membership network to deliver good youth work
2. **Opportunity** - Creating a broad and inclusive range of quality opportunities for young people in social action, sports development, employability and outdoor education
3. **Voice** - Ensuring that our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion
4. **Best we can be** - Being the best we can be ourselves; fundraising effectively, financially robust and a great place to work

We want to reach out to even more communities, co-creating new opportunities with young people and drawing the youth organisations who work with them into our network.

Our principles

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

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

Why our work is needed now more than ever

Our three year strategy for 2017-2020 reflects the challenging context of growing up in London today. Whilst London is an extraordinary city, it is also going through major change, growth and uncertainty. This impacts dramatically on the young people living here and the many youth organisations facing challenges to survive.

- 1. Young Londoners are losing the activities and safe, open access spaces vital for their well-being and personal development.** With no statutory duty to provide positive activities for young people outside of school and under pressure to make ongoing savings, London's Lost Youth Services report¹ found that London councils have cut £39 million from their annual youth service budgets since 2011/12. Across 22 councils with like-for-like data, 800 youth service full-time posts have gone, greatly reducing the places available and support for young people. When we add in the grants cut to community organisations the picture is even bleaker
- 2. As services decline, the population of young people in London is increasing.** London's youth population is changing at an unprecedented rate. Currently, 2.89m children and young people aged 0-25 live in London – one third of the population of the capital². The capital's youth population is growing almost as fast as the working age population, with nearly one in four Londoners now under the age of 18³. However, this population growth has major implications for youth organisations already at capacity and for areas where services have already been significantly reduced.
- 3. Young Londoners face complex challenges more pronounced than elsewhere in the UK.** Young people are talented, committed and incredibly resourceful in spite of the challenges they face. London is the most unequal place to live in the UK⁴ and the lack of a level playing field impacts on children and young people more than other age groups: 37% (700,000) live in poverty and 530,000 children in London are materially deprived – lacking several basic items on the grounds of cost⁵. Yet housing costs, inflation and cost of living continues to climb, making it harder for young people to live independently and many fear they'll get priced out and won't be able to live in the capital as adults. And finding full time employment remains a challenge with unemployment in London almost four times higher for 16-24 year olds than for 25-64s⁶. The number of young people from black and minority ethnic backgrounds who have been unemployed for more than a year has risen by almost 50% since 2010⁷.
- 4. All of this is taking its toll on young people's resilience and well-being.** We are seeing that young people's struggles with emotional wellbeing and mental health are at record levels. And this is even more profound amongst young people in London. In

¹ London's Lost Youth Services 2018, <https://www.london.gov.uk/about-us/london-assembly/assembly-members/publications-sian-berry/publication-sian-berry-londons-lost-youth-services-2018>

² GLA London Datastore, <https://data.london.gov.uk/> Accessed on 22nd November 2018

³ *Young People's Capital of the World?*, London Youth, 2017. <http://londonyouth.org/wp-content/uploads/2018/05/Young-peoples-capital-of-the-world-March-2017.pdf>

⁴ *London's Poverty Profile 2017*, Trust for London, 2017
<https://www.trustforlondon.org.uk/publications/londons-poverty-profile-2017/>

⁵ *London's Poverty Profile 2017*

⁶ *London's Poverty Profile 2017*

⁷ *Young People Count*, Partnership for Young London 2016,
<http://www.partnershipforyounglondon.org.uk/wp-content/uploads/2016/12/Young-People-Count-2016.pdf>

2014/15, 1 in 6 (15.5%) 15 year olds in London reported a low life satisfaction; this is significantly higher than the rest of England and is the highest of all regions in the country. The rate of children aged 0-17 years being admitted to hospital for mental health illnesses is higher in London than the rest of the country (94.2 per 100,000 compared to 87.4 per 100,00)⁸.

5. **The organisations which work to support young people with these challenges are still facing further threats to their future.** Council cuts to youth services have led to closure of youth organisations in some areas and further cuts are likely to have the same impact. Meanwhile, for these organisations there has been a shift in the type of funding available towards heavily targeted programmes. There has been a general trend away from funding universal, open access provision. The effect is two-fold: a lack of early help for young people whose needs may not be immediately obvious or who may not meet intervention criteria; and fewer opportunities for young people, particularly from less wealthy backgrounds.

⁸ *The mental health of children and young people in London*, Public Health England, 2016.
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/583866/Mental_health_of_children_in_London.pdf

Strategic Report

► Achievements and Performance

Summary

2018-19 has seen London Youth extend the reach of our network and the breadth of the development opportunities available to our members substantially. We have increased our membership by 13% (from 402 to 455) and engaged over 1,300 youth professionals in training, networking and other development opportunities. This growth puts us in a strong position to achieve our target of 500 member youth organisations in our network by 2020.

Over the year, we successfully delivered to young people at our outdoor education centres and programmes, reaching over 28,000 young people and exceeding the target number of young people supported overall.

By the end of its final year in 2018, Talent Match London, our employability programme, had engaged over 2,500 young people over the past five years. We took forward this learning into the delivery of our Talent Match programme in Croydon which is now in its final year and to the launch of our new pre-employability programme, Future Talent.

We have continued to build on the success of City Leaders, our flagship youth social action programme, and this year engaged 31 members and 302 young people, with excellent retention across all stages of the programme. We developed extension programmes - Keeping it Wild and East London Leaders - to build on the success of the model. We exceeded our participation target for our sports programme, engaging over 2,400 young people in the weekly programme, and over 3,100 young people in events, tournaments and residential. We successfully delivered fantastic outdoor learning experiences for nearly 18,000 children and young people at our two outdoor education centres, whilst also completing significant building and maintenance work to ensure our centres continue to provide high quality experiences in the longer-term.

Our policy and influencing work has gone from strength to strength, and during the year, we secured good coverage of our Space of our Own report, invitations to key policy meetings, and broadcast media coverage whilst also responding to policy consultations and representing the views of our membership in these. This has enabled us to be an effective voice on behalf of our members and London's youth sector. We also ran a campaign, Champion London Youth, raising the profile of London Youth and challenging perceptions of young people.

Alongside this stretching programme of delivery, we have successfully exceeded challenging financial targets, putting us in a strong position for the year ahead.

NB: the numbers listed are for the opportunities created, not necessarily the numbers of individual people or organisations supported. In some cases there could be, and is, duplication where a young person or youth organisation might take part in more than one opportunity. This is consistent with our reporting in 2017-18.

KPI highlights

Development

- ↑ **Number of members:** We now have 455 members (last year: 402).
- ↑ **Number of members with the Quality Mark:** 103 organisations currently have a Quality Mark, of those 93 are current members (last year: 94 organisations in total)
- ↓ **Member satisfaction with our services:** Mean satisfaction rating of 8.0 out of 10 (last year: 8.2 out of 10). This slight decrease is being explored but may partly be a result of a change in the sample and collection methods.

Opportunity

- ↑ **Number of young people engaged in our programmes:** 7,068 (last year: 6,653)
- **Number of children and young people visiting our outdoor education centres:** 17,740 (last year: 17,958). The number of children and young people visiting our outdoor education centres was down marginally on last year, due to the loss of a couple of regular winter bookings and lower attendance in the summer from the National Citizen Service programmes that we host. The number of member youth organisations visiting our centres has increased over the year.
- ↑ **Our Net Satisfaction Score (NSS)⁹ across our programmes:** 68.15% (last year: 56.81%) from a sample of 388 children and young people (last year: 670). This exceeds our internal benchmark of 40%. The sample is lower as some new programmes have different measurement frameworks.

Voice

- ↓ **Member representation satisfaction score:** Mean satisfaction rating of 7.7 out of 10 (last year: 8.0 out of 10). As a membership organisation, one of our key measures is how well our members think that we represent their voices and that of the youth sector in London. This has fallen slightly as the diversity of membership has increased and we are implementing a new engagement strategy to better understand and meet these needs going forward.

Best We Can Be

- **Staff Satisfaction in the Staff Survey:** 95% of employees would recommend working at London Youth to family and friends (last year: 95%). We seek to maintain this at 95% or above.
- ↑ **Financial management:** Our Finance KPI is to make a surplus on the General Fund before depreciation and property expenditure in the region of £50,000. This year the budget was £58,370 surplus and the out-turn was £102,466 - a variance of under 1% of turnover, largely due to underspends in the final two months of the year, with some spend delayed to 2019-20.

⁹ To ensure a high level of scrutiny on the feedback we receive, we calculate a Net Satisfaction Score (NSS) for our process questionnaires. This helps to highlight areas for improvement that might be less obvious when using mean scores. A NSS of above 0% is satisfactory, 20%+ is 'Good', 40%+ is considered 'Great', and 60% considered 'Excellent'. We have set an internal target of achieving over 40% on all programmes and at the centres. We use a weighted NSS based on sample size across our different programmes.

Performance against our strategic objectives

Development

This objective relates to developing, training, connecting and quality assuring our membership network to deliver good youth work.

A network for all youth organisations in London

Members of London Youth include traditional youth clubs, volunteer-led teams and well-known charities. We welcome all organisations that work with and support young people in London to join our network but focus particularly on grassroots organisations.

Whilst some members focus on a specific activity, such as theatres and sports clubs, others provide general community-based services. Several cater for specialist groups such as refugees or homeless young people, others work with all young people in their local area. Between them they are a powerful, knowledgeable and vital network for both young people and for the communities in which they are located.

In 2018-19, we grew our network from 402 members in 2017-18, to 455 members as of 31st August 2019, providing us with an even stronger platform from which to collectively advocate for and deliver high quality services for young people across London. This followed a 31% increase at the end of 2017-18 and led to an increase in demand for our services and pressure on capacity. This growth puts us in a strong position to reach our target of 500 members by 2020 as set out in our current strategic plan.

48% of our current network are based in an Outer London borough or work pan London. This is a particular area of focus for us in light of a growing population of young people living in Outer London and evidence to suggest there are fewer youth services available in these areas.

In addition to supporting youth organisations who work directly with young people within a discrete geographical area or around a particular topic or issue, we have continued to work in partnership with infrastructure organisations which have a broader remit for supporting the delivery of youth services at a borough level. In 2016-17, we introduced a new category of Associate Membership to formalise our relationship with this type of borough-level infrastructure and over the past year we have continued to strengthen our relationship with our Associate Members. With the support of the John Lyon's Charity, we have developed a tailored offer of support for the Young People's Foundations (a sub-set of our Associate Members) to ensure that they are well positioned to provide effective and sustainable support to youth organisations and young people at a borough level. We worked with 21 Associate Members during 2018-19, building a greater awareness of the support we can offer infrastructure organisations.

Across all our members, we aim to:

- Develop the capacity of youth organisations to deliver the highest quality youth work, whatever type of provision they offer
- Support organisations to develop their skills and knowledge, improve their services, and develop stronger links with other organisations
- Support members' programme delivery and innovation
- Provide support to aid member sustainability and income generation.

Over the last year, we have continued to deliver support in these areas.

Helping to deliver the highest quality youth work

We offer a package of support to help members strengthen their organisations and make sure that they offer the best quality opportunities to young people.

We use the London Youth Quality Mark, a quality assurance framework recognised by City & Guilds, to guide our members through a journey that enables them to review how they work with and involve young people; quality assure their organisational policies and procedures; and be better able to plan and articulate the impact of their work.

In order to make this process as transformational as possible, we provide members with a range of support, including workshops to improve their understanding of the framework, one-to-one advice, guidance and action planning, access to resources and templates, as well as free training and seminars.

This year we supported 49 members to achieve one or more levels of the Quality Mark (last year: 43), completing a total of 49 successful assessments at bronze, silver or gold (last year: 48). We have a higher number of organisations working towards the Quality Mark and anticipate increased awards in early 2019-20. We also started a review of the Quality Mark and consideration of entry level options for smaller organisations.

We have continued to work with organisations receiving grants from the Mayor's Young Londoners Fund to work towards achieving a Quality Mark, and look forward to working with a new cohort of grantees from October 2019.

Developing skills, knowledge and stronger links with other organisations

We support those working with young people to develop their skills and knowledge, improve their services, and build positive connections with other organisations. We increased the range and depth of our training offer and raised the profile of our networks substantially over the last year, engaging youth professionals from over 500 organisations, members and non-members).

We delivered a total of 121 networking, consultation, and training sessions/courses over the year (97 training sessions, workshops and briefings, 17 network meetings, and 7 policy and opportunity consultations) (last year: 96). This included introducing new and popular training courses on fundraising, strategy development and business planning. In total, 1,798 youth professionals took part in these development opportunities (last year: 1,656).

Feedback from individuals participating in our training opportunities indicated that these were delivered to a high standard. On average, training participants (n=564) rated the quality of training 4.77 out of 5. Evaluations also provide a positive indication that the training is supporting youth workers to gain new knowledge that will support the delivery of high quality and safe services for young people. On average, training participants (n=490) gave an average rating of 4.72 out of 5 on feedback questions relating to how their knowledge and confidence had increased as a result of participating in our training. Over the coming year we are further developing our frameworks to assess the impact of workforce development opportunities for members, alongside other development opportunities.

Supporting programme development and innovation

During the year an opportunity arose for London Youth to bid for a major contract with members to deliver the National Citizen Service across London. We worked with 46 members to develop our offer to the National Citizen Service Trust. We were successful in the majority of areas that we bid for, but unfortunately the volumes awarded were significantly lower than the we had bid for so we were not able to move forward with the

contract as it was not viable for London Youth or our members. However, we learnt a lot during the process, including appetite from members to develop contract readiness and be a part of other partnership bids and this will be factored into future plans.

Aiding financial sustainability and income generation

We are always striving to find ways to support our members to generate income and become more financially sustainable, making them aware of new funding opportunities they can tap into.

We provided regular updates on relevant funding opportunities through our weekly Member News, and successfully delivered a number of training courses to develop skills including Fundraising Writing for Beginners, Intermediate Fundraising Writing and Fundraising Writing Masterclass.

We increased the amount of funding going directly to members. Through our partnership with City Bridge Trust, we have been able to award £93,000 to members achieving the Silver or Gold levels of the London Youth Quality Mark (last year: £64,000). This increase reflects the higher number of quality marks awarded overall, and financial recognition being extended to organisations achieving the Bronze Quality Mark in 2018-19, encouraging more organisations to invest in their standards. We are very grateful for the support from City Bridge Trust for these financial awards which are valued by members.

Our partnership with CVC Capital Partners has continued to go from strength to strength and we were able to make funding available to members through our Summer Grants programme. This year we distributed £50,023 in Summer Grants to our members (last year: £51,774).

We also provide grants to members and support ongoing costs through our programmes and delivery as part of our "Opportunity" objectives. Excluding Talent Match London and Croydon, our total grants to members increased from £162,306 in 2017-18 to £266,384 in 2018-19 – or £226,306 and £359,384 respectively including Quality Mark awards payments to members.

Opportunity

Across London young people need opportunities outside education and the home to have fun with their friends, to be healthy and creative, to make positive change in their communities, and to shape the kind of city they want for the future.

In 2018-19, together with our network of over 450 community youth organisations, we created opportunities for 28,704 young people (last year: 27,188) to become the best they can be through:

- Sports development
- Arts and culture
- Youth social action
- Employability
- Outdoor education

Sports Development

London Youth has been supporting youth organisations to offer sports opportunities to young Londoners for over 130 years. Getting Ready, London Youth's sports development programme, offers young people high quality, fun sports opportunities within their local

community. We support members to engage and motivate young people to get active by providing them with:

- Opportunities to participate in a range of sports, delivered in community settings
- Expert coaching and new equipment
- Capacity building, support and training for youth workers
- Leadership opportunities for young people, including qualifications
- Tournaments and residentials that bring young people from different communities together.

In the last year, we took our weekly sports programme to 96 youth organisations across London (last year: 96), with 2420 young people participating in weekly sports sessions (last year: 2,626). Young women's participation increased, with 43% of participants identifying as female in 2018-19 (last year: 37%, up from 26% in 2015-16) and 13% of young people participating in the programme had a disability (last year: 10%).

During the year we successfully transitioned our weekly programme from "Getting Ready" to "Getting Active", targeting a younger age group and with a greater focus on physical and mental health.

A total of 97 community youth organisations (last year: 89) and 3120 young people participated in sports events, including one-day events and residentials (last year: 2,875).

We have continued to build partnerships with local and regional sports providers to open up access to the capital's world class sports facilities to a wider group of young people. In January 2018, we launched a partnership with Lee Valley Regional Park Authority that provided opportunities for London Youth members to access seven different sporting facilities managed by the Authority and choose from 27 different activities, all fully funded. During 2018-19, 31 members (last year: 15) had taken up this opportunity from 15 different London boroughs (last year: 10).

The partnerships with British Fencing (5 years and counting) and the National Football League (NFL), new for 2018-19, continue to demonstrate that working with and through London Youth can deliver real impact for national governing bodies in reaching new audiences and communities. They also deliver a significant benefit to our members to gain skills, opportunities and resources previously beyond their reach.

We have also provided opportunities for youth workers and young people to develop their skills and gain coaching and leadership experience within sport, which they are then able to use to support ongoing delivery within their youth organisations. In 2018-19, 298 individuals (237 youth workers and 61 young people) completed an industry recognised qualification or accreditation through training opportunities that we provided as part of our sports development programme (last year: 172 young people). Each youth organisation that participated in the programme received £1,300 of grants or expenditure.

Participation in our sports programme continues to support young people's personal development, as well as providing clear health benefits. Pre and post-programme data gathered from a sample of 141 young people showed improvements in young people's social and emotional development, particularly on social confidence and achievement motivation. 77% of participants showed improvements in 'life effectiveness' during the course of the programme (last year: 63.4%). Encouragingly, 94% of young people (n=167) stated that they will continue to play sport or be active regularly at the end of the programme indicating that there are likely to be longer-term and sustained benefits from participating in the programme.

ActiveLeads

The ActiveLeads programme, started in 2017 and funded by the National Lottery Community Fund and iWill Fund, is a youth leadership programme that brings together London Youth's expertise in sports development and youth social action. It aims to increase the number of young women engaged in sport-related volunteering – an area where they are currently under-represented – by supporting them to develop sports-focused social action projects, alongside capacity building with youth organisations to create ongoing volunteering opportunities.

In its second year, we supported 60 young women (last year: 31) from 6 youth organisations (last year: 6). 29 young people achieved a youth leadership accreditation as part of the programme (last year: 25).

Our evaluation of the second year of delivery showed a positive impact on young people with over half of the young people (n=41) improving their self-confidence, initiative, leadership, time management and emotional control. 98% of young people agreed that the volunteering they had done through ActiveLeads had a positive impact on others (n=28). It also had a positive impact on youth workers, with 78% (7 out of 9 respondents) reporting that ActiveLeads had helped them to develop their knowledge and skills as a youth worker.

Additionally, through the young women taking the lead, ActiveLeads appears to be having an impact on the way others view the role of women in sports leadership. Feedback gathered from youth workers and participants indicated that having young women take the lead led to numerous benefits, from challenging gender stereotypes, to inspiring other young women to get involved.

Arts & Culture

In 2017-18, we piloted a new arts programme, Young Culture Makers, with the aim of inspiring more young people to get creative and to open up opportunities for them to explore different art forms, and work with artists and arts organisations to deliver a youth-led creative project. This programme was driven by awareness of inequality of opportunities to participate, access being reduced in schools, and young people themselves telling us they want more opportunities to engage in the arts.

Delivered in partnership with London Youth members and new partners from across the creative and cultural sector, the Young Culture Makers programme consists of four stages:

- **Explore** - Providing opportunities to try out different art forms through taster sessions
- **Create** - A youth-led group project, supported by professional artists
- **Inspire** - Inspiration days at some of the best cultural venues in London
- **Showcase** – Opportunities to showcase the artwork created as part of the programme at local and central London venues.

Young people also had the opportunity to attend the Young Culture Makers residential weekend, and to work towards gaining a nationally recognised Arts Award qualification.

During the second year, we successfully engaged 14 youth organisations (last year: 10) and 226 young people in the programme (last year: 151). 29 achieved an Arts Award qualification at Explore or Bronze level, up from 14 in 2017-18.

An evaluation has highlighted successes in supporting young people's personal development and wellbeing, and in building the capacity of youth organisations to deliver arts programmes successfully. Youth workers reported that the programme helped strengthen friendships and that young people became more open to trying new things over the course of the programme. Young people themselves reported feeling proud of their individual and collective achievements and more confident at the end of the programme. The programme also succeeded in helping grassroots youth organisations work in partnership and collaborate with artists and arts organisations, including several brand new partnerships. Analysis of pre- and post-programme data (available for a sub-group of 65 participants) showed increases in wellbeing for over half the young people over the course of the programme. This is encouraging given that the programme is not specifically targeting young people with poor mental wellbeing.

In addition to the ongoing programme we also held a Visual Arts Competition and a range of taster events. 103 young people took parts in Arts events.

Youth Social Action

Our social action and leadership programmes bring young people, member organisations and their local communities together for mutual benefit. With and through our members we design, deliver and evaluate social action programmes that provide young people with opportunities to improve their skills and qualities, boost their confidence and resilience, and develop leadership skills through practical action.

City Leaders

City Leaders is London Youth's flagship social action and leadership programme. Between September 2018 and August 2019, 302 young people (last year: 266 young people) from 31 youth organisations (last year: 30 youth organisations) took part in the progressive, four stage programme designed to develop and enhance the confidence, networks and leadership skills of participants.

The four stages consist of:

- **Team stage** - young people work together to run a group activity and learn about teamwork.
- **Club stage** - young people develop and lead a project to improve the youth organisation they attend.
- **Community stage** - young people design their own project to have a positive impact on their local community. They pitch for the resources and support needed to deliver the project at an event hosted a range of exciting venues across London.
- **Final stage, called 'Futures'** - we work directly with a group of young people who've shown the greatest commitment through the Team, Club and Community Leaders stages of the programme. These aspiring leaders take part in a three month leadership programme tailored to their needs and designed to help them learn about power and influence in London, understand themselves and how to work with others better and develop their own idea with opportunity to lead on their own project or campaign.

Over the last year:

- 31 organisations completed the Team and Club Stages of the programme (last year: 26 youth organisations) and 28 completed the Community Stage (last year: 23 youth

organisations).

- 24 young people went on to the Futures summer leadership programme (last year: 25 young people) with four young people joining in a mentoring role from previous years of the Future City Leaders programme

This phased delivery means that young people can achieve small, quick wins early on and start to develop their leadership skills before tackling larger projects or participating in more intensive leadership development opportunities.

Through the programme, young people are able to access funding to support the delivery of their projects and in 2018-19, £51,931 was given to participating youth organisations and young people across the three stages of the programme.

City Leaders is an open access programme, encouraging and enabling young people to take part from backgrounds that would not normally do so. In partnership with our member organisations, we strive to engage groups of young people who are less likely to participate in social action.

- In 2018-19, 28% of participants had not volunteered in the last 12 months, and a further 27% had volunteered less than once a month (last year: 36% and 22% respectively).
- 42% of participants were male (last year: 43%) and 71% were from black, Asian and minority ethnic (BAME) backgrounds (last year: 69%) – both groups are typically under-represented in social action.

This year, we built on the learning from the evaluation of the previous year and provided more opportunities for participating organisations to share good practice and provided youth workers with additional support to help young people embed the leadership skills that they were developing.

The findings from our ongoing programme evaluation were largely positive. 130 young people completed the evaluation at the beginning and end of the programme. Of these

- 59% reported an increase in 'life effectiveness'. Intellectual flexibility, self-confidence, task leadership the strongest factors where over 62% of young people reported positive change.
- The reflective tool showed how over 62% of young people felt that they had experienced change in each key capabilities related to the programme – and 96% reported an improvement on at least one capability. Developing ideas was an area of strength with both the largest percentage of young people experiencing change and one of the highest average increase in the score.
- 92% feel more confident about taking part in similar projects in their club or local community – up from 72% in 2017-18
- 90% learnt new skills from taking part in City Leaders - up from 73% 2017-18
- 90% of young people felt that the club and community panels helped them develop their skills – from 68% in 2017-18

In 2018-19 we also implemented two extensions to the City Leaders Programme.

Keeping it Wild

Keeping it Wild is an inclusive social action project providing opportunities for young people to engage in conservation on a similar development model to City Leaders. It is funded by National Lottery Heritage Fund and brings the youth and conservation sectors together to provide exciting opportunities for young people to engage with and protect the

capital's wild spaces.

London Youth has joined a consortium of organisations led by London Wildlife Trust to deliver a three year programme that will inspire hundreds of young people to visit London Wildlife Trust sites and then take part in social action projects to raise awareness and take practical action to protect wildlife in their own communities.

London Youth is working with its members who will each work with groups of young people who traditionally are not engaged in conservation or heritage work. Keeping it Wild will take groups of young people aged between 11 and 25 through progressive stages, challenging them to further their skills at each stage:

- **Discover** – young people and youth workers will take part in 'Wild Action Days' – held at London Wildlife Trust sites – to introduce them to their local wild species and habitats and give them a taste of urban conservation. They will also run an activity that will help them to bond as a team before progressing to deliver their own social action projects.
- **Explore** – the team of young people will explore local green spaces and begin to develop a project idea around conservation.
- **Share** – the young people will pitch their idea to a panel at an exciting London venue to receive resources and support. They will also learn more about communication and media through training and creating their own content.
- **Conserve** – young people will then be supported to deliver their own social action project that has a positive impact on the community and their local green space.

As they develop their own social action projects throughout the programme, young people will gain vital skills such as team work, budgeting, public speaking and well as building their confidence in working on environmental issues.

An additional offer as part of Keeping it Wild is the opportunity to gain a John Muir Award from the John Muir Trust to help structure young people's learning about nature as well as receive journalism training with Headliners to document their experiences whilst working on their projects.

55 young people from 6 member youth organisations have taken part in Keeping it Wild this year.

East London Leaders

London Youth has been delivering East London Leaders, a youth social programme for young people between 16 and 21 years old from five East London boroughs, as part of the Government's Building a Stronger Britain Together initiative.

Participants explore what local identity means to them through projects and campaigns that have a positive impact on their local community and amplify their voice to get their message heard. London Youth delivers the programme in partnership with local member youth organisations.

As an additional element of the programme, M&C Saatchi created a series of short videos and posters, highlighting some of the young people and their projects from the programme.

Find out more here: <https://londonyouth.org/what-we-do/youth-social-action/east-london-leaders/>

78 young people from 6 organisations took part in the programme between January and August 2019

Microgrants

Funded by the Greater London Authority, we had the opportunity to offer up to £400 project funding to encourage young people aged between 14-20 to create a project that promotes or raises awareness of positive mental health and wellbeing in their community. The project started in July 2019 so only a small number of grants were awarded in 2018-19, but learnings will be built on with further grants being awarded in 2019-20.

YouthLeads

YouthLeads, funded by the National Lottery Community Fund, provides young people from three north London boroughs – Enfield, Haringey and Waltham Forest – opportunities to develop their leadership qualities and the life skills they tell us they need the most. Many young people in these boroughs face barriers to becoming successful adults – changing demographics, localised poverty and criminal activity, and cuts to statutory youth services. YouthLeads aims to make a difference for these communities by creating positive activities for local young people and developing their skills.

Between September 2018 and August 2019, we supported 20 Young Leaders (last year: 16 Young Leaders) in 4 youth organisations (last year: 3 youth organisations) to plan and deliver community-based projects.

Data gathered at the beginning and end of the programme from 14 of the participating young people indicated a number of positive benefits, including

- 100% reported improved skills in developing ideas, motivating and influencing others, resolving conflict in a team and completing projects
- 100% reported that they encouraged others in their youth club to take part in activities with new people
- 71% said they worked with people at their youth club they had never worked with before
- 71% feel more able to achieve their goals in the future
- 50% said they learnt more about their local community or area

Employability

Young people and community youth organisations consistently tell us that employment and job prospects are among the biggest concerns that young Londoners have about their lives.

Even though there are potentially more opportunities in London than elsewhere, the variety of programmes and players are not well co-ordinated and young people who are out of work – particularly those facing the biggest barriers – find the system very hard to navigate.

GLA analysis of the ONS Annual Population Survey 2014-2017 finds that Black men aged 16-24 are among some of the most likely to be unemployed in the capital – 32% compared to 14% for young white men. Other groups with high unemployment rates include young BAME and mixed ethnicity men and women. A high proportion of the young people on our Talent Match programmes are from these groups.

Talent Match London

Talent Match London came to an end in December 2018. The programme supported young people aged 18-24 who had been out of education, employment and training for at least 12 months, into sustainable employment. This was a £10 million programme over

five years, funded by the National Lottery Community Fund, focusing predominantly on seven boroughs in North and East London. Through a distinctive 'youth work' approach to employability, Talent Match London not only got young people into jobs but it also equipped them with the skills, capabilities and desire to navigate a fulfilling career pathway.

During the final few months of the programme from September to December 2018, our focus was on bringing the programme to a successful conclusion and embedding the learning from the past five years of delivery. As a result of the shifting focus to sustained outcomes - keeping young people in jobs - at this stage of the programme, we engaged fewer new young people on the programme.

Over the 5 years of the programme, we engaged over 2,500 young people, 1016 (40%) were classed as 'hidden' – not accessing statutory support. 1014 young people secured employment as a result of the programme and 629 of these sustained the employment for over six months. 157 young people entered apprenticeships and 324 went in to formal education, amongst many other positive outcomes achieved.

Internally, we have used the findings to inform the design of our new employability programme and have worked with partners to explore the implications for their practice.

Talent Match Croydon

The Talent Match programme was expanded to Croydon in the early part of 2017-18. This is a £1m programme over two years, funded by the National Lottery Community Fund, which builds on the learning from the delivery through Talent Match London. It is a place-based model situated in the heart of Croydon, delivering through local community based partners with close working relationships with the local authority, statutory service providers and local employers.

There are four partners covering the geographic area:

- Sports Active Coaching – South Croydon
- Play Place Innov8 – East Croydon
- Palace for Life – North Croydon
- London Learning Consortium – Central and West Croydon

In 2018-19, Talent Match Croydon supported 266 young people. 110 (41%) of these young people were previously considered to be 'hidden' (not accessing statutory support) and 164 (62%) were from Black, Asian and Minority Ethnic (BAME) backgrounds. 114 young people were supported in to employment, 2 in to apprenticeships and 13 in to education.

Future Talent

With the support of the JP Morgan Chase Foundation, in January 2019 we launched Future Talent, our new pre-employability programme aimed at young people aged 14-18. Drawing on our learning from Talent Match, Future Talent aims to support young people – and especially BAME young people - to develop their range of employment related skills through a combination of personal development opportunities, inspirational employer experiences, coaching and mentoring.

Delivered in partnership with our members, we will:

- Support youth workers to deliver effective employability support by providing training in coaching, mentoring, and career pathways

- Establish a practitioner network
- Create spaces for peer-to-peer support and sharing of best practice.

To August 2019 the programme worked with 122 young people from 10 youth organisations. It is too early to report on outcomes of this work, but learnings from the process of the pilot have been identified and applied to the next cohort as the programme develops.

Outdoor education

Having the chance to learn and have fun outside formal settings is essential in helping young people develop the skills and confidence they need for the rest of their lives. London is a high pressure, busy place for young people, so providing an outlet to get out of the city is a vital part of increasing their life experience, supporting their physical and mental health and wellbeing and personal development. At our two residential centres, we ensure that access to high quality residential and outdoor learning experiences is a major part of our offer to young people.

At each of our centres we work with visiting groups to co-design their experience. Our staff have many years of experience working with young people. A residential experience at Hindleap Warren or Woodrow High House gives young people a fantastic opportunity to have fun, build confidence, develop leadership skills, become more determined, and create positive relationships with their peers and adult leaders.

Hindleap Warren

Hindleap Warren, located in East Sussex, is set in 300 acres of private woodland in the Ashdown Forest. Through a combination of outdoor activities, team working and time for reflection, Hindleap offers groups of young people a fantastic experience in the countryside. Activities designed to stretch young people of all ages include archery, orienteering, bushcraft, climbing, high ropes, zip-wires, abseiling, tunnels, an obstacle course and team challenges. Hindleap is also a leader in provision for children with additional needs.

This year 10,670 (last year: 10,892) children and young people came to Hindleap – 6% of young people had additional needs. The number of visit days increased from: 31,243 in 2017-18 to 33,157 in 2018-19. This increase is in part due to some groups staying for longer visits. Visits from member youth organisations decreased to 49 compared to 66 in 2017-18 – partly due to more member groups visiting Woodrow this year.

During the year, we made a number of improvements to the centre, including the addition of new activities for young people.

Woodrow High House

Woodrow High House is a Grade II listed manor house located in the Chilterns, just outside Amersham. With a range of indoor spaces, an on-site sports centre and a swimming pool, Woodrow provides opportunities for groups to participate in planned sessions or run their own residential programmes. Set within a 25-acre estate, Woodrow's activities provide young people with a safe environment to try new things and have a taste of adventure, boosting their self-confidence and building resilience. Activities include swimming, low ropes, high ropes, bushcraft, orienteering, archery, and obstacle courses. Young people can also participate in Level 1 Youth Leadership courses that blend workshop learning with complementary outdoor challenges.

This year 7,070 children and young people came to Woodrow (last year: 7,066), of whom 10 have additional needs. In addition, 2,292 children learned to swim in the Sports Centre

(last year: 2,595). A total of 55 member organisations visited Woodrow in 2018-19 (last year: 32). Among other London Youth programme-based residential visits, Woodrow hosted Arts and Wellbeing residencies for our Young Culture Makers and Sports programmes respectively.

During the year, we made a number of changes to improve the experience of young people and youth professionals visiting Woodrow:

- New activities including a new mountain bike skills course
- Refurbishments to the house and implementation of guest wi-fi to improve the visitor experience
- New booking and administration systems to improve efficiency and effectiveness.

Voice

Policy and advocacy informed by youth workers for young people

During the year, we have strengthened our policy voice externally. We have used our communications channels to inform our members of the external policy context and have advocated for young people and the youth sector on important issues, such as tackling violence affecting young people and the impact of funding cuts for the youth sector. We have responded to six policy consultations, supported by the knowledge and evidence provided by our members, our specialist member networks, and evidence from our programmes and research. We have actively engaged with policymakers to advocate on behalf of the youth sector, and have provided opportunities for young people and our members to have their voices heard in the media, at a range of speaking events and in Parliament. We were invited to give oral evidence to the Women and Equalities Select Committee following our policy consultation submission and have secured a seat on the Violence Reduction Unit Partnership Board.

Digital communications

Across our digital platforms, including the website and social media, we have worked to ensure all areas of our work are represented. Through proactive communications on issues related to the youth sector and young Londoners we have engaged with key policy makers, including the Mayor of London and MPs. Web traffic and social media engagement has steadily grown throughout the year.

We reviewed member communications and made changes to the newsletter to make it more accessible and provide access to resources.

We also successfully launched digital creative campaigns for the East London Leaders project and tie in with our website to capture sign ups.

Champion London Youth

During the year we joined forces with the sportswear brand Champion to challenge negative stereotypes about young people. Our campaign, Champion London Youth, came to life through a collection of limited edition T-shirts inspired by the personal stories of five young people we work with.

Each of these young people, just like the thousands of others we work with, has overcome negative stereotypes and gone on to achieve incredible things with the support of their youth clubs, all of whom are London Youth members.

Find out more here: <https://londonyouth.org/champion/>.

Media and public events

We have been involved in a number of media engagements and public events, working with members and young people in order to amplify the voice of youth organisations in London. Our reports and policy work have featured on national media and sector press.

Staff and members of our youth advisory board from London Youth have spoken at several public events, including All Party Parliamentary Groups. We have also held a number of events including the Space of our Own report launch, all attended by supporters, funders and policy makers.

Dare London

Our youth advisory board, Dare London, is drawn from our member organisations, giving us a really clear line of sight through our members to the young people who use their services. They shape our plans and priorities, communicate our messaging to young audiences, tell us where we need to focus and in turn take opportunities to represent and add to London Youth's offer.

This year, 23 young people took part in Dare London. As well as helping to shape our future plans, we work hard to ensure that the young people who take part in Dare London are able to use the opportunity to develop their own skills and gain new experiences.

Some of the opportunities taken up by Dare London this year include being on panels to agree recipients of Jimmy Dixon Leadership Programme Funding and the Microgrants programme and being part of interview panels for new members of staff. Dare London have also been involved hosting multiple social action pitch events, acting in ambassador roles with funders and through our leadership programme 'Future City Leaders'.

We have also provided opportunities for members of Dare London to share their views and expertise with key stakeholders outside of London Youth. During the year, members of Dare London have fed into consultations also been active at external events including a debate around votes at 16 at The Old Bailey and helping to allocate the Young Londoners Fund at City Hall.

Youth Involvement

The Jimmy Dixon Leadership Programme, funded by the Jimmy Dixon Charitable Trust, aims to increase the scope and quality of youth involvement within member organisations.

London Youth is committed to ensuring that as many of our members as possible are able to improve their level of youth participation and decision making, giving many more young people the chance to lead projects and change their communities for the better. To this end, and following the 'Learning to Lead' research conducted by London Youth in 2017 into quality youth involvement, we have developed a capacity building programme for youth workers and young people.

The overall aim of the Jimmy Dixon Leadership Programme is to increase the scope and quality of youth involvement and to link this to continued social action within member youth clubs. Our research strongly suggests by providing members with this assistance, we will see increased levels of engagement of young people, services that are more focused on their beneficiaries and better able to provide services to young people in their community.

Through the Jimmy Dixon Leadership Programme we aim to have a positive impact in three areas:

- Youth workers have increased skills and confidence to deliver meaningful youth

participation and involvement

- Members are better able to establish youth-led decision making structures most relevant to their particular circumstances
- Increased levels of young people's participation and engagement within members and their own programme delivery

This is delivered through:

- **Youth Involvement Seed Funding:** Money and staff support for members that require additional resource to develop and deliver youth-led structures, such as a youth board or young trustees
- **Introduction to youth involvement and participation:** A full day of facilitated sessions and discussions based around four modules to help youth workers improve their skills and confidence, resulting in an outline plan to help young people make the most of their potential. In 2018-19 we delivered four sessions with 42 youth workers from 32 member organisations.
- **Building youth-led decision making in your organisation:** A full-day session to help participating members establish a youth board and/or young trustees to help increase the frequency and scope of youth-led decision making. In 2018-19 we delivered four sessions with 52 youth workers from 41 member organisations.
- **Youth Involvement Network:** A quarterly 2 hour session providing a space where youth workers can hear from external speakers, share best practice, help find solutions to specific challenges and network with one another. In 2018-19 we delivered four sessions with 81 youth workers from 63 member organisations.

Best we can be

This objective is focused on being the best we can be ourselves; fundraising effectively, financially robust and making best use of our resources, and a great place to work.

This year we invested in organisational development in a number of key areas.

We invested in our digital capabilities to support us to become more efficient and effective as part of a three year programme to improve our support and engagement with members through technology.

In January 2019 we moved our core systems to the cloud – increasing productivity, security and business continuity. We also invested in developments to upgrade our CRM, replaced the booking system at the residential centres and implemented a new system for Swim School bookings at the Sports Centre at Woodrow.

We completed tender processes for a number of major suppliers to ensure value for money on our expenditure.

► Financial review

Financial report

London Youth showed a strong financial performance this year, out-performing its budget through a combination of strong earned income performance, particularly at the residential centres, stable fundraising performance, and careful cost control. Our target is to make a surplus on the General Fund before depreciation in the region of £50,000; this year the budget was £58,370 surplus but the out-turn was £102,466 - a variance of under 1% of turnover, largely due to underspends in the final two months of the year, with some spend delayed to 2019-20.

In the year ended 31st August 2019, the group had unrestricted net income of £(323,597) including spend from designated funds (2018: £2,296,255). Total unrestricted funds for the group were £14,315,725 (2018: £14,465,639) of which £7,330,125 related to designated fixed assets (2018: £7,466,549) and other designated funds of £4,201,365 (2018: £4,371,485). General funds were £2,784,235 (2018: £2,627,606).

Total group income was £6,444,842 (2018: £10,190,877, but excluding the sale of assets was £7,579,829). The principle decrease in operating income related to the end of the grant from the National Lottery Community Fund for Talent Match London in December 2018. Total expenditure was £6,962,215 (2018: £7,421,219). The principle decrease related to decreases in charitable expenditure related to the Talent Match London project referenced above.

During the year the organisation received restricted income of £2,676,369 (2018: £4,097,471) and expended £2,770,200 (2018: £3,478,045). As at 31st August 2019 restricted funds of £581,032 (2018: £789,157) were held for charitable activities.

The net movement in funds for the year ended 31st August 2019 was a deficit of £330,472 (2018: surplus £2,939,482), with the significant variance mainly related to 2017-18 including income from a property sale and also income being received in 2017-18 for expenditure in 2018-19.

Investment performance

London Youth has an investment portfolio of £6,249,318 (2018: £4,562,416) and has delegated investment management to Sarasin and Partners and CCLA as its appointed advisors. London Youth's objective is to achieve capital and income growth that over the long term at least maintains the real value of the assets. The Investment Policy is reviewed annually by the Finance Committee of the Board of Trustees.

During the year the charity undertook a review of investments and retendered the investment management. In January 2019 the existing portfolios were moved to a total return basis with Sarasin and Partners. London Youth also invested some reserves in the CCLA COIF Charities Ethical Fund also on a total return basis. This permits the charity to invest funds to maximise total return and to make available an appropriate proportion of the total return for expenditure each year. The distribution level has been currently set at 3.5% per annum for each portfolio.

The investments are held in three funds. One is a permanent endowment, the Girls' Fund. See Total Return Accounting section below for further information about the fund.

Another investment was for a designated fund (The Development Fund) with investment valued at the end of August 2019 of £3,696,881. The net income was £84,596 and the gains totalled £102,561.

The final investment portfolio is for part of the general fund reserves managed by CCLA that was created in February 2019, with investment valued at the end of August 2019 of £1,108,095. The net income was £17,433 and the increase in the capital value was £108,095 in the 6 months.

Total Return Accounting

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

London Youth seeks to preserve the value of its endowment in real terms over the medium to long term. A target spending rate of between 3.5% and 5% of the value of the endowments is considered achievable without diminishing the value of the portfolio in real terms and represents the London Youth's best estimate of the long-term real rate of return on the endowment. This target range is kept under review to ensure that it remains appropriate.

A total of £59,400 was transferred to income in the year and together with investment management fees of £8,322, the total applied from the endowed funds was £67,722. This represents an application of 4.8% in the year, which is within the target rate range.

The value of the fund at the end of the period totalled £1,432,333.

Reserves policy and position

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

London Youth holds financial reserves to be applied to future activities in a number of categories:

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

London Youth is funded in a number of different ways, including significant grants and donations from a variety of sources that support our London programmes, and sales income from courses at our two residential centres. These diverse income streams mean we are not reliant on a single source of funding, and are unlikely to see all of our income withdrawn at the same time.

Trustees base their reserves policy on the identified needs to:

- Provide sufficient working capital for the following year, particularly to provide against a downturn in revenue generation and an uncertain fundraising climate

- Mitigate the risk of unforeseeable expenditure, with particular regard to ownership of our two residential centres which require ongoing capital investment
- Support innovative programmes where such require a period of development and testing prior to proving their case to external funders
- Invest in organisational development, strengthening our institutional infrastructure to better support front-line delivery and boost long-term stability and sustainability.

London Youth therefore believes that its unrestricted reserves should be between three and six months' expenditure, excluding capital appeal expenditure. This means that we would seek to hold unrestricted free reserves of between £1.6m and £3.2m.

At 31st August 2019, total reserves were £14.9m, excluding the permanent endowment, comprising £0.6m in restricted funds, designated reserves of £11.5m and free reserves of £2.8m.

Trustees therefore believe unrestricted reserves stand at a satisfactory level in light of the adopted policy.

Designated reserves consist of:

- £7.3m of a fixed asset fund representing the net book value of fixed assets – largely the properties from which we are operating
- £0.5m designated for a digital development and programme innovation fund to be invested to deliver the 2017-2020 strategy and anticipated to be spent by August 2020.
- £3.7m designated in a Development Fund for projects for the medium to long term development of the organisation and our members, created as a legacy from the sale of properties.

Going concern

The Board of Trustees has reviewed the financial position and consequently believes there are sufficient resources to manage any foreseeable operational or financial risks. The board therefore considers there is a reasonable expectation that London Youth has adequate resources to continue in operational existence for at least a year from the date of signing this Trustees' Report and Accounts and for the foreseeable future. For this reason the board of trustees continues to adopt the going concern basis of accounting in preparing the accounts.

Principal funding sources

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

Sources of funding in 2018-19 were as follows:

Individuals

David and Lucy Wernick
Roger and Jean Jefcoate

Livery Companies

The Worshipful Company of Basketmakers
The Worshipful Company of Girdlers
The Worshipful Company of Goldsmiths

The Worshipful Company of Launderers
The Worshipful Company of Tallow Chandlers

Trusts and Foundations

29th May 1961 Charitable Trust
Alchemy Foundation
Angus Allnatt Charitable Foundation
Anonymous Trust
Benevolent Trust
Broughton Family Charitable Trust
Carrington Charitable Trust
Chalk Cliff Trust
City Bridge Trust
Clemence Charitable Trust
Dischma Charitable Trust
D'Olyly Carte Charitable Trust
Edinburgh Trust
Esmée Fairbairn Foundation
Eyre Family Foundation
Feathers Association
Fidelity UK Foundation
Fonthill Foundation
Gatwick Airport Community Trust
Gledswood Charitable Trust
Goldman Sachs Gives
Gurney Charitable Trust
Gwyneth Forrester Trust
Hale Trust
Hasluck Charitable Trust
Heart of Bucks

Ian Askew Charitable Trust
Jack Petchey Foundation
James Wise Charitable Trust
Jimmy Dixon Charitable Trust
John Lyon's Charity
Joseph Levy Endowment Trust
JP Morgan Chase Foundation
Lady Mary Herries Legacy
Lochlands Trust
Lynn Foundation
Mitchell Trust
Mobbs Memorial Trust
Morrisons Foundation
Paradigm Foundation
Paul Hamlyn Foundation
Redfern Charitable Foundation
Roland Callingham Foundation
Rotherwick Foundation
Sherling Charitable Trust
Sir Jeremiah Coleman Gift Trust
Sulgrave Foundation
Sussex Lund
Swire Charitable Trust
Thomas J Horne Memorial Trust
Tudor Foundation

Companies and organisations

Barclays
Barnett Waddingham
British Fencing
Champion Europe
CVC Capital Partners
Greater London Authority
Groundwork UK
iWill Fund
Kinleigh Folkard & Hayward
Lawn Tennis Association
London Sport
London Wildlife Trust
M&C Saatchi Plc
National Football League

National Lottery Community Fund
National Lottery Heritage Fund
Partnership for Young London
Rural Payments Agency
S Wernick & Sons
Santander
Sport England
Tennis Foundation
Tesco Plc
Total Gas and Power Ltd
Urban Outfitters
Waitrose Community Matters
Zebra Technologies Europe Ltd

We are also grateful to The Worshipful Company of Armourers & Brasiers', The Corner, Cinven, Channel4 and Santander for the provision of services and goods to support our work during the year.

► Plans for the future

Strategy

2019-20 is the final year of our strategic plan 2017-20. It builds on activities from 2018-19 and reflects implementation of the plans to date.

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

Our vision is that all young Londoners grow up healthy, able to navigate a fulfilling career and make a positive contribution in their communities.

Our desired impact and outcomes that we are working toward are:

- 1. Young people grow up physically and emotionally well**
 - Young people feel able to express themselves and their passions
 - Young people are physically active and healthy
 - Young people have strong self-belief and mental and emotional wellbeing
 - Young people have positive relationships.
- 2. Young people have skills, knowledge and networks to identify and work towards career goals**
 - Young people are aware of career options and are able to assess suitability for them
 - Young people have the skills and knowledge to support employability
 - Young people have access to employment opportunities.
- 3. Young people are inspired and enabled to make a positive contribution to their communities**
 - Young people have increased awareness of community issues
 - Young people have skills to demonstrate leadership and take initiative
 - Young people have opportunities and resources to enable contributions
 - Young people are motivated to contribute to their organisations and communities.
- 4. High quality support and opportunities are available to young people who need them**
 - Youth organisations are high performing and resilient
 - Youth organisations are able to identify and meet the needs of young people.
- 5. There is a supportive environment to allow young people and youth organisations to thrive**
 - Young Londoners are recognised and valued
 - The role of community youth organisations is recognised and valued
 - Policies and funding enable opportunities for young people.

We will achieve this by delivering:

1. **Opportunity:** Creating a broad and inclusive range of quality opportunities for young people in youth social action, sports development, arts and culture, employability and outdoor education.
2. **Development:** Developing, training, connecting and quality assuring our membership to deliver good youth work.
3. **Voice:** Ensuring our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion.
4. **Best We Can Be:** Being the best we can be ourselves; fundraising effectively, financially robust, making best use of our resources, and a great place to work.

By 2020 we aim to:

- Make the most of our unique position to grow our **membership** to 500 organisations and strengthen the value of membership for organisations.
- Increase **opportunities** for young people, especially those who need us the most; developing 2 new programmes and increasing our annual programmes reach to 6,000 young people.
- Optimise the role of our **centres** in our vision; delivering opportunity, impact and user satisfaction for children and young people, increasing usage by members and becoming financially sustainable.
- Increase our **voice** and influence with our key external stakeholders.
- Strengthen our **fundraising** capacity and manage our resources effectively.
- Become the **best we can be** by making sure that London Youth is and remains a great place to work and is maximising impact.

Priorities for 2019-20

- Development and start of implementation of core long-term strategies – Centres, Programmes, Membership, Fundraising and Finance. In this respect, 2019-20 is a transitional year
- Member retention and engagement including clarifying member needs and membership offer and packages of support
- Understanding and assessing the impact of London Youth's work for members (the impact on them as organisations)
- Grow the centres offer and team capabilities
- Embed marketing disciplines and capabilities across the organisation
- Successful delivery and exit of Talent Match Croydon, and embed Future Talent as the new employability programme
- Move to a more flexible programmes delivery model with a portfolio approach of core programmes and projects responding to need
- Further data and digital development, embedding in to the organisation internally (including skills and capabilities) and externally (especially website functionality) improving efficiency and effectiveness
- Further focus of our policy and influencing work for leverage for members and

fundraising positioning

- Fundraising development, particularly increasing unrestricted income

The focus for 2019-20 is on refining the approach, focusing on maximising impact through integration and analysis, and on longer term sustainability – rather than growth, as we are already close to the 2020 targets.

Key KPIs 2019-20

The following will be monitored at the top level of the plan

	Measure	Target
Development	Number of members	500
	Youth professionals participated in networks and training	1,500
	Member satisfaction with member services (out of 10)	8.5
	Member opportunities taken up	400
	Unique members engaged in opportunities	66%
Opportunity	Number of Young People on programmes	6,000
	Young people visit days at centres	50,000
	Net Satisfaction Score for young people at centres	70
	Net Promoter Score of Youth Leaders at centres	80
Voice	Member satisfaction with voice work (out of 10)	9
	Rating from Dare Londoners as to how well LY represented the views and concerns of young people	8
Best We Can Be	General Fund surplus/(deficit) before depreciation and excluding property sales forecast compared to budget	£31k
	Earned income forecast compared with budget	£3,269k
	Fundraised income forecast compared with budget	£2,339k
	Staff who would recommend London Youth as an employer to friends in annual staff survey	90%

Note the London Youth outcomes framework is currently under review and outcomes targets will be set when the framework is complete.

► 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 Senior Team, Finance Committee and Board review the risk register on a quarterly basis, monitoring risks and, where possible, taking steps to mitigate them by ensuring management implements controls and obtains insurance where appropriate.

The key risks facing the organisation are:

Safety

Risk that a child or young person is seriously injured or killed whilst taking part in our activities at one of our outdoor education centres. In over 40 years of running successful outdoor and residential experiences for many thousands of young people, we have not had an incident of this magnitude, so we do think that this risk - while hugely significant - is nevertheless one we are well equipped to avoid.

Our confidence in this comes from our culture of health and safety promoted by the Heads of our Centres and Head of Safety & Safeguarding, supported by local managers.

- Our adventure activities are professionally built and are regularly inspected, and the trees in which activities are placed are regularly inspected by professional arboriculturists.
- We ensure proper training and qualification for instructors, including supervision of new employees until their competence can be validated.
- All activities are risk assessed, and appropriate control measures put in place. Staff carry out checks on personal safety equipment and on activity equipment before activities take place. Our swimming pools are only ever operated with two lifeguards on duty (or holders of an equivalent qualification) at all times. Where London Youth delivers swimming tuition a lifeguard is present in addition to swimming teachers who are qualified with a suitable award from the STA or ASA (or recognised equivalent).
- Minibuses are driven by staff who hold relevant qualifications and training, and the buses are inspected regularly to ensure they are roadworthy.

We are confident in our health and safety procedures including reporting of accidents, incidents and near misses with follow-up investigation and review at senior level.

Safeguarding

Risk in relation to safeguarding – London Youth's staff and volunteers are vetted at recruitment stage, including DBS checks to the level appropriate for their roles, and all staff attend safeguarding training within three months of joining the organisation and then every three years.

Four staff members have undergone additional training, three of whom, 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.

Member engagement

Risk that we don't successfully recruit members into our network, because the economic circumstances are such that they can't keep operating, or they can't make use of what we offer. A reduction in the size of our membership could threaten our existence as a membership organisation, and our voice as youth work experts would not be as effective if we represented fewer members.

Over recent years, we have successfully engaged and recruited new organisations into our network and our rates of renewal, giving us confidence that we can retain our membership.

We are working with funders to support members, promote the Quality Mark, which we believe puts clubs in a stronger position to access available funding, and we provide networks and training for members to support them in their relevance and sustainability.

Over recent years we have had a rapid increase in membership and there is a risk that we do not have enough capacity to meet increasing and changing needs. Our engagement strategy seeks to understand which services and support are needed most to deliver targeted support and our fundraising strategy seeks to secure support to expand capacity where it is needed most.

Financial

There is a risk that we do not successfully diversify our income streams, nor raise enough unrestricted funding in what continues to be a difficult and uncertain economic environment. The impact would be that we could not innovate, grow or support our own infrastructure effectively. However, we have developed strong multi-year funding relationships with trusts and foundations and with institutional funders, and have grown this core support year on year. We are developing our fundraising through events, and with corporates and high net worth individuals, which should, in time, yield more income.

In recent years we have also reduced our risk by increasing the level of our reserves to better cope with uncertainty.

In 2019-20 we plan to further invest in our fundraising capacity and capabilities, to meet the needs of the 2020-23 strategy.

Efficiency and effectiveness

There is a risk that we do not deliver results or that we do not do so in the most efficient way to be able to maximise our impact. We continually monitor our performance and have a dedicated Learning Manager reviewing the outcomes of our work.

We work hard to foster a culture committed to continual improvement. During 2018-19 we also focused internally on strengthening the organisation to reduce this risk. This included a governance review and implementing actions as a result of this, and investing in our IT, data and digital capacity. This included moving our systems to a more secure, cloud based platform, reducing our risks.

We will continue this planned programme of work over 2019-20 to support our internal effectiveness and use of digital technologies to improve our support for members.

Trustees' Report

► Structure and governance

Governance

Legal structure

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

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

Subsidiary undertakings

The charity's wholly owned trading subsidiary, London Youth Company Trading Ltd (company number 2977936, registered address 47-49 Pitfield Street, London N1 6DA), carries out non-charitable trading activities for the charity – primarily swimming lessons and sports hall hire for non-youth groups. Details are included in Note 3 to the accounts.

Charitable objects

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

Our activities to achieve this are:

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

These are embedded in our vision (see page 4) and reflected in our strategy and activities.

Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

London Youth's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its key objectives. The trustees confirm, in the light of the

guidance, that these aims fully meet the public benefit test and that all the activities of the charity, described in the Strategic Report, are undertaken in pursuit of these aims.

This report demonstrates how our strategy and activities during the year have helped young people through our reported outcomes. We have also outlined our strategy 2017-20 and plans for 2019-20 in order to show our commitment to continuing to deliver public benefit in the years ahead.

Appointment, induction and training of Trustees and Honorary Officers

The Board of Trustees (who are all also company directors) comprised 15 at 31st August 2019. Trustees that served during the year are detailed on page 64. There were three sub-committees of the Board of Trustees responsible for Finance, Assurance and Nominations. We put together expert advisory boards for specific projects as required.

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

Trustees are provided with a Trustee Handbook and have an induction on first joining London Youth's Board, including meetings with senior staff and training as needed thereafter. The Trustee Board has an annual Away Day with senior staff to consider its strategic plans and improve governance at the beginning of the annual planning process.

Both new and existing trustees are asked to adhere to Trustee Code of Conduct. Our trustees are volunteers and receive no benefits from the charity. Any expenses reclaimed are paid in accordance with our Trustee Expenses Policy.

The Board regularly considers improvements to governance and performance. The Trustees have reviewed the Charity Governance Code for Large Charities and have applied or explained each of the recommendations. We were proud to have been awarded the 2018 NCVO Winifred Tumim Memorial Fund Prize for excellence in charity governance as a result of the high standards achieved and commitment to continual improvement.

► Management and decision-making

Management

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 at which they review management accounts with forecast out-turn, the risk register and progress against planned deliverables. Trustees and staff interact regularly and, specifically: the Chief Executive meets regularly with the Chair; the Director of Finance and Resources with the Honorary Treasurer; and the Head of Safety and Safeguarding with the Chair of the Assurance Committee.

Involving young people in decision-making

London Youth actively provides young Londoners with opportunities to develop their leadership potential through our City Leaders programme and Dare London, our Youth Advisory Board, made up of young people aged 14-25 from our member clubs. Dare London ensures what we do is relevant and responsive to the needs of young people. During the year we enhanced youth involvement at London Youth, in accordance with our Youth Involvement Charter.

Grant making policy

The Charity's policy is to make grants to organisations working with young people in London with similar objects to that of the charity.

During 2018-19 this included some small grants to members for specific projects and activities, but also included major grants as part of the Talent Match London and Talent Match Croydon programme.

Before making a grant, London Youth completes appraisals of the project and the proposed partner organisation proportionate to the size of the grant. These ensure that there is a good strategic fit between London Youth and the partner organisation, and that the project objectives and activities are consistent with the principles and ways of working and reflect a coherent and well-designed project that will be a cost-effective way of bringing about the intended impact. Grants are managed through specific agreements with partners, which set out the conditions of the grant, including reporting requirements, and when and how disbursement will happen.

Major grants are usually disbursed in instalments to ensure that agreed timings and results are being met and managed. London Youth staff monitor and evaluate progress throughout the period of the grant. The nature of these activities will depend on the size and complexity of the grant and the perceived level of risk. If we are not satisfied that the grant is being managed according to the partner agreement, we discontinue the grant.

Fundraising

London Youth has a small fundraising team focused on securing income to enable us to deliver our programmes for young people and to support our member youth organisations. We receive funds from a range of trusts and foundations, livery companies, corporate organisations, and a small number of individuals. We also receive valuable support from challenge event fundraisers who give their time and energy to help us raise unrestricted income. We do not use third party fundraising organisations, nor do we carry out telephone or direct mail fundraising.

We entered into agreements with three companies to be beneficiaries of product sales in 2018-19, for which commercial participation agreements are in place – Mountain Warehouse, Urban Outfitters and Kinliegh Folkard & Hayward.

As we do not undertake public fundraising, we do not have specific policies in place to protect vulnerable people and members of the public in our fundraising beyond our organisational safety and safeguarding procedures, but we comply with fundraising standards and monitor activities of third-party fundraisers.

We adhere to the Code of Fundraising Practice and are registered with the Fundraising Regulator. No complaints have been received by the charity about fundraising activities carried out by the charity or someone on behalf of the charity.

Our people

Volunteers

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

Staff

We have a paid workforce of 101 full time equivalent staff (2018: 106), who are based in London and at our two centres. Of this workforce, 62 (2018: 60) work in our residential centres. The work of the charity relies on the admirable professionalism and commitment of these colleagues. The charity is strongly committed to supporting diversity and welcomes applications for employment from candidates of diverse backgrounds and needs and has an active diversity working group supporting initiatives in this area.

London Youth is committed to the wellbeing of our staff and regularly monitors this as part of our internal processes, staff surveys and through support of our wellbeing working group. We also implemented Wellbeing Plans in 2018-19 including launching an Employee Assistance Programme and training Mental Health First Aiders.

Remuneration policy

We take an approach to pay and reward that enables us to recruit and retain the skilled staff we need. We have a performance management culture that enables staff and volunteers to understand and deliver our strategy, while being accountable for their role in doing so. London Youth is a diverse organisation that competes in different job markets for varied skills and experience. Our pay policy is structured to reflect this and is guided by the following principles:

- We aim to pay staff a salary that is a fair position of the relevant job market. Our

ambition is to reflect the market median where affordable

- We benchmark salaries against service providers and charities of comparable size and roles to ours
- We commission benchmarking exercises and supplement this with checks against charity sector salary surveys in order to monitor our pay position in the market
- We aim to offer a good working environment which makes our reward offer competitive.

The pay and conditions of the Chief Executive and Senior team are set in accordance with our approach and agreed by the Board of Trustees. Remuneration of key management personnel is set by the Trustees in line with affordability and the charitable sector to ensure remuneration is fair and not out of line with that generally paid for similar roles.

This practice is in line with the National Council for Voluntary Organisations' executive pay guidance that, 'the overall goal of a charity's pay policy should be to offer fair pay to attract and keep appropriately-qualified staff to lead, manage, support and/or deliver the charity's aims'.

Key management personnel are the Chief Executive, Director of Programmes & Partnerships, Director of Residential Centres, Director of Engagement and Director of Finance & Resources. See note 11 for total remuneration of these roles.

► Statement of Trustees responsibilities

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

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

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees confirms that:

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

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

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

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



Julian Beare, Chair

on 12th February 2020

Independent Auditor's Report

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

Opinion

We have audited the financial statements of the Federation of London Youth Clubs for the year ended 31 August 2019 which comprise the Consolidated Statement of Financial Activities (including Income and Expenditure), Company and Group Balance Sheets, Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 August 2019 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other

information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 38, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

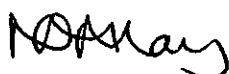
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee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

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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



Nicola May
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

9th March 2020

Financial Statements

► Statement of Financial Activities

Consolidated Statement of Financial Activities
Including Income and Expenditure year to 31 August 2019

Group	Notes	Unrestricted Funds £	Restricted Funds £	Permanent endowment £	Total 2019 £	Total 2018 £
Income						
Donations and legacies	2	279,234	83,261	-	362,495	169,047
Charitable activities						
. Development		106,353	424,253	-	530,606	427,978
. Opportunity		2,951,574	2,041,444	-	4,993,018	6,446,920
. Voice		-	39,311	-	39,311	22,037
. Best We Can Be		9,544	88,100	-	97,644	232,613
Other trading activities	3	157,671	-	-	157,671	152,382
Investments	4	144,598	-	58,763	203,361	128,852
Profit on the sale of assets	5	500	-	-	500	2,611,048
Total income		3,649,474	2,676,369	58,763	6,384,606	10,190,877
Expenditure on:						
Raising funds	6	289,100	-	8,322	297,422	212,933
Charitable activities	7					
. Development		87,580	370,818	-	458,398	407,202
. Opportunity		3,419,348	2,271,971	-	5,691,319	6,292,805
. Voice		179,277	39,311	-	218,588	133,729
. Best We Can Be		128,842	88,100	-	216,942	283,827
Other	8	79,547	-	-	79,547	90,723
Total expenditure		4,183,694	2,770,200	8,322	6,962,216	7,421,219
Net gains / (losses) on investments		210,622	-	36,515	247,137	169,824
Net (expenditure) / income		(323,597)	(93,831)	86,956	(330,472)	2,939,482
Transfers between funds		173,683	(114,283)	(59,400)	-	-
Net movement in funds		(149,914)	(208,114)	27,556	(330,472)	2,939,482
Reconciliation of funds						
Total funds brought forward		14,465,639	789,146	1,404,777	16,659,572	13,720,089
Total funds carried forward	16	14,315,725	581,032	1,432,333	16,329,090	16,659,572

See pages 5 to 23 for an explanation of Development, Opportunity, Voice and Best We Can Be respectively

► Balance Sheet

Company and Group Balance Sheet as at 31st August 2019
Company Number 0258577

	Notes	Group 2019 £	Charity 2019 £	Group 2018 £	Charity 2018 £
Fixed assets					
Tangible fixed assets	12	7,330,125	7,330,125	7,466,547	7,466,547
Investments	13	6,249,318	6,249,320	4,562,416	4,562,418
		<u>13,579,443</u>	<u>13,579,445</u>	<u>12,028,963</u>	<u>12,028,965</u>
Current assets					
Debtors	14	617,916	771,644	432,365	535,894
Cash at bank and in hand		3,547,615	3,375,508	5,434,702	5,319,166
		<u>4,165,531</u>	<u>4,147,152</u>	<u>5,867,067</u>	<u>5,855,060</u>
Creditors:					
falling due within one year	15	(1,415,884)	(1,397,507)	(1,236,458)	(1,224,453)
Net current assets		<u>2,749,647</u>	<u>2,749,645</u>	<u>4,630,609</u>	<u>4,630,607</u>
Total net assets		<u>16,329,090</u>	<u>16,329,090</u>	<u>16,659,572</u>	<u>16,659,572</u>
Represented by:					
Funds and reserves	16				
Permanent endowment funds		1,432,333	1,432,333	1,404,777	1,404,777
Restricted funds		581,032	581,032	789,156	789,156
Unrestricted funds					
• General funds		2,784,235	2,784,235	2,627,606	2,627,606
• Designated funds		11,531,490	11,531,490	11,838,033	11,838,033
		<u>16,329,090</u>	<u>16,329,090</u>	<u>16,659,572</u>	<u>16,659,572</u>

Total income and gains for the charity was £6,617,583 and total expenditure was £6,948,055, giving a net deficit result of £330,472.

Approved by the trustees and signed on their behalf by:


Julian Beare
Chair


Keith Ward
Honorary Treasurer

on 12th February 2020

Notes 1 to 21 form part of these accounts

► Cash Flow

Group Cash Flow Statement for the year ended 31st August 2019

Statement of cash flows	Notes	2019 £	2018 £
Cash inflow from operating activities:			
Net cash provided by operating activities	A	(407,010)	394,568
Cash flows from investing activities:			
Dividends, interest and rents from investments		183,545	99,359
Purchase of investments		(1,500,000)	(2,000,000)
Purchase of property, plant and equipment		(164,122)	(415,447)
Proceeds from the sale of assets (net of fees)		500	2,801,568
Net cash (used in) investing activities		(1,480,077)	485,480
Change in cash and cash equivalents in the reporting year		(1,887,087)	880,045
Cash and cash equivalents at the beginning of the reporting year		5,434,702	4,554,657
Cash and cash equivalents at the end of the reporting year	B	3,547,615	5,434,702

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

A - Reconciliation of net movement in funds to net cash flow from operating activities	2019 £	2018 £
Net movement in funds		
Adjustments for:		
Net (expenditure)/ income for the reporting period	(330,472)	2,939,482
Depreciation and amortisation charge	300,763	287,369
Profit from sale of fixed assets	(500)	(2,611,048)
(Gains)/losses on investments	186,901	(169,824)
Dividends, interest and rents from investments	(183,545)	(99,359)
(Increase)/decrease in debtors	(185,551)	(203,377)
Increase/(decrease) in creditors	179,196	351,324
Net cash provided by operating activities	(407,010)	394,568
B - Analysis of cash and cash equivalents	2019 £	2018 £
Cash at bank and in hand	3,505,995	5,395,202
Cash held by investment manager	41,620	39,500
Total cash and cash equivalents	3,547,615	5,434,702

► Notes to the Financial Statements

Notes to the Financial Statements as at 31st August 2019

1. Policies and information

a) Charity information

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

b) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland and the Charities Act 2011 and UK generally Accepted Practice.

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

London Youth's subsidiary, London Youth Trading Company Limited, commenced trading in August 2015, and its accounts are consolidated on a line by line basis into these accounts for the year ended 31 August 2019

c) Preparation of the accounts on a going concern

The financial statements have been prepared on a going concern basis. Having considered the charity's reserves position, future plans and forecasts and operating costs for at least 12 months, the Trustees consider that on this basis the charity is a going concern.

d) Income

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

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

Incoming resources generated from endowment funds are unrestricted.

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

e) Expenditure

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

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

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

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

f) Investments

Investments are included on the balance sheet at their market value at the end of the financial period. Realised and unrealised gains and losses are credited, or debited, to the statement of financial activities in the year in which they arise. A Total Return approach was adopted for investments in January 2019.

g) Tangible fixed assets

Land

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

Freehold properties

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

Improvements

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

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

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

Motor vehicles, furniture, fittings, fixtures and equipment

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

Computer equipment

Depreciation at 25% to 33.3% per annum on cost to write down the computer equipment to net realisable value over each asset's estimated useful life to the charity.

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

h) Fund accounting

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

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

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

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

i) Operating leases

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

j) Pension costs

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

k) Grants administered on behalf of clubs

Grants and donations received by the charity acting as an agent for individual member organisations are not recorded as incoming or outgoing resources on the statement of financial activities. In 2018-19 these were payments made by City Bridge Trust to organisations achieving a Quality Mark award, totalling £93,000.

l) Grant-making

The Charity is the lead partner on Talent Match London and Talent Match Croydon, supported by the National Lottery Community Fund, and is responsible for making grants to its partners on the project. The grants are generally paid out as soon as practically possible after receipt of funds from the National Lottery Community Fund based on budgeted expenditure pre-agreed with the funder; the partners then make payments to their sub-partners in the partnership. London Youth does not pay grants in relation to Talent Match partners other than in line with the pre-agreed budgets.

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

m) Financial Instruments

London Youth has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method. Financial assets held at amortised cost comprise cash at bank and in hand trade debtors, accrued income and other debtors. Financial liabilities held at amortised cost comprise trade creditors, accruals and other creditors.

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

n) Key judgments and uncertainties

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

o) Taxation

London Youth is a registered charity and therefore is not liable to corporation tax on income and gains derived from its charitable activities, as it falls within the various exemptions available to registered charities. Corporation Tax of £11,690 was payable during 2018-19 for profits generated By London Youth Trading Company Limited in 2017-18. No Taxation is payable for 2018-19 as London Youth Trading Company Limited donated its profits to London Youth under Gift Aid after the year end.. No provision for taxation has therefore been made for 2018-19.

2. Donations

	Unrestricted Funds £	Restricted funds £	Total 2019 £	Total 2018 £
Donations & Legacies	279,234	83,261	362,495	169,047
	<u>279,234</u>	<u>83,261</u>	<u>362,495</u>	<u>169,047</u>

3. Trading Income

	Unrestricted funds £	Total 2019 £	Total 2018 £
Rental income – Company	22,268	22,268	11,293
London Youth Trading Company income	135,403	135,403	141,089
Group Total	<u>157,671</u>	<u>157,671</u>	<u>152,382</u>

4. Investment Income

	Unrestricted funds £	Endowment Funds £	Total 2019 £	Total 2018 £
Income from listed investments				
· Unit trusts and common investment funds	124,782	58,763	183,545	99,359
Interest receivable				
· Bank interest	19,816	-	19,816	29,493
	<u>144,598</u>	<u>58,763</u>	<u>203,361</u>	<u>128,852</u>

5. Profit on the sale of assets

	Unrestricted funds £	Total 2019 £	Total 2018 £
Proceeds from property sales	500	500	2,858,000
Cost of sales	-	-	(246,952)
	<u>500</u>	<u>500</u>	<u>2,611,048</u>

6. Expenditure on raising funds

	Staff costs £	Other costs £	Total 2019 £	Total 2018 £
Fundraising costs	169,828	100,046	269,874	212,933
Investment management fees		27,548	27,548	
	169,828	127,594	297,422	212,933

7. Expenditure on charitable activities

	Direct costs £	Support costs* £	Total 2019 £	Total 2018 £
Development	393,623	64,775	458,398	407,202
Opportunity	5,182,760	508,559	5,691,319	6,292,805
Voice	176,291	42,297	218,588	133,729
Best We Can Be	206,097	10,845	216,942	283,827
	5,958,771	626,476	6,585,247	7,117,563

*see note 9

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

	2019 £	2018 £
<u>Grants to Institutions</u>		
Palace for Life Foundation	120,940	42,750
London Learning Consortium	81,480	44,250
Community Links	80,175	223,045
Rinova	62,919	130,912
Hackney CVS	58,810	287,323
Sports Active Coaching	50,291	31,820
Play Place CIC	48,720	36,290
Marvels Lane Boxing Club	25,000	10,000
Mencap	17,741	74,050
Barnados	14,955	59,725
Gingerbread	10,000	73,905
City and Hackney Mind	9,803	41,328
XLP	9,000	0
One Miah Group	9,000	0
Spiral Skills	9,000	0
The Somerville	9,000	0
Goals for Girls	9,000	0
Royal Association for Deaf People	7,381	32,060
Royal London Society for the Blind	7,153	33,980
Ambition, Aspire, Achieve	5,500	0
Collage Arts	0	28,464
Grants 5k and under for programme delivery	181,081	152,306
	826,949	1,302,208

8. Other Expenditure

	Total 2019 £	Total 2018 £
Costs associated with preparation for the Marvels Lane property sale	65,387	78,379
Other	14,160	12,344
	79,547	90,723

9. Support costs

	Development	Opportunity	Voice	Best We Can Be	Fundraising	Total 2019 £	Total 2018 £
	£	£	£	£	£	£	£
Finance	9,020	125,392	6,724	1,375	5,547	148,058	194,138
HR	6,345	84,742	5,920	571	5,324	102,902	90,479
IT	10,009	74,310	1,704	1,939	263	88,225	99,586
Governance (note 10)	10,384	90,071	9,324	2,008	8,547	120,334	135,360
London Office	29,016	106,338	18,626	4,953	10,045	168,978	136,153
Safety & Safeguarding	-	27,707	-	-	-	27,707	38,804
	64,774	508,560	42,298	10,846	29,726	656,204	694,520

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

10. Governance costs

	Total 2019 £	Total 2018 £
Auditor's remuneration		
Current year audit fees	23,670	25,460
Non audit fees	6,960	7,680
Trustee Indemnity insurance	5,016	4,993
Salary Costs	83,622	82,272
Other	924	14,537
Trustee expenses	142	418
	120,334	135,360

11. Staff costs

	Total 2019 £	Total 2018 £
Group and charity		
Staff costs during the year were as follows:		
Wages and salaries	2,991,210	3,062,579
Social security costs	276,459	284,714
Redundancy and termination costs	17,040	0
Pension costs	119,483	116,843
	3,404,192	3,464,136
Temporary and outsourced staff costs	343,557	361,196
	3,747,749	3,825,332

Redundancy costs relate to the closure of the Talent Match London programme due to funding ending. Payments were made to five members of staff, in line with the London Youth redundancy policy. No payments were outstanding at year end.

	Total 2019 £	Total 2018 £
Group and charity		
Staff costs during the year were as follows:		
Charitable activities		
. Development	274,952	245,297
. Opportunity	2,711,641	2,829,085
. Voice	122,000	86,071
. Best We Can Be	86,882	161,801
Fundraising	169,828	142,343
Support costs	382,446	360,735
	3,747,749	3,825,332

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

	2019 Number	2019 FTE	2018 Number	2018 FTE
Group and charity				
Direct charitable				
. Development	6	6	6	6
. Opportunity	114	80	121	86
. Voice	3	3	3	2
. Best We Can Be	3	3	3	3
Fundraising	4	3	4	3
Support	6	6	6	6
Total	136	101	143	106

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

	<u>2019</u>	<u>2018</u>
	Number	Number
£80,000 - £89,999	1	1
£70,000 - £79,999	-	-
£60,000 - £69,999	2	2

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day to day basis comprise the Chief Executive and a Senior Team, currently comprising the Director of Programmes & Partnerships, Director of Engagement, Director of Centres and Director of Finance & Resources. The total taxable benefits and employers' pension and National Insurance contributions of the key management personnel for the year was £386,299 (2018: £412,476).

No Trustees received remuneration in respect of their services as a Trustee during the period (2018: £nil). One Trustee received reimbursement of £142 for travel expenses during the period (2018: one Trustee £418). The charity has a Trustee indemnity insurance policy in force for which the charge for the period was £5,016 (2018: £4,993).

12. Tangible fixed assets

	Land and Property £	Improvements £	Furniture, fixtures & equipment £	Motor vehicles £	Computers £	Total £
Cost or valuation						
At 1 September 2018	7,626,461	2,546,443	719,901	44,977	172,225	11,110,007
Additions		31,975	117,057		15,090	164,123
(Disposals)		-		(22,900)	(11,553)	(34,453)
At 31 August 2018	7,626,461	2,578,418	836,958	22,077	175,762	11,239,677
Depreciation						
At 1 September 2018	2,189,990	970,403	336,905	24,434	121,510	3,643,243
Charge for year	115,874	93,169	70,365	2,323	19,032	300,763
(Disposal)				(22,900)	(11,553)	(34,453)
At 31 August 2019	2,305,864	1,063,572	407,270	3,857	128,989	3,909,553
Net book values						
At 31 August 2019	<u>5,320,597</u>	<u>1,514,846</u>	<u>429,689</u>	<u>18,220</u>	<u>46,774</u>	<u>7,330,125</u>
At 31 August 2018	5,436,471	1,575,823	382,995	20,544	50,714	7,466,547

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

47-49 Pittfield Street	London	London Youth own use
Hindleap Warren	Sussex	London Youth own use
Woodrow High House	Buckinghamshire	London Youth own use
Marvels Lane Boys Club	London	Currently in the process of being sold

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

Freehold properties at £nil value:

Addison Boys Club, London
Westminster House Youth Club, London

Reason for non valuation
Held on Trust
Held on Trust

Insurance Value (£)
277,650
450,000

Addison Boys Club was sold after year end on 31st October 2019 and the resulting endowment held on trust for Addison Youth Club.

13. Investments

	Group 2019 £	Charity 2019 £	Group 2018 £	Charity 2018 £
Shares in subsidiary undertaking at cost	-	2	-	2
Listed investments	6,235,786	6,235,786	4,542,363	4,542,363
Cash held by investment managers for investment	1,532	1,532	8,053	8,053
Other investments	12,000	12,000	12,000	12,000
	<u>6,249,318</u>	<u>6,249,320</u>	<u>4,562,416</u>	<u>4,562,418</u>

The charity owns the entire issued share capital of London Youth Trading Company Limited, company number 02977936, incorporated in England and Wales. This company traded throughout the year ended 31 August 2019; its balance sheet is consolidated within these accounts. London Youth Trading Company Limited has Shareholder funds of £2.

London Youth Trading Company Limited's income during the year was £135,403 (2018: £141,089) and its surplus for the year was £44,714 (2018: £60,320). An amount of £44,714 (2018: £60,320) was donated to London Youth under gift aid subsequent to the year end. Net assets of London Youth Trading Company Limited are shareholder funds of £2.

	Listed Investments £
Market value at 1 September 2018	4,550,417
Additions	1,500,000
Withdrawals	(60,236)
Gains /(losses)	245,605
Market value at 31 August 2019	6,235,786
Cash held by investment managers	1,532
Total investment	<u>6,237,318</u>
Listed investments at cost	<u>5,459,708</u>

Listed investments held at 31 August 2019 comprised the following:

	2019 £	2018 £
Fixed income	571,749	510,433
UK equities	237,941	327,146
Global equities	4,261,766	3,074,353
Property	349,182	266,448
Alternative assets	372,800	256,242
Liquid assets	443,880	115,794
	<u>6,237,318</u>	<u>4,550,416</u>

Included within listed investments are 58.8 ordinary shares in Royal Bank of Scotland Plc with a market value of £109 (2018: £142) at 31st August 2019 which do not form part of the CCLA or Sarasin & Partners investment portfolios.

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

	Trust for Investment	Unapplied Total Return	Total Endowment
At beginning of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	512,786	512,786
Total	891,991	512,786	1,404,777
Movements in the reporting period:			
Gift of endowment funds	-	-	-
Recoupment of trust for investment	-	-	-
Allocation from trust for investment	-	-	-
Investment return: dividends and interest	-	58,763	47,908
Investment return: realised and unrealised gains/(losses)	-	36,515	47,370
Less: Investment management costs	-	(8,322)	(8,322)
Total	-	86,956	86,956
Unapplied total return allocated to income	-	(59,400)	(59,400)
Net movements in reporting period	-	27,556	27,556
At end of the reporting period:			
Gift component of the permanent endowment	891,991	-	891,991
Unapplied total return	-	540,342	540,342
Total	891,991	540,342	1,432,333

14. Debtors

	Group 2019 £	Charity 2019 £	Group 2018 £	Charity 2018 £
Trade debtors	189,060	183,762	316,845	312,008
Prepayments and accrued income	427,090	427,090	110,055	110,055
London Youth Trading Company	-	159,026	0	109,986
Other debtors	1,766	1,766	3,845	3,845
Total debtors	617,916	771,644	432,365	535,894

Amounts totalling £162,252 (2018: £337,132), which were invoiced prior to the year end but which relate to activity in the next accounting year, primarily at the residential centres, have been netted off Trade Debtors and Fees in Advance (see Note 15).

Increase in accrued income in 2019 includes significant grants due but not received before year end - including £133k from the National Lottery Community Fund, £150k from Sport England and £49k from Morrison's Foundation.

15. Creditors

	Group 2019 £	Charity 2019 £	Group 2018 £	Charity 2018 £
Fees in advance and deferred income	617,249	617,249	523,520	521,025
Trade creditors	256,802	256,802	182,303	182,303
Other creditors	241,964	241,964	216,157	216,157
PAYE and National Insurance	70,608	70,608	76,220	76,220
Pensions Payments	39,093	39,093	17,508	17,508
Accruals	190,168	171,791	220,750	211,240
Total creditors	1,415,884	1,397,507	1,236,458	1,244,453

Analysis of movement in fees in advance and deferred income

	Group	Charity
Deferred income at 1st September 2018	523,520	578,209
New deferred income in the year	617,249	617,249
Deferred income released	(523,520)	(578,209)
Deferred income at 31st August 2019	617,249	617,249

16. Funds

	1st Sep 2018 £	Incoming resources £	Expenditure £	Transfers * £	Gains & Losses £	31st Aug 2019 £
Restricted Funds						
Development						
Membership Development						
Membership Development	21,446	122,158	(143,604)	-	-	-
Quality Mark	-	120,000	(109,500)	-	-	10,500
Networks	2,524	30,000	(32,524)	-	-	-
Young People's Foundations	-	65,000	(51,880)	-	-	13,120
Membership Marketing	-	87,095	(33,310)	-	-	53,785
Opportunity						
Residential Centres						
Bucks Gardening	2,475	-	(500)	-	-	1,975
Woodrow Other	5,525	58,471	(5,640)	(46,889)	-	11,467
Hindleap Countryside Stewardship	18,781	11,251	(22,800)	-	-	7,232
Environmental projects	-	3,721	(3,721)	-	-	-
Hindleap Other	22,660	98,192	(37,071)	(71,115)	-	12,666
Youth Action						
City Leaders - Core programme	64,238	124,222	(176,538)	-	-	11,922
City Leaders - Keeping it Wild	9,822	39,876	(39,040)	-	-	10,658
City Leaders - East London Leaders	-	117,972	(107,665)	-	-	10,307
Jimmy Dixon Leadership Programme	7,420	-	(7,420)	-	-	-
Youth Leads	12,812	35,808	(43,348)	-	-	5,272
Microgrants	-	19,978	(5,432)	-	-	14,546
Sports Development						
Active Leads	-	71,342	(50,585)	-	-	20,757
Sports Development	102,327	221,781	(309,492)	-	-	14,616
Young Leaders	-	59,372	(45,514)	-	-	13,858
Arts						
Young Culture Makers	32,788	20,898	(107,407)	53,721	-	-
Employability						
Big Lottery Fund Talent Match London	372,003	400,861	(578,631)	(194,233)	-	-
Big Lottery Fund Talent Match Croydon	114,325	480,079	(488,540)	30,000	-	135,864
Future Talent	-	360,881	(242,627)	114,233	-	232,487
Voice						
Youth involvement						
Dare London	-	39,311	(39,311)	-	-	-
Best We Can Be						
Learning						
Learning and Innovation	-	85,600	(85,600)	-	-	-
Other	-	2,500	(2,500)	-	-	-
Restricted Funds Total	789,146	2,676,369	(2,770,200)	(114,283)	-	581,032

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

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

The Development fund includes a transfer to unrestricted funds for gains drawn down as income under the total return approach

Young Culture Makers includes a transfer from the Digital and Programme Innovation Fund to make up a shortfall in donations.

With agreement from the Big Lottery Fund, when Talent Match London ended in December 2019, £30k of the balance of funds was transferred to Talent Match Croydon, £50k to support policy work (unrestricted) and the remainder to support the new employability programme, Future Talent.

Restricted Funds

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

Development

Membership Development - Developing, training, connecting and quality assuring our membership network to deliver good youth work, including running networks meetings to develop and share practice and specific support for Young People's Foundations. Our membership development work is supported by City Bridget Trust, John Lyon's Charity, Paul Hamlyn Foundation, Fidelity UK Foundation, The Worshipful Company of Goldsmiths, and others.

Opportunity

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

Residential Centres – Funds to support our centres and outdoor education. This includes funds donated by Bucks Association for Gardening with disabled people in the Woodrow grounds; Countryside Stewardship supports forestry work at Hindleap Warren; Other funds for the residential centres supported building and refurbishment works, equipment to better support disabled young people, and subsidised visits for your people including trips away from the centre.

Youth Action – A range of youth leadership and social action programmes supported by The City Bridge Trust, The Morrisons Foundation, The Jimmy Dixon Charitable Trust, M&C Saatchi, The IWill Fund, The National Lottery Community Fund, and National Lottery Heritage Fund.

Sports Development – A range of sports development programmes and events supported by Sport

England, the Great London Authority, Tudor Foundation, Jack Petchey Foundation, John Lyon's Charity, The National Lottery Community Fund, The iWill Fund, and others.

Arts – Working with our member youth organisations, the programme supports grassroots youth and community groups to develop their creative arts offer for young people, by working in partnership with artists and arts organisations to deliver inspiring projects.

Employability - The National Lottery Community Fund provided funding for the Talent Match London employability programme, which focussed on young people furthest from the job market. It is about inventing new solutions and learning from and joining up existing ones. This has been a 5 year programme that ended in December 2018. The National Lottery Community Fund also provided a grant to extend the programme to Croydon until December 2019. Future Talent is a pre-employability programme that was launched in January 2019, supported by JP Morgan Chase Foundation.

Voice

Ensuring that our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion. While the majority of expenditure in this area was from unrestricted income, a grant was received for support for our youth involvement work and Dare London, our Youth Advisory board.

Best we can be

Being the best we can be ourselves; fundraising effectively, financially robust and a great place to work

In 2018-19 this included grants for support for learning and innovation and developing practice with our members, supporting learning networks, and supporting organisational development with investment in fundraising development. Our learning and organisational development work is supported by The Esmée Fairbairn Foundation and Centre for London.

Designated funds

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

Fixed Asset Fund

The fixed asset fund represents the net book value of tangible assets including property (see Note 12 above). These assets include Hindleap Warren and Woodrow High House which are fundamental to the day-to-day work of the charity, or are assets which cannot readily be realised.

Development Fund

The Development Fund was created to create a legacy from the sale of historic assets. This is a medium to long-term fund to support the development and sustainability of London Youth and our members. It will be invested in change projects.

Digital Development & Programme Innovation Fund

This fund is for investment in strategic projects to support the delivery of the 2017-20 strategy. This includes a range of projects that will support improvements in London Youth operations and delivery and pilot new programmes and activities. Investments in 2018-19 focused on developing our digital capabilities and our new Arts & Culture programme, with further expansion planned in these areas and other service delivery 2019-20.

Permanent endowment funds

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

17. Analysis of net assets between funds

Charity	Unrestricted funds		Restricted funds	Permanent endowment funds	Total 2019
	General funds	Designated funds			
	£	£	£	£	£
Fund balances at 31st August 2019 are represented by:					
Tangible fixed assets	-	7,330,125	-	-	7,330,125
Investments	1,120,206	3,696,781	-	1,432,333	6,249,320
Current assets	3,061,536	504,584	581,032	-	4,147,152
Creditors: amounts falling due within one year	(1,397,507)	-	-	-	(1,397,507)
Total net assets	2,784,235	11,531,490	581,032	1,432,333	16,329,090

Fund balances at 31st August 2018 are represented by:					
Tangible fixed assets	-	7,466,547	-	-	7,466,547
Investments	12,144	3,145,497	-	1,404,777	4,562,418
Current assets	3,839,915	1,225,989	789,146	-	5,855,050
Creditors: amounts falling due within one year	(1,224,453)	-	-	-	(1,224,453)
Total net assets	2,627,606	11,838,033	789,146	1,404,777	16,659,572

Group	Unrestricted funds		Restricted funds	Permanent endowment funds	Total 2019
	General funds	Designated funds			
	£	£	£	£	£
Fund balances at 31st August 2019 are represented by:					
Tangible fixed assets	-	7,330,125	-	-	7,330,125
Investments	1,120,204	3,696,781	-	1,432,333	6,249,318
Current assets	3,079,915	504,584	581,032	-	4,165,531
Creditors: amounts falling due within one year	(1,415,884)	-	-	-	(1,415,884)
Total net assets	2,784,235	11,531,490	581,032	1,432,333	16,329,090

Fund balances at 31st August 2018 are represented by:					
Tangible fixed assets	-	7,466,547	-	-	7,466,547
Investments	12,142	3,145,497	-	1,404,777	4,562,416
Current assets	3,851,992	1,225,989	789,156	-	5,867,067
Creditors: amounts falling due within one year	(1,236,458)	-	-	-	(1,236,458)
Total net assets	2,627,606	11,838,033	789,156	1,404,777	16,659,572

18. Operating leases

At 31 August 2019 the charity had annual commitments under non-cancellable operating leases on office equipment and motor vehicles as follows:

Group and charity	2019	2018
	£	£
Expiring within one year	11,307	6,864
Expiring within two to five years	15,324	8,803
Total	26,631	15,667

19. Liability of members

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

20. Associated charities and related parties

The Joseph Levy Endowment Trust is an associated charity 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, and David Miller. The objects of The Joseph Levy Endowment Trust are to promote and support the instruction of young people of all walks of life in the principles of discipline, loyalty and good citizenship in such ways as the Trustees shall from time to time think fit and in particular, by furtherance of the charitable purposes of London Youth. During the year, the charity received £60,000 (2018: £35,000) from The Joseph Levy Endowment Trust.

London Youth provided management, support services and facilities to London Youth Trading Company Limited in the amount of £76,529 (2018: £68,426), being primarily staff time and costs of the swimming pool and sports centre. London Youth Trading Company donated £44,714 (2018: £60,320) to London Youth through Gift Aid after the year end. As at 31 August 2019 £159,026 (2018: £109,986) was due to London Youth from London Youth Trading Company Limited.

Addison Youth Club 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 and David Miller. During the year London Youth incurred expenditure on behalf of Addison Youth Club to the sum of £14,692.50 which had been fully reimbursed by the end of the financial year. London Youth also invoiced Addison Youth Club £1,000 in respect of a management and administration charge.

London Youth is a corporate Trustee of the Jimmy Dixon Charitable Trust, The Sulgrave Foundation, and Raymond Plummer Settlement. The Federation of London Youth Clubs received £39,311 from the Jimmy Dixon Trust (2018: £70,898) to support the youth action programme and £14,000 from The Sulgrave Foundation (2018: £7,000) to support its sports development work. The Sulgrave Club related to the Foundation is a member of London Youth and paid a membership fee of £125 during the year.

Guy Davison is also a Trustee of Crown and Manor, a member club. During the year London Youth invoiced Crown and Manor £125 in respect of the membership fee and £1,389 in respect of residential visits to the Hindleap centre.

Charline King, a Trustee of London Youth is an employee of Rathbone Society. Rathbone Society is a member club and actively engaged with London Youth. London Youth invoiced Rathbone for a membership fee of £125.

John Norman and Simon Turek, Trustees of London Youth are also a Trustees of Poplar Harca. During the year London Youth invoiced Poplar Harca £125 in respect of the membership fee. Poplar Harca invoiced London Youth for £240 for room hire and London Youth paid Poplar Harca £5,350 for youth action activities as part of our programmes.

No trustees of London Youth made a donation to the charity in 2019 (2018: One, £50,000).

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

21. Prior year figures

Consolidated Statement of Financial Activities Including Income and Expenditure year to 31 August 2018

Group	Notes	Unrestricted Funds £	Restricted funds £	Permanent endowment £	Total 2018 £	Total 2017 £
Income						
Donations and legacies	2	168,804	243	-	169,047	258,202
Charitable activities						
. Development		67,314	360,664	-	427,978	257,377
. Opportunity		2,952,444	3,494,476	-	6,446,920	5,990,231
. Voice		-	22,037	-	22,037	-
. Best We Can Be		12,561	220,052	-	232,613	27,485
Other trading activities	3	152,382	-	-	152,382	167,562
Investments	4	128,852	-	-	128,852	66,932
Profit on the sale of assets	5	2,611,048	-	-	2,611,048	4,972,081
Total income		6,093,405	4,097,472	-	10,190,877	11,739,868
Expenditure on:						
Raising funds	6	176,363	36,570	-	212,933	212,954
Charitable activities	7					
. Development		59,525	347,677	-	407,202	271,523
. Opportunity		3,404,526	2,888,279	-	6,292,805	6,163,301
. Voice		111,692	22,037	-	133,729	90,736
. Best We Can Be		100,345	183,482	-	283,827	167,021
Other	8	90,723	-	-	90,723	1,244,768
Total expenditure		3,943,174	3,478,045	-	7,421,219	8,150,304
Net gains / (losses) on investments		146,023	-	23,801	169,824	70,788
Net (expenditure) / income		2,296,254	619,427	23,801	2,939,482	3,660,352
Transfers between funds		354,145	(354,145)	-	-	-
Net movement in funds		2,650,399	265,282	23,801	2,939,482	3,660,352
Reconciliation of funds						
Total funds brought forward		11,815,239	523,874	1,380,976	13,720,089	10,059,737
Total funds carried forward	16	14,465,639	789,156	1,404,777	16,659,572	13,720,089

Prior year funds movements to 31 August 2018

	1st Sep 2017	Incoming resources	Expenditure	Transfers	Gains & Losses	31st Aug 2018
	£	£	£	£	£	£
Restricted Funds						
Development						
Membership Development						
Membership Development	-	253,003	(231,557)	-	-	21,446
Quality Mark	-	32,661	(32,661)	-	-	-
Networks	-	30,000	(27,476)	-	-	2,524
Young People's Foundations	10,983	45,000	(55,983)	-	-	-
Clubs						
New Venture	6,921	-	-	(6,921)	-	-
Opportunity						
Residential Centres						
Bucks Gardening	2,475	-	-	-	-	2,475
Woodrow Other	-	45,763	(25,311)	(14,927)	-	5,525
Hindleap Countryside Stewardship	10,061	11,260	(2,540)	-	-	18,781
My Hindleap Appeal	165,242	150,000	(5,760)	(309,481)	-	-
Hindleap Other	-	94,359	(48,883)	(22,816)	-	22,660
Youth Action						
City Leaders	62,556	213,195	(211,513)	-	-	64,238
Jimmy Dixon Leadership Programme	-	38,861	(31,441)	-	-	7,420
Youth Leads	8,233	45,619	(41,040)	-	-	12,812
Keeping it Wild	-	14,136	(4,314)	-	-	9,822
Youth Action Other	-	1,119	(1,119)	-	-	-
Sports Development						
Active Leads	-	45,841	(45,841)	-	-	-
Sports Development	41,991	405,699	(345,363)	-	-	102,327
Getting Ready Girls	-	51,370	(51,370)	-	-	-
Arts						
Young Culture Makers	-	108,000	(75,212)	-	-	32,788
Employability						
Big Lottery Fund Talent Match London	213,626	1,841,421	(1,683,044)	-	-	372,003
Big Lottery Fund Talent Match Croydon	1,777	428,076	(315,528)	-	-	114,325
Voice						
Youth involvement						
Dare London	-	22,037	(22,037)	-	-	-
Best We Can Be						
Learning						
Learning and Innovation	-	175,982	(175,982)	-	-	-
Other	-	7,500	(7,500)	-	-	-
Organisational Development						
Fundraising Development	-	36,570	(36,570)	-	-	-
Restricted Funds Total	523,874	4,097,472	(3,478,045)	(354,145)	-	789,156

	1st Sep 2017 £	Incoming resources £	Expenditure £	Transfers £	Gains & Losses £	31st Aug 2018 £
Designated Funds						
Fixed Assets Designated Fund	7,528,987	-	-	(62,439)	-	7,466,548
Development Fund	1,752,463	-	-	1,746,990	146,044	3,645,497
Digital & Programme Innovation Fund	800,000	-	(74,012)	-	-	725,988
Permanent Endowment Funds						
London Girls Fund	1,380,976	-	-	-	23,801	1,404,777
Unrestricted Funds						
General funds	1,733,789	6,093,405	(3,869,162)	(1,330,406)	(21)	2,627,606
TOTAL FUNDS	13,720,089	10,190,877	(7,421,219)	-	169,824	16,659,572

Reference Information

Patron	HRH The Prince Philip, Duke of Edinburgh KG KT	
President	Field Marshall Lord Guthrie of Craigiebank GCB LVO OBE (to 3 rd April 2019) Sir Kenneth Olisa, OBE (from 3 rd April 2019)	
Chair	Julian Beare	
Deputy Chair	David Miller	
Honorary Treasurer	Keith Ward	
Vice Presidents	Jarvis Astaire OBE The Lord Brooke Robin Callender Smith Jane Earle Clive Efford MP Robin Gowlland Peter Hudson Rt. Hon. Sir Simon Hughes Peter Hunter Sir David Knox Peter Levy OBE	Roger Merton MBE Dr. Terry Powley John Ratcliff CBE Marsha Rae Ratcliff OBE G Davide Rodrigues The Rt. Rev. Roger Sainsbury John Spencer OBE Paul Stewart Joy Toghil Joseph Williams Carl Wonfor
Trustees	Sue Asprey-Price Julian Beare Guy Davison Nat Defriend (to 3 rd April 2019) Edward Hay Kevin Holian (from 3 rd April 2019) Adem Holness (from 3 rd April 2019) Charline King Sharaf Mahmood (3 rd April 2019)	David Miller John Norman Louise Rodgers Stu Thomson Simon Turek Keith Ward Mario Washington-Iheeme (from 3 rd April 2019)
Youth Advisers attending Trustee meetings	Jo-Ash Brown Kaylem Shepherd	
Committee Chairs:		
Finance	Keith Ward	
Assurance	John Norman	
Nominations	Simon Turek	

Chief Executive and Company Secretary

Rosemary Watt-Wyness

Senior Team

Director for Residential Centres

Director of Programmes & Partnerships

Director of Engagement

Director of Finance & Resources

Martin Curtis

Sally Marsh (to 8th January 2019)

Alex Evans (from 8th January 2019)

Gillen Knight (to 5th October 2018)

Kawika Solidum (from 25th February 2019)

Tania Cohen

Registered name

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Registered/principal office

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E-mail

hello@londonyouth.org

Website

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Company registration number

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Charity registration number

303324

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Bankers

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