



UK YOUTH

Annual report and financial statements 2023/24

Company number 05402004 | Charity number 1110590

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The trustees, who are the directors for the purposes of company law, present their annual report and accounts, together with the financial statements of UK Youth for the year ended 31 March 2024.

UK Youth's reference and information details, including key organisational and legal information that verify our legitimacy and governance, are provided throughout this report. Essential operational contacts, including our Charity and Company registration numbers, registered address, auditors, bankers, and website details, can be found on [page 39](#) of this report for easy reference.



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Investment



We partnered with **12** corporate organisations who invested in our vision and activities



Convening and influencing



cross-sector professionals and young people have been convened to tackle key issues during this strategic period



organisations have signed the Power of Youth Charter, showing their commitment to youth social action and leadership opportunities for young people



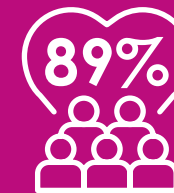
was the average number of monthly responses from youth practitioners to our Just One Question initiative, where we collect their vital insights about youth work

Our influencing work contributed to **100%** of major political parties making general election manifesto commitments to expand access to youth work

Young people



participated in opportunities to experience, learn, and develop at our Avon Tyrrell Outdoor Centre



of youth groups observed an improvement in young people's social and emotional skills after participating in outdoor learning experiences on Adventures Away From Home 2



of youth workers/organisations participating in our Inspire 2022 programme had never led on social action before. 88% said they would participate in social action again



young people benefitted from our programmes, outdoor learning provision and grants

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Our networks



9,616

organisations are part of UK Youth's network



Net Promoter Score (a measure of satisfaction) from our Cost of Living Fund grantees for our application process, reporting requirements, and overall support



1,188

one-to-one sessions, 36 online and face-to-face regional meetings, as well as 18 in-person visits took place through our Thriving Minds programme

Why our work is vital



79%

of the nearly 10,000 organisations in our network hope to collaborate with other sectors, while only 1 in 4 frequently do (Source: Network Survey 2024)



Over the last 10 years, frontline services have lost thousands of youth workers. Today, 7 out of 10 youth organisations are struggling to recruit youth workers



Almost 1/2

all youth clubs closed between 2011 and 2019

1 in 5 

children and young people, aged 8 to 25 years, experienced a likely mental health condition in 2023

Source: NHS England's Mental Health of Children and Young People in England, 2023

More than 50%

decline in youth provision funding by local authorities



of youth organisations have a 3 month waiting list for young people to access services



Those who attended youth clubs as young people scored more highly on indicators of wellbeing throughout their lives, compared to those who did not attend youth clubs (Source: SOW, 2024)

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Statement from our CEO and Chair

In a world facing unprecedented challenges, we at UK Youth stand firm in our belief that young people are our greatest source of hope and potential for positive change. Despite the complexities they navigate daily, we witness their resilience, creativity, and determination to build a better future. This unwavering spirit of youth drives our mission and fuels our optimism for what lies ahead.

Young people are growing up in a complex and increasingly challenging world, facing severe pressures on their mental health, employment prospects, and hope for the future. Youth work is essential for helping young people navigate these difficulties and equipping them with life skills. However, over 10 million young people cannot access this life-changing support. In addition, over the last 15 years, more than £1,000,000,000 pounds of government funding has been cut from the youth sector.

The cost of living crisis has further eroded incomes for charities and their professional funders, leading to the closure of youth centres and the loss of thousands of youth work jobs. In the last year, we have seen the tragic closure of organisations that have been key contributors in our sector for generations, such as the British Youth Council and Children England. At the same time, the severity and scale of young people's needs have skyrocketed.

In March 2024, we sadly mourned the passing of children's rights campaigner, Richard Adeyemi Taylor OBE, who was also our friend. But Richard's legacy is one of hope during the darkest times, and we will honour him by continuing his message of hope.

At UK Youth, we know young people deserve sustained systems change. This requires hard work and thinking to make sure the youth sector's policies, practices, and funding,

are fit for purpose. But we need more than just a change in how we work; we need a change in how we think. Long-lasting change requires us to re-examine our relationships within and beyond the youth sector, engage in vulnerable conversations about diversity and power dynamics, and remain open to new ideas from young people.

2023/24 has been a challenging year, but we have once again achieved remarkable success with the incredible support of young people, our staff, network members, and funders. We have worked with others to support over 190,000 young people and brought together thousands of professionals from across a range of sectors. We've joined sectors up, helping diverse professionals to better understand the significant challenges young people face, and how youth work can solve these challenges and change lives.

We have directed vital new investment into the youth sector. We are particularly proud to be delivering £5 million in multi-year cost of living support grants, in partnership with the Pears Foundation, to support youth organisations through the crisis. Our transformational multi-year £11 million Thriving Minds fund, in partnership with the Julia and Hans Rausing Trust and Westminster Foundation, has supported projects that improve mental health help and provision for young people. These partners have been bold, insightful and supportive, exactly the kind of roles funders should play.

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However, we know that UK Youth cannot address the lack of sustainable investment in youth work through direct funding alone. That's why we've also continued to advocate for sustained government investment in youth work, championed the need for bold new funding models and fostered multi-year partnerships between business, philanthropy, and government.

This year our Business Leaders for Youth Network, which supports businesses to better engage with young people, has received support from influential brands including Co-op and Coca-Cola Europacific Partners (CCEP). Our wider research has been cited internationally and has received substantial government investment to prove and improve the impact of youth work.

In September 2023 we welcomed the Rt Hon Lucy Frazer KC, then Secretary of State for Culture, Media and Sport, to our leading outdoor centre Avon Tyrrell. We were delighted when, shortly following the visit, she launched a major new phase of funding for the youth sector. We were also encouraged to see the Labour Party recognise the importance of funding youth work. They have pledged to create a new Young Futures programme with a network of hubs to support young people's mental health and prevent them being drawn into crime.

This year, we have also continued to expand our activities which are making the biggest impact. This includes the Adventures Away from Home Fund, which offers fully funded places for disadvantaged young people to engage in outdoor learning experiences across England. More than 12,000 young people have benefitted and over 700 youth organisations and outdoor learning providers have received funding to support them during the quieter, winter months. We are always looking to the future and have started developing a new solution to the limited number of people who start a career in the youth sector. Our work to create Youth First, a fast-track leadership development

programme, will provide new cohorts of youth work leaders who have the skills and drive to improve the lives of young people across the UK. Our leaders will come from a range of backgrounds and will reflect the diverse communities young people come from. This programme has received strong support from across the sector and from funders.

We've achieved these successes while working hard to strengthen our internal processes, secure long-term funding, and build our external thought leadership. Our fundraising and partnership efforts have resulted in a surplus for the 2023/24 financial year, and we have bolstered our financial position with several multi-year funding partnerships, including those with Direct Line Group and the Youth Endowment Fund. While these achievements provide a solid foundation, continued investment will be essential as we aim to expand our impact in the coming years.

As we look to the year ahead, we will continue projects to ensure our staff are set up to excel in their roles, and that our work is focused on delivering tangible system change for young people. We call upon everyone who believes in the potential of young people to join us on our journey to unlock youth work for all. Whether you're an individual, a business, or a policymaker, there's a role for you to play. Volunteer your time, lend your expertise, advocate for youth-focused policies, or contribute financially to our vital work. Together, we can create a society where every young person has the support they need to thrive. The future of our society depends on the empowerment of our youth; making it happen is in our collective hands.



Ndidi
Ndidi Okezie OBE
CEO



David
David Thomlinson
Chair of Trustees

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A young person's message of hope



We are deeply moved by a poem from a young carer, aged 12, about their time at our Avon Tyrrell Outdoor Centre. Their poem is inspired by their experiences on our Adventures Away from Home programme.

Hope is really important to us and is a vital part of our strategy. The poem conveys hope as a personal treasure, like a cherished item 'hidden in their pocket'. This metaphor highlights the transformative experiences our activities provide and the hope we aim to inspire in young people. It showcases the power of our efforts together and celebrates the potential of each act of support for young people.

Written in the year we bid farewell to Richard Taylor, a founding member of Hope Collective, this message serves as a poignant reminder of the central role that hope plays in our shared human experience. Hope enables us to work together in a spirit of unity to create real change for young people and communities across the UK.

Hope



Everyone has a handful of hope,
Hidden in their pocket.
It helps you think, helps you cope,
When you're struggling.

Some say hope is red,
Some say it is yellow,
Green, Blue,
But who is actually telling the truth.

Well, everyone is correct,
As hope is not just one thing,
But many things,
Many items,
Many thoughts,
Many communities brought together,
That's hope.

Hope doesn't always work,
But it cheers you up on a gloomy day,
Takes you away from the things –
The things that put obstacles in the way
Of achieving dreams,
Yes, of achieving your dreams.

Those things called doubt and worry and fear,
They line up on display,
They try to pull down tears in your eyes,
They make you afraid.

But if you have a handful of hope,
Hidden in your pocket.
It helps you think, helps you cope,
When you're struggling.

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A message of gratitude and transition from the Board of Trustees

The Board of Trustees expresses its heartfelt gratitude to Ndidi for her exceptional leadership as CEO over the past five years - a period marked by significant progress for UK Youth. During her tenure, the charity successfully navigated complex challenges, built relationships with a variety of funders, and established a grant distribution fund exceeding £20 million. This support, accessible to over 9,000 youth organisations, has been instrumental in reaching more young people nationwide.

Under Ndidi's leadership, UK Youth also saw its annual income grow by £10 million, enabling the expansion of vital programmes and partnerships that empower young people to thrive.

The Board is saddened by Ndidi's decision to resign as CEO in December 2024. Her visionary leadership and unwavering commitment have been central to UK Youth's success, and she will be greatly missed. As she transitions from her role, Ndidi leaves the organisation in a strong and stable position, for which we are immensely grateful.

With an excellent leadership team, we are confident that UK Youth will continue its critical work without disruption. Looking ahead, the Board remains firmly committed to the charity's mission of empowering young people at every stage of life. Together with our partners and supporters, we look forward to embarking on this next chapter, ensuring we meet the growing needs of young people in the UK.



Our public benefit and charitable objects

As part of our commitment to transparency and accountability, this annual report includes a detailed statement on UK Youth's public benefit and charitable objects. Under the Charities Act, we ensure that all our activities are aligned with our mission to empower young people, and we continuously assess our impact to guarantee that we are delivering meaningful benefits to the public. Our work supports advancing education, promotes physical and mental wellbeing, and creates opportunities for young people to thrive across the UK.



Public benefit



Charitable objects



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Our vision, values and what we do

Our vision

All young people are equipped to thrive and empowered to contribute at every stage.

Our values



Inclusivity: We strive to embed a respectful understanding of the lived experiences of diverse communities.



Courage: We are brave about driving positive change: challenging the status quo, taking risks and providing the support to fail and grow.



Curiosity: We seek to learn and communicate with an open mind, build our knowledge and understanding, and find better ways of doing things.



Community: We strive to expand our community by connecting with all who share our vision and ensuring they are valued, respected, and empowered to act.



Excellence: We deliver high-quality work that always puts the needs of young people at the forefront.

Our purpose

Ensuring society understands, champions, and delivers practical youth work for all.

What is youth work?

Youth work is a distinct educational process in various settings that supports a young person's personal, social, and academic development.

Youth work allows young people to explore their values, beliefs, ideas, and issues. It enables them to develop their voice, influence and place in society. Youth work also facilitates learning practical or technical skills which empower young individuals to realise their full potential. It enables them to develop their voice, influence, and place in society. In youth work, young people are at the centre of the practice, and youth workers aim to help them overcome challenges, disadvantages, or obstacles that hinder their maximum potential. This approach fosters holistic growth and empowerment.

(Source: 2020 National Youth Work Curriculum)

[more about the impact of youth work](#)



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Our work

As a leading UK-wide youth charity, we leverage our role as a sector-supporting infrastructure body and a direct delivery partner to foster a society that understands, champions, and implements practical youth work for all. Each year, we provide support to thousands of young people.



Youth work delivery: Our direct outdoor learning experiences help young people learn life skills at our Avon Tyrrell Outdoor Centre.



Partnerships: We collaborate with organisations across various sectors (such as government, education, health and businesses) to promote understanding of youth work and encourage meaningful youth involvement and cross-sector collaboration. We actively participate in the Five Nations Network* to foster co-operation, share best practices, and strengthen the capacity of youth work services across these regions.



Capacity building: We support our network of thousands of organisations to increase their capacity, connections, and confidence to change lives.



Targeted programmes: We design and test youth work programmes to address urgent needs like mental health challenges, employability, and social action. Our programmes enable us to build evidence about the role that youth work plays in tackling the challenges young people face.



Research: We gather evidence to prove and improve the impact of youth work.



Advocacy: Locally and nationally, we advocate for youth work, ensuring policymakers recognise and invest in this life-changing work.



Grants and support: We provide grants and organisational support to enhance youth work's accessibility, sustainability, and impact.

*(England, Ireland, Northern Ireland, Scotland, and Wales)

Our social enterprise

Located in the heart of the New Forest National Park, Avon Tyrrell is our flagship outdoor learning centre, dedicated to the holistic development of young people. With its rich heritage and breathtaking surroundings, the site offers a variety of accommodation options, including a Grade I listed manor house, self-catering lodges, and several camping areas. We define outdoor learning as experiential education in a natural environment designed to enhance young people's personal, social, and educational growth, improve their health, wellbeing, and physical literacy, and foster environmental awareness. The outdoor setting itself plays a vital role in the learning process.

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Key personnel



HRH The Princess Royal
Patron



Nigel Mansell CBE
Honorary President



David Thomlinson
Chair of Trustees



Ndidi Okezie OBE
Chief Executive & Company Secretary
Resigned, September 2024

Trustees

People Committee



Matt Price
Vice-chair/Chair of the People Committee



Lanai Collis-Philips
Member of the People Committee
Resigned, April 2024



Jolanta Lasota
Member of the People Committee



Nneka Orji
Member of the People Committee
Appointed, December 2023



Ben Jessup
Member of the People Committee



Kamara Bennett
Member of the People Committee
Resigned, September 2023

Finance Committee



Daniel Chan MBE
Honorary Treasurer,
Chair of the Finance Committee



Anna Hope
Member of the Finance Committee



Aaron D'Souza
Member of the Finance Committee



Gabrielle Mathews
Member of the Finance Committee

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Impact and Risk Committee



Iain McDougall
*Chair of the Impact and
Risk Committee*



Godfrey Atuahene Junior
*Member of the Impact
and Risk Committee*



Jodie Lloyd-Jones
*Member of the Impact
and Risk Committee*



Obum Ekeke OBE
*Member of the Impact
and Risk Committee*



Jon Yates
*Member of the Impact
and Risk Committee*

Senior Leadership Team



Kayleigh Wainwright
*Director of Collective
Action*



Jacob Diggle
Chief Impact Officer



Thora Eberts
*Director of Network
Delivery*



David Watts
*Director of Outdoor
Learning*

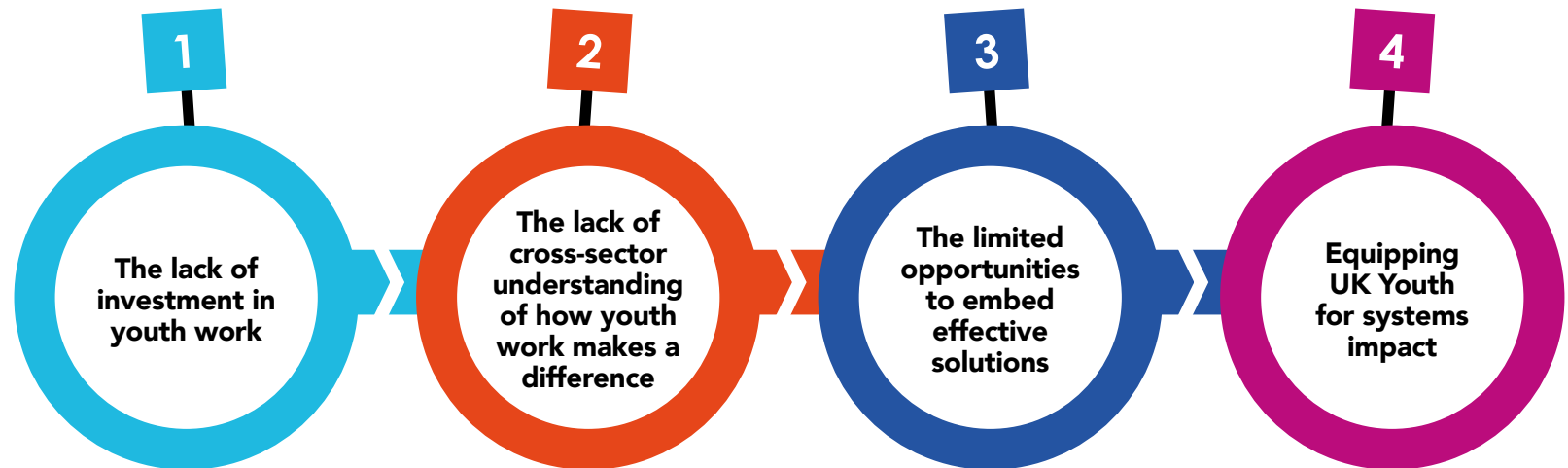
Maddie Dinwoodie left UK Youth in June 2023. **Elena Laguna's** fixed-term contract ended in February 2024.

Our strategy: Unlocking youth work

Today, young people face an increasingly harsh and challenging world, with severe pressures on their employment prospects, mental health, and physical safety.

Youth work is essential to helping them navigate these difficulties and build the skills they need to thrive. However, inequalities of access mean that 10 million young people in the UK cannot benefit from life-changing support. Chronic underfunding of the youth sector has contributed to over a 75% cut to public spending on youth work over the last 15 years.

UK Youth directly responds to four strategic challenges:



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Our strategy allows us to champion youth work. We're scaling up practical solutions for a generation despite chronic underinvestment in youth provision in recent years, the long-term impact of the coronavirus pandemic, and inadequate communication and collaboration across sectors and professions. Young people are central to our strategy - we involve them in every aspect of our work, including programme design, research, policy and influencing, and strategic development.

This annual report details how we are addressing our four strategic challenges. We focus our work on employability, mental health, employability, social action, physical literacy, and outdoor learning, where we can meet the greatest need and have the most significant impact.

We want young people to be empowered to transform their own lives and communities. By fostering collaboration among professionals and those in authority, we can build the pathways young people need to flourish and grow.



Ensure youth organisations have access to sustained funding and quality provision for young people



Bring cross-sector leaders and young people together to share learning, grow expertise and collaborate to solve key issues



Become an employer of choice; building a thriving culture of innovation, diversity, and expertise



Grow the evidence base of what works; partnering with others to embed learning and scale quality provision

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Strategic challenge 1: Investing in youth work

Over the past year, we have strengthened the case for investing in youth work.

Funded by the Department for Culture, Media and Sport (DCMS), UK Youth partnered with research provider SQW and both Warwick and Essex universities to deliver vital research that will guide future policies and investment in youth services.

These studies found:

- 👍 Participation in youth clubs has positive long-term outcomes across physical health, wellbeing and education
- 👍 Youth activities benefit young lives in personal, social, educational, and economical ways – particularly activities like mentoring and summer employment schemes
- 📉 From 2011-21, funding of youth provision by local authorities more than halved; and between 2011 and 2019, the number of open youth clubs nearly halved
- 📉 A year after drops in funding, there are more bike thefts, shoplifting incidents, weapon offences, and recidivism among young people impacted by the justice system

Read more about these studies here

This research, and our previous [#Untapped research](#), found that youth work has economic benefits too. Several Members of Parliament (MPs) have mentioned the findings from our research during [debates on youth services](#). This year, we also continued to advocate for the National Youth Guarantee to ensure everyone has access to youth work. In September 2023, The Rt Hon Lucy Frazer, former Secretary of State for Culture, Media and Sport, visited Avon Tyrrell Outdoor Centre to announce [several government initiatives](#).



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Case study: UK Youth Fund - Cost of Living in partnership with Pears Foundation

We also partner with non-governmental funders, providing grants and support to help youth organisations grow. During 2023/24, our three essential grants were the UK Youth Fund - Cost of Living, the UK Youth Fund - Thriving Minds, and the Digital Capabilities Fund. We follow the Institute for Voluntary Action Research's [open and trusting grantmaking principles](#).



The UK Youth - Cost of Living Fund delivered with generous support from the Pears Foundation, was a £5 million, three-year unrestricted grant fund provided initially to 184 youth organisations across England, Wales, Scotland and Northern Ireland.

In its first year, the fund provided financial stability to small youth organisations (with an annual income of under £500,000) in a challenging economic climate, helping them continue to deliver vital youth work for over 100,000 young people in the UK.

We have identified key positive outcomes for the youth organisations that received grants. Overall, they feel confident in their ability to continue delivering high-quality youth work. Multi-year funding has provided stability and security, such as covering essential overheads and staffing costs.

We also gathered important insights about the youth sector from our fund recipients, which supported our policy work and informed future grantmaking. For example, an impressive 96% of our grantees gave positive feedback on our application process, reporting requirements, and overall support.



The UK Youth - Thriving Minds Fund provided an ambitious fund for projects that improve mental health support for young people. The Julia and Hans Rausing Trust provided the initial £10 million pot, which was boosted by an additional £1 million from the Westminster Foundation. 99 charities and non-profits were awarded up to £50,000 annually over three years. The fund recognised the positive impact of youth work on young people's mental health. It also offered a tailored package of extra support, including workshops, training, and opportunities for peer-to-peer support.

The second year of Thriving Minds ended in 2023/24. The fund's recipients reached 61,798 young people. We aim to enhance grantees' skills, raise the profile of youth work, and effectively influence policy next year.



The UK Youth Digital Fund in partnership with Osborne Clarke, now in its second year, is helping 20 youth organisations with digital through multi-year grants. We also started research, funded by Osborne Clarke, to explore the digital needs of youth organisations and how businesses can collaborate with the youth sector to improve their digital infrastructure.

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Strategic challenge 2: Building cross-sector understanding

In 2023/24, we regularly engaged with our network of youth sector leaders and allied professionals to tackle issues impacting young people.

Over the last year, we partnered with the Centre for Education and Youth to explore how formal education and youth sectors can work together. We delivered this as a research project, funded by The National Citizen Service Trust and The Duke of Edinburgh's Award, with several recommendations to improve activities and their accessibility for young people.

In June 2023, we [launched our Business Leaders for Youth Network](#), bringing corporate leaders from a number of companies, including Microsoft, Coca Cola Europacific Partners and Co-op, together to improve the lives of young people. Leaders are supported to develop their understanding of the benefits of youth work, engage with young people to improve employment practices, collaborate with each other, young people and the government to raise the profile of youth work.

We also relaunched our Just One Question initiative, gathering insights from youth practitioners every month. We use these responses to inform our work and influence others, connect to the youth work community, and support youth practitioners.

Over the year, we continued to co-lead a national network of young people, youth workers and other professionals. The Belong Collective improves cross-sector working, influences policy and supports youth practitioners. Belong Collective members in the North East created an award-nominated short film, '[Belonging](#)'.

UK Youth also contributed to a wide range of externally led networks and alliances, such as [The Back Youth Alliance](#) and [Youth Work Evidence Alliance](#).

Key recommendations are:



Provide enrichment opportunities for marginalised young people through dedicated funding



Create a new framework of best practice guidance for enrichment provision across the education and youth sectors



Introduce a National Professional Qualification to enhance teachers' understanding of enrichment provision, youth work approaches, and effective partnership working



Inspection Framework to guide schools on adequate enrichment provision and best practices for partnerships with the youth sector



Case study: Building cross-sector understanding through the Belong Collective

Policy and influencing

Our policy and public affairs activity increased significantly as we planned for a General Election 2024. We developed an influencing strategy for the next government's first 100 days in office, and collaborated with other youth organisations, charities, businesses and cross-sector professionals.

Key highlights are:

- ▶ We attended the [Spring Budget to understand its implications for the youth sector and young people](#)
- ▶ Gathered insights from 425 youth practitioners on engaging young people in the General Election 2024
- ▶ Regularly met with MPs from various political parties to share our research and advocate for future policy changes, including Kim Leadbeater MP to discuss youth loneliness. We also gained support from several MPs through written questions in the House of Commons
- ▶ Participated in roundtables with the [All Party Parliamentary Group on Tackling Loneliness and Connected Communities, and Sport England](#)
- ▶ Gave young people a voice at panels about youth work during the Labour and Conservative Party conferences and attended the Labour Party Youth Sector Reception with young people
- ▶ Ran webinars with [The Politics Project](#) and [My Life My Say](#) to share how youth organisations can support young people to engage with elections
- ▶ We featured on [5 News, with Ben Bailey Smith](#) and our grantee, Angel Shed Theatre
- ▶ We featured in print and online articles, including [Children & Young People Now](#)
- ▶ We celebrated, with Parliament, the ten year anniversary of the #iwill movement - which was founded by His Majesty King Charles - after an independent review into how difference sectors could help young people make a difference to the issues that matter to them.

As a key member of the five-nation youth partnership, UK Youth collaborated with Youth Scotland, Youth Cymru, Youth Action Northern Ireland, and Youth Work Ireland. Our Chief Impact Officer, Jacob Diggle, spoke at the Commonwealth Youth Work Conference, presenting findings from our #Untapped research to youth ministers, and met with a delegation from the Government of Singapore to help shape their new national youth strategy.



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Strategic challenge 3: Embedding effective solutions

In 2023/24, we focused on improving the evaluation of our programmes to develop our impact on young people, co-designing our programmes with young people and youth practitioners, as well as securing income to expand our existing programmes. We also improved our programme management and governance to help us respond quickly to opportunities and without overstretching our staff.

Employability

Our Building Aspirations programme received £530,000 from Royal & Sun Alliance Insurance. This funding empowers young people in Manchester and Liverpool with information and guidance about their career options.

The Building Connections programme, supported by Coca-Cola Europacific Partners, supports youth practitioners to build connections between young people and local employers. This year, 747 young people took part and the programme successfully increased both their confidence and youth workers' confidence.

The Building Experiences programme, also known as Hatch, supported 605 young people aged 16-25 into long-term employment in partnership with fast food chain KFC. At the start of the programme, 85% of participants were not in any employment, education or training. After the programme, this fell to 32%.

UK Youth also received up to £9 million from the Youth Endowment Fund to reduce youth violence through employment via the Summer Jobs programme. This will see us working with 14 youth organisations, referral agencies and employers to provide employment opportunities for up to 600 young people in 2024/25.

BUILDING CONNECTIONS

Made Possible By
UK YOUTH | **Coca-Cola** EURO-PACIFIC PARTNERS

747

young people took part and increased their confidence

HATCH
UK YOUTH x **KFC**

605

young people were supported into long-term employment with KFC



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Outdoor learning and physical literacy

As leaders in outdoor learning we helped nearly 19,000 young people to participate in high-quality experiences that deliver learning and personal development, including social, emotional and life skills.

We are the custodians of Avon Tyrrell Outdoor Centre. Here, we continued to run our Accessible Adventures Programme for families with a disabled child and looked for ways to help more disadvantaged families. This year we also improved Avon Tyrrell with better catering and accommodation. With support from Action Academy, we upgraded WiFi for better accessibility and safeguarding. With the support of UK Youth Patron HRH The Princess Royal, we launched an appeal to raise £6.4 million to build an eco-friendly learning and sports centre and to renovate the historic Avon Tyrrell manor house.



Adventures Away from Home successfully reached 12,793 young people

We've also had huge success with UK Youth Adventures Away from Home, funded by DCMS for a second year. The fund helps disadvantaged young people, aged 11-18 (or up to 25 for those with Special Education Needs and Disabilities (SEND)), with bursaries to take part in outdoor learning. This year, we distributed grants to 83 outdoor learning providers across England. The project was oversubscribed, but we still supported 12,793 young people, which is well above our initial target of 10,700. 89% of youth groups saw improvements in skills like emotion management, teamwork, problem-solving, empathy, and responsibility. Youth practitioners, including



Case study: Physical literacy and outdoor learning with Sport England

teachers and youth workers, also built better relationships with young people, reconnected with their roles, and learned new outdoor skills. After two years of success, UK Youth has developed a model that could help many more underrepresented young people with the right investment.

In partnership with Sport England, we are dedicated to empowering young people and removing the barriers that limit their access to physical activity, sport, and movement. Now in the third year of our collaboration, we continue to enhance our strategies and best practices. As a system partner, UK Youth joins over 130 organisations in fostering sustained engagement with sport and physical activity. Together, these partners work on innovative, collaborative solutions to boost activity levels, address inequities, and create lasting, positive change that promotes lifelong physical literacy for young people.

UK Youth is working towards the goal of bringing outdoor learning and youth work closer together. We've held training to support youth practitioners to use outdoor learning as part of their practice, engaging 314 professionals.

We also published a [report](#) on the importance of outdoor learning, the lack of access, and our policy suggestions. The report was well received and discussed at party conferences, the All Party Parliamentary Group for Outdoor Learning, and with MPs.



Listen to David Watts, our Director of Outdoor Learning on the *Children & Young People Now* podcast

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Youth social action

UK Youth's EmpowHER model has provided young women and girls the opportunity to use their voices for positive change. [EmpoweHER Legacy](#) involved 746 young women and girls, setting up 79 new projects reaching over 30,000 people. Project themes included tackling violence against women and girls, improving perceptions of body image as well as environmentally themed projects.

Inspire 2022 was a community action programme, celebrating the tenth anniversary of the London 2012 Olympics. In 2023, [we finished evaluating Inspire 2022](#). We engaged 2,000 young people to deliver events-based social action. Following the programme, 70% of young people said that they feel their voices are likely to be heard by local decision-makers.

The #iwill movement, our annual celebration of youth social action in the UK, continued this year. Powered by UK Youth and Volunteering Matters, through #iwill we support young people to campaign and speak about the issues that matter to them, we promote the value of their voices, carry out research about young people and the power of youth social action. The #iwill movement believes that all children and young people should be supported and empowered to make a positive difference on the issues that affect their lives, their communities, and broader society. We celebrated ten years of #iwill during #iwill week in November 2023. UK Youth has led research to improve the [Power of Youth Charter](#). To date, 341 organisations have joined us with their public commitment to recognise youth social action.

We have continued to make sure young people are involved in speaking directly to the people in power who are in charge of the futures. We've included young people in interviews and grant panels, leadership groups and worked with them as peer researchers.

EMPOWHER
LEGACY

30,000

people were reached with 79 new projects involving 746 young women and girls



70%

of young people said they felt like their voices are likely to be heard by local decision-makers

#iwill
movement

341

organisations signed the Power of Youth Charter



Case study: Social action with #iwill



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Mental health

UK Youth places mental health and wellbeing at the core of its strategy. By incorporating outdoor learning and youth social action, youth work significantly enhances young people's ability to understand and manage their emotions, leading to improved wellbeing. Our pioneering [longitudinal research](#), funded by the government, shows that regular attendance at youth clubs boosts short term wellbeing and maintains these benefits well into adulthood.

The £11 million Thriving Minds Fund, launched by UK Youth, offers financial and practical support to youth work organisations, amplifying their impact on young people's mental health. Through this fund, we are highlighting the essential role of youth work in mental health support, examining the benefits of partnership working (including with the mental health sector), and finding the best methods to improve youth practitioners' mental health literacy.

UK Youth's co-leadership of the [Belong Collective](#), a rapidly expanding national network of young people,



Case study: Improving youth mental health with Thriving Minds

youth workers, and other professionals, underscores the power of collaboration in combating youth loneliness. Together, we aim to discover the most effective strategies, raise awareness, and inspire others to take action. Belong Collective member, and #iwill Ambassador, Molly Taylor spoke about youth loneliness on BBC Politics Live.

The [Young Changemakers Programme](#), launched in April 2021, is a beacon of hope that empowers young people, especially those from Black and Black mixed-race communities, to address racial injustices in mental health support and services. This initiative, in partnership with The Diana Award and the Centre for Mental Health, envisions a future where mental health support is equitable for all. The programme involves young people designing and implementing projects that create lasting community impacts. Local youth organisations provide training and support, helping these young leaders turn their ideas into reality. Participants engage in policy advocacy, public attitude shifts, and peer-to-peer support, driving meaningful change in their communities.

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Strategic challenge 4: Equipping ourselves for systems impact

Young people face significant and urgent challenges, and we need the right people and processes to create meaningful change. This year, we refreshed our strategy and improved our organisational structure to ensure we work as efficiently and effectively as possible.

We also set up Project Accelerate Impact, a new structure within our charity and refreshed our strategy. Over time, this will ensure that we are all working similarly to improve young people's lives and teamwork. In celebration, we brought our incredible staff together over two days in September.

We continue to invest in our people. We have offered internal training opportunities for staff led by youth work and engagement experts. Other development opportunities include anti-racism reflection groups, policy and influencing training, and support for neurodivergent staff to help them look after their wellbeing at work. This year, we also set up a new development programme for all leaders at all levels across UK Youth to help them further strengthen their leadership skills and support their colleagues.

Senior leadership engages regularly with staff to better understand their experiences and create improvements. For the second year, we have provided all our staff with a 4% cost of living salary increase. To help us create change for young people, we hired consultants to provide dedicated support on our strategic priorities. We worked with external partners to provide dedicated support on our strategic priorities, such as our engagement of a public affairs consultancy ahead of the General Election in July 2024 to support our outreach to policymakers designed to improve the lives of young people.



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“Following the pandemic, too many of the brilliant charities that we work with were facing the horrendous conundrum of maintaining office space that they could ill afford, or being forced to work from home further away from their beneficiaries, with the inevitable negative impact on their operations. Fivefields is an opportunity for us to be more innovative with our resources and put the organisations that arguably do the most valuable work in the whole of society right at the heart of our property portfolio.”

- The Duke of Westminster



In 2023, UK Youth made significant strides in its internal Equality, Diversity, and Inclusion (EDI) initiatives. A notable achievement was the development of guidance around using inclusive language. Progress was also made in refining recruitment processes, which saw candidates receiving interview questions in advance to foster a more equitable selection environment. This change and the applied platform's continued integration into our recruitment agenda underscores UK Youth's commitment to fair and unbiased hiring practices. We co-created inclusive parental policies with colleagues. Additionally, the formation and activities of affinity groups have been a source of positive development. These groups have provided valuable spaces for colleagues to connect, offering support and the opportunity to collaborate based on shared experiences.

We were also delighted to secure a new office near Victoria Station in London, a space uniquely developed as a support system for charities, particularly those focused on aiding children and young people. This space is more cost-effective than our previous space in Westminster and was made possible thanks to a generous grant from the Westminster Foundation. This move reflects UK Youth's commitment to supporting charities working with young people.

To help us empower young people and make it easier for users to find the information they need, we launched a brand-new website for [Avon Tyrrell Outdoor Centre](#). This features an improved search function and upgraded resource centre.

All of these efforts help UK Youth to empower young people, support our staff and create an impact.



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How we funded our work

In 2023/24, we raised £16.2 million, marking a 14% increase from 2022/23, despite the challenging economic environment and reduced funding post-pandemic. We are incredibly grateful to everyone who donated, fundraised, or supported us this year, including individuals, trusts and foundations, government, corporate supporters, and guests of our social enterprise, Avon Tyrrell Outdoor Centre.

53 corporate partners, trusts, foundations, and public sector funders supported our work during 2023, contributing to a total investment of £13.6 million in youth work from partnerships, individuals, and events. Notably, DCMS awarded us £1.8 million to run the second phase of our Adventures Away from Home Fund, which supported over 12,500 young people in outdoor learning activities.

This year marked the third year of our Hatch employment partnership with KFC, through which we received just over £950,000 to provide workshops and paid work experience for young people aged 16-25 who are not in education, employment, or training or are at risk of being so. Our Building Connections partnership with Coca-Cola Europacific Partners, which helps young people facing significant employment barriers, also evolved. Coca-Cola Europacific Partners provided £300,000 in continuation funding, and the Direct Line Group committed £105,000 to the programme in August 2023.

In December 2023, we secured £530,000 in a new partnership with RSA Insurance for our Building Aspirations Programme, which will support 120 young people per year through an employability skills curriculum, with access to a scholarship fund for additional training courses or equipment costs. In January 2024, the Youth Endowment Fund selected UK Youth to run its new Summer Jobs Programme, which will offer paid summer work placements for young people aged 16-25 at risk of violence, starting in the summer of 2024.

As their official charity partner since 2022, Burger King raised over £100,000 to support our core costs and continued to provide support through joint brand collaborations and the enthusiasm of Burger King colleagues' volunteering efforts. In May 2023, we were delighted to receive £500,000 from the National Lottery Community Fund over the next three years to support our work. In June 2023, the Oak Foundation awarded us £350,000



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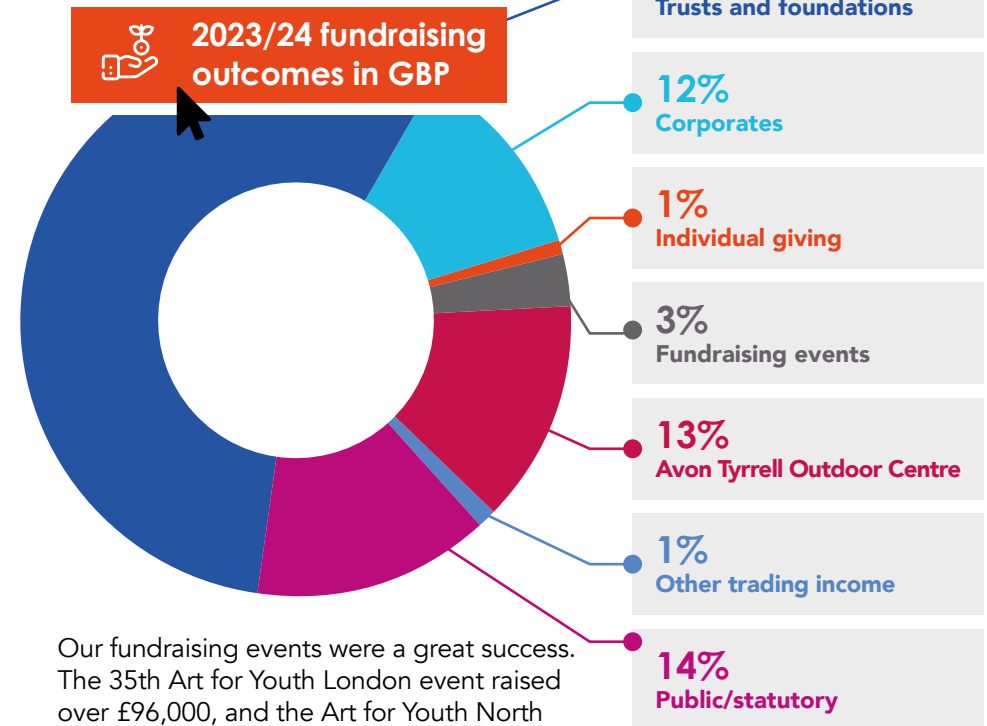
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over three years, and in November 2023, the People's Postcode Lottery awarded us £500,000 in unrestricted funding to support our core activities. Support towards our core costs is the most valuable funding we receive, enabling all our work.

We also delivered the first year of our UK Youth Fund – Cost of Living, which is funded with £5 million from the Pears Foundation. This fund is providing 182 youth organisations across the UK with unrestricted funding over a three-year period, helping them to continue to offer high-quality youth work to young people in the challenging economic climate.

In 2023/24, the Blagrave Trust, Osborne Clarke, and Big Change Charitable Trust joined our Joined Up Institute funders. The Blagrave Trust awarded us £50,000 to support a group of young co-designers who will entirely shape the development of the Joined Up Institute, ensuring young people are at the heart of this initiative.

% breakdown of income contributions



Our fundraising events were a great success. The 35th Art for Youth London event raised over £96,000, and the Art for Youth North raised over £36,000. Our largest-ever London Marathon team raised over £81,000.



53
corporate partners
provided both pro bono and funding support



25
trusts and foundations
awarded us grants



6
government departments/
public bodies
supported our work



Our fundraising practice

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Looking ahead: Our priorities for 2024/25

Over the coming year, we will continue working towards our strategic goals, building a change movement, and unlocking youth work for every young person in the UK.

Creating the next generation of youth workers

Significant cuts to vital services over the last 15 years have severely impacted young people and the youth work sector. Youth work jobs have a 20% vacancy rate, and the number of students pursuing youth work has dropped by 90%. Without a national campaign to attract new, strong, and diverse leaders, youth work support for young people is at risk due to a shortage of youth workers.

UK Youth, along with experts, partners, and young people, will launch the Youth First initiative to address this severe shortage. Our focus in the 2024 fiscal year will be piloting this new initiative.

We will:

- ▶ Develop the Youth First curriculum, course content, programme accreditation, and digital learning platform
- ▶ Secure the necessary funding to launch the recruitment campaign to attract 50 participants to the first cohort

Joined Up Institute

The Joined Up Institute works to break down barriers between different youth-focused groups and give young people a voice in decision making. This will encourage co-operation across sectors and turn evidence into meaningful actions, changing the way we support young people.

Design and development will begin in 2024/25, starting with The Joined Up Summit in Birmingham in November 2024 during Youth Work Week. The Summit will gather around 600 young people and decision-makers from various sectors, including youth, education, employment, health, social care, criminal justice, business, government, and civil society. Attendees will connect evidence of what works to transform outcomes for young people across the UK and announce the launch of the Institute in 2025/26.



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Growing outdoor learning

Over the past year, we have strengthened our position as leaders in outdoor learning, spotlighting the connection between outdoor learning and youth work.

Our priorities for 2024/25 are:

- ▶ Advocating for equitable access to outdoor learning for all young people
- ▶ Building on the success of the £2.3 million Adventures Away from Home programme by collaborating with others to share good practice and elevate our experience, learn, develop framework
- ▶ Partnering with the Institute of Outdoor Learning to establish a Youth Work Special Interest Group, and,
- ▶ Once planning permission is obtained, building the planned Experiential Learning and Sports Centre at Avon Tyrrell

Accelerating our impact on young people by improving how we work

In April 2024, we launched the Organisational Development Change Unit, a strategic initiative to accelerate our impact on young people across the UK.

It will:

- ▶ Improve our internal operations and create a positive workplace culture by enhancing our work, delivering high-quality activities, and increasing our positive impact
- ▶ Set up strong project management and clear plans to ensure all our staff are informed and aligned
- ▶ Develop a unified workforce plan to improve talent management and promote diversity and inclusion
- ▶ Simplify our financial planning, assess our property and investments, and identify new income streams to raise more funds and diversify our supporters to enhance the sustainability of our mission
- ▶ Ensure all communications support our strategic goals and engage stakeholders effectively



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Thank you

Thank you to our Patron, President, and contributors, including our valued individual donors, trusts and foundations, government and corporate supporters, partners and community groups.

Trusts and foundations

- ▶ Allianz
- ▶ Action Academy
- ▶ All of the players of the People's Postcode Lottery
- ▶ Astra Foundation
- ▶ Big Change Charitable Trust
- ▶ Bite Back 2030
- ▶ Cherries Community Fund
- ▶ Children in Need
- ▶ Citibank
- ▶ Co-op Foundation
- ▶ Coach Foundation
- ▶ Comic Relief
- ▶ Esmée Fairbairn Foundation
- ▶ Oak Foundation
- ▶ Paul Hamlyn Foundation
- ▶ Peacock Charitable Trust
- ▶ Pears Foundation
- ▶ The Blgrave Trust
- ▶ The Edgar Lee Foundation
- ▶ The Emilienne Charitable Trust
- ▶ The G D Herbert Charitable Trust
- ▶ The Gilbert Edgar Trust
- ▶ The Gledswood Charitable Trust
- ▶ The Julia and Hans Rausing Trust
- ▶ Westminster Foundation
- ▶ Youth Endowment Fund

Government and public sector

- ▶ #iwill Fund
- ▶ DCMS – Adventures Away from Home Fund
- ▶ National Citizen Service Trust
- ▶ Spirit of 2012
- ▶ Sport England
- ▶ The National Lottery Community Fund

Professional

- ▶ Institute for Outdoor Learning

Corporate

- ▶ Burger King
- ▶ Coca-Cola Europacific Partners
- ▶ Cosy Club
- ▶ Direct Line Group
- ▶ Ear to the Ground
- ▶ IP Integration
- ▶ KFC
- ▶ Kohlberg Kravis Roberts & Co.
- ▶ Osborne Clarke
- ▶ RSA Insurance

Individual giving and events

- ▶ Art for Youth London Committee: Lady Griffiths (President), Sarah Austin (Chair), Henry Foreman (Vice-chair), Diana Brooks (Founder), Tim Begg (Honorary Treasurer), Alexandra Campbell-Harris, Anthony Yannaghas, Arabella Atlee, Arabella Brooke, Aran Matharu, Caitlin Mavroleon, Charlie Brooks, Christopher Melliush, Elisabeth Rutherford, Emily Younger, Flora Stobart, Guy Allen, Jenny MacDonald, Karen Protopapa, Kiersty Long, Nick Melliush, Philippa Hogan-Hern, Sam Fairbairn, Sam Melliush
- ▶ Art for Youth North Committee: Adam King, Anna Milbank, Antonia Consett, Caroline Lawson-Tancred, Emma Manners, Fanny Green, Henriette Graham, Jayne Hopton, John Hollis, Kate Preston, Morn Robson, Rachel Lindley, Sarah Hall, Sarah Pearson, Susan Wilmot, Susie Dugdale, Victoria Hunt
- ▶ The Big Give Appeals
- ▶ The Childhood Trust
- ▶ Give It Away - Charlotte Grobien
- ▶ Investors in Youth
- ▶ London Marathon team
- ▶ The Reed Foundation
- ▶ Friends of UK Youth

We are incredibly grateful to all our supporters for helping us to unlock youth work for all. We want to give special thanks to those that have supported us with core and unrestricted funding. This type of funding is crucial because it allows for greater flexibility to respond to urgent need and helps build long-term financial stability. This investment in our mission is critical to driving long-term systems change. We celebrate all our individual donors and event participants, as well as these committed unrestricted investors in our mission: Burger King, Cosy Club, Esmée Fairbairn Foundation, IP Integration, Oak Foundation, Paul Hamlyn Foundation, Peacock Charitable Trust, players of the People's Postcode Lottery and the National Lottery Community Fund.

We also wish to offer a special note of thanks to our Corporate Development Board members Graeme Swan (Chair), Paul Ashley, Kate Boddington, Emma Byron, Naomi Kasolowsky, Colin Jones, Gayatri Raman, and William Stancer.

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Finance review

Our 2023/24 income rose to £16.2 million from £14.3 million the previous year, while expenditure grew to £14.7 million, up from £13.6 million in the prior year.

Our programme expenditure, including grant distribution of £6.2m, increased by around 12%. Restricted funds, provided for a particular purpose, grew by £1.6 million. Designated funds, which the Trustees have committed for specific purposes, declined by £300,000.

Income

Our income was £16.2 million, of which £13.2 million was restricted. Our income comprises individual donations, trusts and foundations, the Government, corporate supporters, and social enterprise activities at our Avon Tyrrell Outdoor Centre.

Our programme funding was £12 million during the year, an increase from £10.7 million the previous year.

Operating income from our Avon Tyrrell Outdoor Centre rose from £1.7 million in 2022/23 to £2.1 million in 2023/24. Improvements to this site and more flexible residential opportunities contributed to an increase in activity and income.

Income from donations and legacies also increased to £1.5 million, up from £1.4 million the year before. Income from fundraising events also rose to £400,000 from £300,000 in 2022/23.

% breakdown of income contributions

74% funding for youth work programmes

13% Avon Tyrrell Outdoor Centre

9% donations and legacies

3% fundraising events

1% other income

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Expenditure

We spent £14.7 million achieving our mission. This is an increase of 8% when compared with the previous year's figure of £13.6 million.

Our programme expenditure, including grant distribution, increased by around 12%. This figure rose to £10.4 million this year, compared to £9.3 million in 2022/23.

Due to increased activity, Avon Tyrrell Outdoor Centre's operating costs, before allocating centralised costs, rose to £1.7 million from £1.6 million. As our social enterprise, Avon Tyrrell plays a key role in supporting cross-organisational costs, meaning not all expenses are directly linked to its operations. Its surplus is strategically reinvested into core activities, highlighting the strength of UK Youth's social enterprise model. Consequently, Avon Tyrrell's total costs increased from £1.9 million to £2.1 million. Additionally, movement support and advocacy expenditures grew in line with our expanding cross-sector work. We also invested £1.2 million in income generation, up from £1.1 million in 2022/23.

Please note that notes to our financial statements numbers 7 to 9 detail our expenditure during 2023/24. This also includes an analysis of our support costs, which were £2.3m this year, in line with to 2022/23.

Charitable funds

At 31 March 2024, the total funds of the group were £9.4 million. This compares with £7.9 million at the end of the previous year.

% breakdown of expenditure

71% youth work programmes

14% Avon Tyrrell Outdoor Centre

4% other movement support

3% advocacy & communication

8% raising income

2023/24
income and
expenditure in
GBP

Our restricted funds were £7 million, including £4.6 million held for our Thriving Minds programme and £1.1 million for our cost of living fund, which will be paid to other youth organisations in 2024/25 to improve their support for young people.

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Our designated funds were £1 million. This consists of our fixed asset fund of £800,000, such as capital assets, and a further £200,000 to support other strategic investments.

Our general funds of £1.3 million are available for the charity's ongoing support and development. This figure includes £200,000 in funds related to properties held by NACYP/Ambition, a charitable custodial trustee we have managed since 2017, following the closure of youth clubs. We expect to sell these properties when legal considerations and market conditions permit. However, the value of these properties is not considered part of our free reserves because the timing of the sale is uncertain.

The remaining general funds (e.g. free reserves) figure is £1.1 million.

Reserves policy and going concern

UK Youth has expanded significantly over the past three years. We have doubled our income since 2020/21. This growth and the uncertain economy highlight the need for the charity to keep enough reserves and regularly check if we need them.

When setting the reserves policy, the Board of Trustees considered various factors. These include the charity's financial position, recent performance and expectations for future years, and current and future liquidity coverage. The goal is to ensure we have the funds required to continue our activities through periods of uncertainty.

The key considerations of the Board of Trustees included:

- ▶ Sufficient working capital, as major funding agreements

are uncertain and can include payment by results

- ▶ Support for innovative programmes which require a period of development and testing before seeking external funding
- ▶ Investment in organisational development, strengthening our institutional infrastructure to support better delivery, long-term stability and sustainability
- ▶ Investment in facilities at Avon Tyrrell Outdoor Centre to maintain and improve the experiences offered to young visitors to the centre
- ▶ The external environment, particularly our ability to raise funding to support our work and ongoing liabilities

The Finance Committee annually reviews the reserves policy and the level of reserves, including free reserves, which are shown in the financial statements. The Board approves the review of the Trustees' reserves policy. In accordance with Charity Commission guidance, the group's strategic plans, and current economic conditions, the Board of Trustees set a target range for free reserves between £1.2 million and £1.7 million.

These figures are considered appropriate to ensure financial stability and safeguard against volatile and unpredictable income streams, or unforeseen expenditures and liabilities. As of 31 March 2024, the group's unrestricted (general) funds were £1.3 million. As of 31 March 2023, this was £1.1 million.

Our free reserves were £1.1 million, slightly below the minimum level set out by our Trustees. This figure compares to £900,000 in 2023. These figures exclude properties valued at £200,000 held by the National

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Association of Clubs for Young People. We have set a budget for 2024/25 to increase our free reserves to at least £1.2 million by March 2025.

The Finance Committee monitors our progress to achieve this goal regularly as part of their review of the management accounts.

The Board of Trustees reasonably expects that the charity and the Group have adequate resources to continue operating for a period of at least 12 months from the date of approval of these financial statements. Accordingly, the Board of Trustees believe that the going concern basis remains appropriate for preparing the annual report and financial statements.

Investment policy

The Board of Trustees believes that the optimal risk return balance can be achieved by investing free reserves in medium term investments within a three to five year time horizon. The remaining free reserves will also be allocated to short term cash deposits.

The Board of Trustees invests in socially responsible assets in line with our charity mission and our responsibility to maximise the positive impact we make on young people.

The Finance Committee monitors the investments every quarter as part of its review of our management accounts. Investments were managed by the Cazenove Capital Responsible Multi-Asset Fund. At the end of the year, the value of these investments was £500,000, the same as in 2022/23. All investments held by the charity fall within those permitted by our Memorandum and Articles.

Fundraising practice

UK Youth's fundraising practices are rooted in integrity, transparency, and a commitment to building sustainable partnerships. We engage a diverse range of supporters, from individuals to corporate partners, to secure funding that aligns with its mission of empowering young people. UK Youth ensures that all fundraising activities adhere to ethical standards, focusing on long-term relationships that provide mutual value. These efforts are critical in sustaining the charity's programs and expanding its impact across the UK.

Our 2023/24 fundraising campaign is described in greater detail on [pages 26 and 27](#) of this report.

Grantmaking

As part of its charitable activities, UK Youth provides grants to support youth organisations across the UK. Our grantmaking policy is focused on ensuring that resources are allocated to organisations that align with our strategic priorities and aim to empower young people. All grants are awarded following a thorough assessment process that evaluates the applicant's alignment with our objectives, the project's potential impact, and the organisation's financial sustainability.

We support projects that contribute to young people's personal, social, and educational development, particularly those from disadvantaged backgrounds. Through multi-year grants and capacity-building support, we aim to ensure youth organisations' sustainability and long-term impact. The grants we provide play a crucial role in helping us achieve our broader aim of unlocking

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youth work for all by providing vital resources that enhance the reach and quality of youth services.

Structure, governance and management review

The Trustees understand that good governance is crucial for UK Youth's success. They create a culture where everyone works towards the charity's vision and follows relevant laws and regulations. The Trustees regularly review the UK Youth's governance and management, considering the principles of the charity Governance Code as appropriate to the charity's structure and operations.

UK Youth is a company limited by guarantee registered in England and Wales. We are governed by our Memorandum and Articles of Association dated 16 March 2005 and amended on 7 December 2016. UK Youth is a registered charity with the Charity Commission for England and Wales.

UK Youth consolidates the financial statements of the National Association of Clubs for Young People, operating as Ambition, as a subsidiary through deemed control. Ambition is a charity by limited guarantee under Royal Charter dated 25 May 1939, governed by its Charter and By-laws amended on 20 May 1997, and registered with the Charity Commission for England and Wales.

Organisations or individuals nominated by the UK Youth's Advisory Councils can apply for charity membership in the form required by the Trustees, who will consider their application. There are currently 28 Members (regional youth associations). Trustees are also Members under their office. Trustees are the Officers (Chair, Vice-chair and Honorary Treasurer) and Ordinary Trustees.

The minimum number of Trustees is six and there is no maximum number. Trustees are chosen by ordinary resolution at a general meeting of the members. Proposals to appoint Trustees are brought by recommendation of the Trustees or by a member, and submitted in writing before the meeting. Trustees are appointed based on their expertise and experience, with an emphasis on maintaining diversity and knowledge of the youth sector within the Board. At the end of their term each year, Trustees retire and can be re-elected for up to nine years unless otherwise approved by special resolution.

The Board of Trustees is responsible for the charity's strategic direction. They meet with the Senior Leadership Team four times a year to review progress and make sure we are on track to meet our objectives. The Chief Executive reports to the Board of Trustees and is responsible for the daily management, development, and implementation of policies and strategies, with the support of the Senior Leadership Team.

The trustees oversee the charity's fundraising, ensuring compliance with all relevant laws, including the Charities Act 2011 and the Fundraising Regulator's Code of Practice. They ensure fundraising is legal, transparent, and respectful, regularly reviewing strategy, monitoring performance, and assessing risks to safeguard the charity's reputation and public trust.

New Trustees undergo an induction process and sign a Trustee's agreement. The induction process includes a briefing on the Trustees' legal responsibilities under Charity and Company law, the content of the Memorandum and Articles of Association, the committee and decision making processes, the work plan, and the

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charity's recent financial performance. The Chair and Chief Executive ensure that new Trustees receive appropriate induction on appointment.

During the induction, new Trustees are encouraged to visit the charity's offices, meet key employees, and discuss the work being done. They are also encouraged to attend and participate in activities and events organised by the charity, and attend training. Where necessary, we provide resources for their professional development.

The Board of Trustees regularly holds governance reviews, and skills audits of Trustee capabilities, to assess its operations. This is particularly important for effectively setting strategic goals, ensuring the right balance of experience and expertise, and providing sufficient oversight and monitoring key risks. Trustees are covered by Charity Trustee Assurance provided by our insurers.

Trustees must declare any conflicts of interest annually, and these declarations are a standing item in all Committee and Board meetings. Any conflicts of interest are recorded and managed according to the Charity's Conflict of Interest Policy.

The Board of Trustees has delegated specific decisions to Board Committees through its formal Scheme of Delegation. Following a review of our governance, the subcommittees during the financial year were: the Finance Committee, Impact and Risk Committee, and People Committee.

The Senior Leadership Team

To facilitate effective strategy implementation, the Chief Executive has delegated authority for operational matters

within the terms of delegation. The Trustees and the Senior Leadership Team are the charity's key management personnel. Following a restructure during the year, the Senior Leadership Team includes the Chief Executive and five directors: the Director of External Relations, the Chief Impact Officer, the Director of Network Delivery, the Chief Operating Officer, and the Director of Outdoor Learning.

The People Committee sets the remuneration of the Senior Leadership Team, using a wide range of sources to establish remuneration ranges. This ensures the charity has an appropriate salary structure comparable to similar organisations.

Safeguarding

Safeguarding children, young people, adults at risk, and those who engage with the charity, is paramount in all that we do.

We recognise our responsibility to promote safe practices and to protect the young people we work with from harm. Our employees and volunteers receive safeguarding training during their induction and regular refresher training. Our Quality and Risk Working Group, as well as Impact and Risk Committee, regularly review safeguarding practices which is part of our internal governance structure.

We are committed to identifying and minimising safeguarding risks across all activities through appropriate training, risk assessments, policies, and processes. Our strong ethos is to deliver good safeguarding practices. We take reports of suspected harm, abuse, or neglect seriously and have a robust method for dealing with an incident if it arises.

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We maintain robust and transparent recruitment practices, including comprehensive Disclosure and Barring Service (DBS) checks, alongside thorough risk assessments for criminal records. We do not engage anyone deemed to pose an unacceptable risk.

Our Safeguarding Policy outlines mandatory standards and provides detailed guidance on our reporting procedures. Safeguarding within the charity is overseen by our Designated Safeguarding Lead, supported by a dedicated team. Their responsibilities include regularly reviewing and updating the Safeguarding Policy and practices in line with legal requirements and organisational changes, managing safeguarding incidents, offering advice and guidance, delivering training, and reporting incidents to the charity's Impact and Risk Committee.

Risk management

The Board of Trustees has a risk management strategy that includes ongoing risk review, systems to mitigate identified risks, and procedures to minimise impact if risks materialise.

The Senior Leadership Team, under the Impact and Risk Committee's supervision, addresses risks, and the risk register is regularly reviewed by both the Committee and Trustees.

Principal risks and uncertainties:

Financial sustainability: Careful financial risk management supports our growth. Budget holders review management accounts monthly, with quarterly financial reviews by Trustees to forecast income and expenditure. Reserves are managed in line with Trustee-agreed policies.

Safeguarding: We ensure the safety of young people and vulnerable adults through comprehensive DBS checks, mandatory safeguarding training, and robust policies for staff, volunteers, and partners.

Staff wellbeing and workload: The charity's growth and recent challenges have created opportunities to enhance staff support. Our new people strategy includes the Employee Assistance Programme (EAP), manager training, regular workload reviews, and anonymous staff feedback. In 2023/24, we trained 17 Mental Health First Aiders and integrated wellbeing action plans into appraisals to support employees.

Gender pay gap

At UK Youth, we are committed to equity, diversity, and inclusion. Although not legally required, we have chosen to report our gender pay gap. The average hourly rate for female employees is £19.95. For male employees, it's £20.15. Due to the small number of trans and non-binary staff, their data cannot be reported without compromising privacy. Additionally, any staff opting not to disclose their gender were excluded from the analysis. Our aim is to ensure fair compensation for all employees.

Changes to legislation and regulation

Our operations are affected by many areas of regulation, including those associated with fundraising and other aspects of charity and financial regulation. We regularly update and review our practices to ensure we meet the high standards of integrity and transparency expected by our supporters, funders, and regulators. We also comply with best practice guidance and regulatory requirements.

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Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements following applicable laws and regulations.

Company law requires the Trustees to prepare financial statements for each financial year following the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must only approve the financial statements if they are satisfied that they give an accurate and fair view of the Group's and the Charity's situation and income and expenditure 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 of Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts under the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ▶ Make judgements and accounting estimates that are reasonable and prudent;
- ▶ State whether applicable United Kingdom Accounting Standards have been followed, disclosing and explaining any departures from there in the financial statements;
- ▶ Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Group will continue in operation.

The Trustees, who are the directors for the purposes of company law, are responsible for keeping adequate accounting records to show and explain the group's transactions and always disclose the Group's and Charity's financial position with reasonable accuracy. This enables them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the group's assets and taking reasonable steps to prevent and detect fraud and other irregularities.

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

Disclosure of information to the auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- ▶ So far as the Trustee is aware, there is no relevant audit information of which the Group's auditor is unaware
- ▶ The Trustee has taken all the steps that they should have taken as a Trustee to be aware of any relevant audit information and to establish that the group's auditor is aware of that information.

Approved by the Board of Trustees on 05 December 2024 and signed on their behalf by:

David

David Thomlinson
Chair of Trustees

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Charity information

Reference and administrative details:

Charity number: 1110590

Company number: 05402004

Principal office:

Avon Tyrrell Outdoor Centre
Braggers Lane
Bransgore
Hampshire
BH23 8EE

Independent auditors:

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Bankers:

Barclays Bank plc
7th Floor United Kingdom House
180 Oxford Street
London
W1D 1EA

Solicitors:

Lodders
Number 10 Elm Court
Arden Street
Stratford-upon-Avon
Warwickshire
CV37 6PA

Investment managers:

Cazenove Capital Schroder and Co
1 London Wall Place
London
EC2Y 5AU

Insurance advisors:

Gallagher
The Walbrook Building
25 Walbrook
London
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Get in touch



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Find us on:



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Opinion

We have audited the financial statements of UK Youth (the 'charitable parent company') and its subsidiaries (the 'Group') for the year ended 31 March 2024, which comprise the Group statement of financial activities, Group and charitable parent company balance sheets and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 (FRS 102) 'The Financial Reporting Standard applicable in the United Kingdom 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 of the charitable parent company's affairs as at 31 March 2024 and of the Group's income and expenditure for the year then ended;
- ✓ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ✓ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for auditing 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 Financial Reporting Council's (FRC's) Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

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

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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 thereof.

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 the audit:

- ✔ the information given in the Trustees' report, which is also the Directors' report 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 Trustees' report which is also the Directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

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

- adequate accounting records have not been kept by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable 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 or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

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Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, 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 and the charitable parent 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 Group or the charitable parent 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

How the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ▶ the Engagement Director ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ▶ we identified laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector;
- ▶ we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including Charities Act 2011, Companies Act 2006, FRS 102), Accounting and Reporting by Charities: Statement of Recommended

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Practice applicable to charities preparing their accounts in accordance with FRS 102, and legislation pertaining to safeguarding.

- ▶ we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting relevant legal correspondence (where applicable) and reviewing the minutes of Trustee meetings;
- ▶ identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ▶ making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- ▶ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ▶ performed analytical procedures to identify any unusual or unexpected relationships;
- ▶ carried out substantive testing of expenditure including the authorisation thereof;

- ▶ reviewed journal entries to identify unusual transactions;
- ▶ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ▶ agreeing financial statement disclosures to underlying supporting documentation;
- ▶ reading the minutes of Trustee meetings; and
- ▶ enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion. A further description of our responsibilities for the audit of the financial statements is located on the FRC's website [here](#). This description forms part of our Auditor's report.

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Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter three 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 Auditor's work, for this report, or for the opinions we have formed.



Gumayel Miah (Senior Statutory Auditor)

For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street London
EC2V 6DL

Date: XX December 2024

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Please click on the links below to read our audited financial statements:



[Consolidated statement of financial activities](#)



[Consolidated and charity balance sheets](#)



[Consolidated statement of cash flows](#)



[Notes to the financial statements](#)

UK YOUTH

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