THE AVENUES
YOUTH PROJECT

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020

Working with the community for a positive future for young people
Charity number: 1090210 Company number: 04045031

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Charity number: 1090210 Company number: 04045031

Company information

PATRONS

Susan Aglionby OBE, Founder

Karen Buck MP

Gill Fitzhugh MBE

EXECUTIVE COMMITTEE

Jennie Marshall (Chair)

Clive Daykin (Hon Treasurer) – resigned 17.4.19

Corrina Ralph (Hon Treasurer) – appointed 26.6.19

Mark Wakefield – resigned 12.12.19

Virginia Ashton

Julia Court

Cllr Eartha Pond

Geoffrey White

Youssef Arakji – resigned 06.09.20

Graeme Miller Russell – appointed 10.6.19

Keir Tutt – appointed 26.6.19

Cristina Fedi – appointed 9.9.19

CHIEF EXECUTIVE

Fabian Sharp

COMPANY SECRETARY

Geoffrey White

COMPANY NUMBER

04045031

CHARITY NUMBER

1090210

CHARITY OFFICES

3/7 Third Avenue, Queen's Park
London W10 4RS

INDEPENDENT EXAMINER

M Barry Boydell
Chartered Accountant
146B Chiswick High Road
London W4 1PU

BANKERS

Royal Bank of Scotland plc
High Street Kensington (A) Branch
Kensington High Street
London W8 6SH

Metro Bank
160-166 Kensington High St
Kensington
London W8 7RG

Barclays Bank
35 Notting Hill Gate
London W11 3JR

Report of the Executive Committee

The Members of the Executive Committee present their report with the financial statements for the year ended 31 March 2020. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the provision of section 1A 'Small Entities' of Financial Reporting Standard 102.

Objectives and Aims

The charity's objects are to:

- provide facilities for recreation and other leisure time occupations for the inhabitants (in particular young people) of the London Borough of Westminster and surrounding areas, in the interests of social welfare and with the object of improving their conditions of life.
- advance the education of such inhabitants.
- provide the relief of need, hardship or distress of those living in the area of benefit.

Ensuring our work delivers our aims

We review our aims, objectives and activities each year. The review looks at what we achieved and the outcomes of our work in the previous 12 months. It looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remain focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Safeguarding

The charity puts children and young people at the heart of all that we do, so our commitment to keeping our service users safe is paramount. The Avenues acknowledges its duty to act appropriately to any allegations, reports, or suspicions of abuse in a professional and speedy manner.

Our Safeguarding and Child Protection policy was reviewed and renewed in 2017 to make sure The Avenues promotes best practice, and works in a way that prevents harm of any sort, including bullying, abuse, and coercion, and that staff, volunteers and partners recognize when this may be happening and what to do about it.

Staff, unsupervised volunteers, and youth work contractors are required to obtain an enhanced DBS certificate and attend an induction which includes Equality and Diversity training as well as Safeguarding and Child Protection training. This training must be completed before coming into contact with the young people who use our service.

A repeat DBS check is obtained for all staff, qualifying volunteers and Trustees every three years. Refresher Safeguarding and Child Protection training is provided to both Staff and Trustees including the designated Safeguarding Lead at least every two years.

Report from the Chair - Jennie Marshall

We started this, our 40th anniversary year, with optimism and with the aim of continuing on the path we had set out last year, to build a sustainable foundation for The Avenues Youth Project for the future. At the same time there was real concern across the country at the rise in serious youth violence, knife crime and gang culture and it was becoming clear that programmes for young people, especially after school and through the holidays, which had been considered by government non-essential, were in fact vital, and that we would have to expand our programme to cover the increasing need, as other youth provision in our area disappeared through lack of funding.

We established our 40th anniversary appeal specifically to raise funds to invest in our building, to maximise rental income so as to create an income stream for the years to come, and to invest in our workforce development. It was very heartening that the Leader of Westminster City Council, Nicky Aitken, chose our inaugural fundraising party in June 2019 to announce a change of policy and a new direct funding stream for youth services from the Council. Although the investment, to be shared across the borough, is modest, it is a very welcome change of heart and our CE, Fabian Sharp, is working with the Council to make the very best use of the funding available.

Following this, in July we hosted the government Under Secretary of State Mims Davies, providing a platform for her to launch a formal review of the statutory guidance for local authorities on providing youth work. We were greatly helped, after intervention from our own MP, Karen Buck, with extra funding for our summer holiday programme, which was very popular and oversubscribed, providing an amazing choice of activities and visits, including one group staying on our founder's farm in Cumbria, and keeping our kitchen busy providing a hot meal every weekday for 50 young people.

The Avenues is a founder member of the Young Westminster Foundation, set up to encourage corporate sponsorship to invest in youth services, and our Chief Executive has continued to develop the relationship, becoming an ambassador for it. This has led to the advertising agency Adam & Eve DDB becoming our main corporate sponsor for the year. Not only have they organised fundraising events for their staff and ours, a sponsored London to Brighton bike ride was particularly successful, they have also offered work experience to some of our young people, as well as agreeing to go through a full re-branding exercise with us. We are immensely grateful for this support and for our new branding which appears in this report.

It was clear that we needed to invest in our workforce if we were to achieve our anniversary aims; our new fundraiser has proved outstanding and has made it possible to do this. The new role of Operations Manager was quickly filled and further part time support in the office has meant the organising of the building and running of events has been taken off the shoulders of our CE. With a freshly invigorated fundraising committee consisting of trustees, staff, local friends and supporters we have enjoyed a fundraising year, including an evening generously provided by The Paradise By Way of Kensal Green, an evening with actor Jason Isaacs, a first very successful Christmas Fair and then, on one of the wildest Sundays in February, a concert with some of the cast of Hamilton, as well as some of our young people, providing the words and music to a large and appreciative audience who had nobly braved the storm. All were wonderful events and contributed magnificently to our fundraising efforts; a huge thank you to all who made it possible.

With this extra office help we have been able to give time to reviewing our monitoring and evaluation systems with the aim of growing and strengthening the youth work programme. We have opted to recruit expert advice to ensure we have the most efficient solutions as we expand our offer in the

coming years. Our treasurer, Corrina Ralph, also gave a very generous amount of time this year to overhauling our accounting procedures so that they, too, are in good shape and fit for what we hope will be an increasing workload.

It is impossible to name all those, - people, businesses, councils, trusts and foundations - who have so generously given time, support, expertise and/or funding to make our increased provision for young people possible. It cannot be done without them and the work of our inspiring staff, and we are enormously appreciative of every contribution.

At the end of February trustees met to review the year against the business plan set up last year, and to discuss the points of action for 2020-2. The past year had gone so well, we had achieved our best hopes and were looking forward to achieving more next year, little realising that within four weeks the whole country would be shut down as the Covid-19 epidemic swept the country. In the last weeks of our 2019-20 year we cancelled our fundraising dinner and were so grateful to the many guests who had bought tickets but did not ask for a refund as we all faced an unknown future.

The whole world has changed for everyone and we wait to see exactly what our role will be in it as we face the new year, though it is certain that young people will need our support more than ever. We know that our staff, trustees, volunteers and supporters will help to make that possible in whatever way is needed; may they all stay safe.

Jennie Marshall

Activities & Achievements
Chief Executive - Fabian Sharp

On Thursday 5th March 2020, Hollywood actor Jason Isaacs took to the stage in our downstairs hall, and for two hours recounted hugely entertaining stories of his career to 100 adoring fans. Members of the The Avenues fundraising committee helping out with drinks and seating could reflect on another rewarding event, at the end of our charity's most successful year in recent memory.

However, within 72 hours The Avenues had closed its doors to its members, and they remained closed for over four months. The global spread of Coronavirus had become increasingly alarming, and we took the precaution of suspending our services to young people over two weeks ahead of the government-imposed nationwide lockdown. The health, safety and wellbeing of our young people, staff and volunteers, and those in the wider community, will always be our top priority.

As news of the pandemic developed, it became clear that our community would be amongst the hardest hit during the months to follow. The young people who attend and engage with Avenues are at the heart of what we do, and we needed to ensure that their, and their families', basic needs were going to be met during lockdown.

At the same time, we had to take the difficult decision to cancel our fundraising dinner and auction, our biggest fundraising event of the year, at just days' notice, switching rapidly to an online auction instead.

Many of the young people who would have been due to attend our now cancelled Easter holiday

activities fortnight, at which we routinely feed all those attending, rely on us for holiday meals. So, for those most at risk, we began looking at our resources to avert the most immediate effects of the empty shelves in the supermarkets. Our fully equipped catering kitchen and a building empty due to lockdown, combined with a community full of goodwill, made it possible to set up a food production unit, and within days of lockdown 1.0 to be delivering 100 hot meals a day to local families.

Food preparations were led by the furloughed Head Chef from The Shed restaurant in Notting Hill, so we knew the food would also be of great quality. In addition to cooked meals we included fresh produce donated by the Felix Project and City Harvest and, in order to make the parcel feel like a treat and not a handout, we included Easter eggs for kids, occasional treats and all parcels were accompanied by a fun activity worksheet to help young people remain engaged and provide something stimulating for their brains.

All of this was done in collaboration with the community and fellow service providers including Queen's Park Community Council, Queen's Park Family Hub, West London Zone and North Paddington Food Bank. Local businesses Devlins, Paradise By Way of Kensal Green, The Seashell of Lisson Grove, and BNP Paribas all contributed materially to make this possible, together with 40 local volunteers assembled from all walks of life who made the complicated logistical challenge seem effortless.

So much changed in March 2020, that it is easy to forget that 2019 was our 40th anniversary year, and a year when the Avenues took great steps to cementing its position as one of West London's most important youth centres.

Activities

Most Avenues members live locally in Queen's Park and Harrow Road wards, two of the 10% most deprived wards in the country. At the heart of our catchment area is the Mozart Estate, whose history of violent gang rivalry with South Kilburn Estate to the east and with Ladbroke Grove to the south has created a pervasive fear of violence in the community.

From their experiences of poverty, unemployment and crime, many young people we work with have low ambition for life, low self-esteem and anxiety. We aim to improve these aspects of their lives.

In a neighbourhood of not just economic and social deprivation but a lack of public open space (4% vs a borough average of 29%), there is a need for all young people in our community to have a free-to-access space; to play and socialise without fear, develop friendships, acquire and develop skills, and receive advice and support. Locally there is little free-to-access youth provision beyond The Avenues.

Given the history of local postcode wars we believe there is real benefit in young people mixing with those from other wards to break down barriers and help form lasting friendships, so we welcome members from the wider area.

Our activities encompass sport, healthy cooking, music, art, dance, radio, skills development and career pathways. The youth work is child-centred and promotes enjoyment, collaboration and individually tailored support towards personal development.

Over 2019-20, we benefitted from our relationship with Adam & Eve DDB by undergoing a (pro-bono) 'brand analysis', looking closely at what we do and how we do it. Fro m this process our guiding principles were articulated as 'inspiring', 'caring' and 'joyful'.

A separate but complementary piece of work with Community Regen Consultants helped us develop an organisational 'theory of change' which sets out specific intended outcomes for young people at Avenues. This drew on a detailed body of work from the Centre for Youth Impact, commissioned on behalf of all Westminster's youth clubs by Young Westminster Foundation with the intention of creating a common monitoring and evaluation process across the borough, underpinned by a common theory of change.

As a result of this process, we have finalised our intended outcomes for young people as the following:

- Improved social and emotional skills
- Improved physical and mental wellbeing
- Increased access to opportunity and learning skills
- Positive relationships with others
- Better ability to make positive lifestyle choices
- Feeling safe and respected

The overwhelming majority of our projects will be designed to meet some or all of these objectives. Following an ongoing review of our monitoring, evaluation and reporting we will be working to achieve the highest possible standards of outcome measurement in the youth sector. It is one thing to know that our work has a positive impact on the lives of young people, but we also need to prove it, both to satisfy our funders and supporters and to ensure that we keep learning and improving as an organisation.

2019-20 programme:

Increased revenue over the year has allowed our programme to grow both in terms of new projects and additional days for existing projects in line with our business plan. The programme is made up of:

- Juniors (8-13 years); 5 days a week after school
- Girls' Hub (11-16 years); Tuesday evening
- Seniors (13-18 years); Friday evening
- Sports Boost (8-15); Saturday afternoons *NEW*
- Judo Club (8-15); Saturday afternoons
- Guitar lessons (8-13 years); twice a week
- Minibus service; safe pick-up and drop-off for Girls and Seniors nights *NEW*
- Easter holidays (8-18 years); 2 weeks, Monday to Friday
- Summer holidays (8-18 years); 5 weeks, Monday to Friday
- February, May *NEW* and October half term holidays (8-18 years); Monday to Friday
- Residential (11-13 years); 5 days during summer *NEW*
- Music Studio Engineer training (15-18); 26-week training programme *NEW*
- Junior Support Worker training (15-18); 39-week training programme *NEW*

Programme highlights:

✓ 187 New members signed up in year.

✓ 469 members attending in the year continuing the growing trend.

✓ 65% (305) of members are aged 8-13 and 35% (164) aged 13-18.

✓ More than double last year's aggregate attendances: 14,693 (2019-20) v 7,317 (2018-19).

✓ Average contact hours per member 116 (up from 62 in prior year).

✓ 6 days open per week, 49 weeks a year.

✓ 3,977 session hours delivered, up from 2,391 in prior year.

✓ Gender split: 51% female 49% Male.

✓ 11 religions stated, of which 26% Christian, 25% Muslim.

✓ Ethnicity breakdown – very mixed.

✓ 8,850 Meals served – 5,850 during Zone, and 3,000 during holidays.

✓ 16 youth workers employed over the year and 4 junior support workers.

- 100% of young people report to feeling safe at Avenues all of the time.
- 78% of young people reported to have increased their confidence, resilience & perception of self after the 2019 Summer programme.
- 94% of young people attending Seniors felt able to challenge influences that are bad for them.
- 92% of young people found that attending Secondary Zone helped them feel closer to their friends.

What Avenues Members said of the service:

"Avenues makes me feel special… it's just a great place to be and learn."

"Avenues is special to me because they're like a family. They're always helping me."

"I would describe myself as fun, awesome and great. And all of it is because of Avenues. It changed my life!"

"Avenues has made me feel proud of myself."

"Avenues is so special to me because I'm not alone and I always have someone to be with me."

Case Study #1

The Brit Trust funded a project that enabled us to deliver an exceptional opportunity for a small number of the most committed young people wanting to further their skills and experience in the music sector.

This structured project allowed a selected number of young people to shadow youth workers, be mentored by industry professionals and experience different areas of the music industry. The curriculum was designed so that all young people would get a chance to learn about radio, DJing and sound engineering. They could produce their own tracks, write a radio script, create a DJ set all whilst helping others do the same too. They learnt, taught, and volunteered their time all at the same time.

For this short report, we'd like to focus on Josiah. Josiah is 16 and lives in the local community on the Harrow Road. Josiah has been attending Avenues for some time now and has always had a passion for music. It is only now with this funding, partnered with his commitment could he discover the path he wanted to be on. Josiah shone throughout this experience and his commitment to the programme was apparent from day one. Rather than tell you what we think we achieved, we spoke to Josiah himself and he told us how he found the programme, what he learnt & what his goals are:

***Youth worker**: Can you describe some parts of the programme?*

***Josiah**: Well my first placement was in the radio room with Nicole. It taught me what it takes to plan a session, how to deliver a session to the public, how long it might take to plan a script for a show – things like that. Then I worked in the studio with Del where I learnt about the key software packages I needed for editing and creating my own music. Things like the effects that I'd need to make a certain sound or, tracking vocal structure, and generally how to master a song. It really helped me and now I can help others learn that too. I can teach them.*

***Youth worker**: Awesome, can you describe how the programme was for you?*

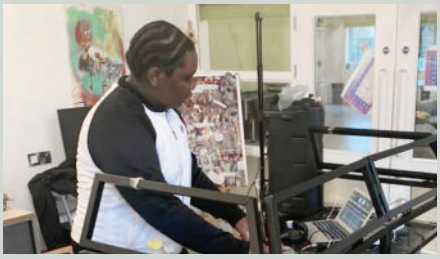
***Josiah**: It was so good. I got to learn a lot of things about the music industry and what it may take to make it. It was a really good experience to have because before I never knew what I wanted to do with my life really. But now at least I know what it takes to be a radio presenter and a sound engineer and a producer. I've started to further my education on these things and my knowledge has expanded. I want to pursue a career in music production and now I feel I have the direction to do it.*

***Youth worker**: & how do you think Avenues helped you? Both for this project and in general?*

***Josiah**: Avenues has helped me so much. They've given me the opportunity to express my musical ears and to give me opportunities to work alongside youth workers and industry professionals. The opportunities I've had here, I wouldn't have had anywhere else. It gave me a chance to see what I could have as a career.*

***Youth worker**: What are your future plans? Have they changed since this programme?*

***Josiah**: My future plans is actually to have a production company. Or maybe a studio. I'd love to be a famous producer or DJ touring festivals and recording in my own studio. This has helped me realise what I need to do to achieve it.*

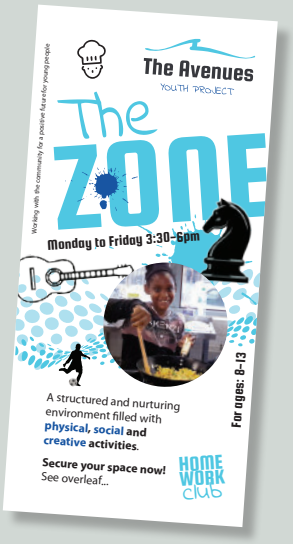


We believe this programme has been transformative for Josiah. Since the programme began, he grasped the additional responsibility with both hands and has thrown himself into many other opportunities at the club. He chose to photograph some of our fundraising activities earlier in the year, signed up to our in-house Level 1 qualification in youth work and also is working part time as a junior support worker. He is doing this alongside his college commitments and we believe this project sparked a significant change in Josiah, his future opportunities and crucially, his self-belief.

We are continuing to work with and mentor Josiah and are excited to see him thrive and succeed in the future. He has planned to select a music qualification to participate in next summer when he has fewer college commitments.

We'd like to express our sincere gratitude to the Brit Trust for funding this unique opportunity. Without this funding, programmes such as this, simply would not have been possible.

Spotlight on The Zone



The Zone is our after-school service for 8-13 year olds, which includes a separate space and activities for 11-13 year olds who have just transitioned to secondary school. Following a successful application to BBC Children in Need, we received three years of funding towards staff costs from 2019, allowing us to extend this popular service to five days a week. Further funding was provided by St James Place and Paddington Charities.

To meet the funding requirements of Children in Need, participants are prioritised according to need, with referrals made by local schools, intervention service and social services, in order to help those who will benefit most from the project. 32 young people attend each day.

Activities are designed to meet our organisational outcomes of improved social, emotional and learning skills, improved physical and mental wellbeing, and positive relationships with peers and adults. Participants are free to choose to develop creative skills in art and design or music production, cooking skills in our professional kitchen, radio presenting in our studio, or sports skills with football, table tennis and other games including chess.

Healthy tea-time snacks are eaten while sitting together, giving youth workers an opportunity to guide group conversations, developing self-confidence and ability to converse in a group setting with peers and adults.

Spotlight on Freestyle Fridays

Also part-funded by BBC Children in Need, our Seniors' session, Freestyle Fridays, offers a weekly, fun-packed evening, encouraging socialisation and skills development, and tailored support. From 6.30 to 9.00pm we provide a safe and productive space, staffed by our enthusiastic and skilled team of youth workers. Thanks to funding from Octavia Housing, a free-to-use minibus service collects and drops off young people locally, helping to counter fears of street violence held by young people and their parents.

Kitchen sessions include Cooking Club with Pattie & Punch and a pop-up café (Savs@Aves). Football skills are honed by DS Football Academy in the sports hall. Music recording continues to be popular with this age group, with our resident professional sound engineer and recording artist Dell developing

talent and teaching production skills in the music studio. In the next studio, professional radio presenter Nicole helps participants create and deliver original radio content that goes out on Avenues Radio. Some prefer to spend time in the games room playing pool, table football and FIFA on a giant screen. Design, Cut & Print develops creative skills, and encourages young people to design their own brand. Each evening concludes with '20-minute Hotseat' – a moderated group conversation, on subjects chosen by young people, and a highlight of the session for many.

As well as group activities our staff talk to each young person, offering one-to-one support for issues such as housing, relationships, sexual health, employment, education, and family issues.

Also new for the older age group, a Junior Support Worker / Sound Engineer Training programme to train up a cohort of 15-18 year old members into leadership roles in our recording studio. Funded by Brit Trust, two of the most promising entrants were then selected to work as paid support sound engineers and one won a place on a 'Mixing and Mastering Certificate' Training course at London Academy of Music Production, earning a Pearsons approved certificate, which will further their skills and employability in their chosen area of work.

Spotlight on Summer Holiday programme

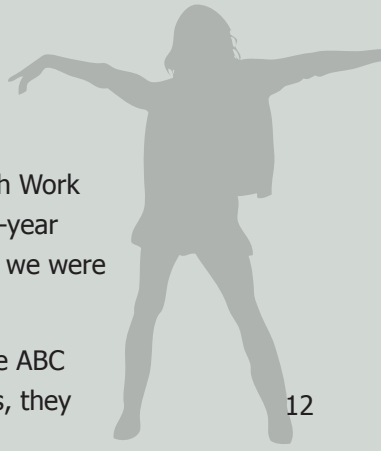
For the first time in our history, we were able to run a full holiday programme of three half terms, Easter and Summer. The Summer Programme was universally acclaimed as our best yet – a fantastic way to celebrate our 40th anniversary and our revival as the place for local teenagers to go when school is closed. Over five weeks we welcomed a total of 269 individuals (60 more than 2018), including 81 new members.

The diverse activities on offer included Sports Camp (funded by Sport England and including basketball, fitness, football, multi-sport, dance and judo), arts and crafts, cooking, radio production, recording studio, school nurse visits, computers, games room, Aves TV. On feedback forms, 100% of young people voted our youth workers 'good' or 'excellent'.

Sports Camp was hugely successful in bringing older members back into the club, off the streets and involved in something with such clear health and behavioural benefits. This effort paid off when our older boys took part in and a won a London Youth football tournament.

Trips included swimming, cinema, bowling, backstage at The Roundhouse Barber Shop Chronicles, Nike Experience Day, Adam & Eve DDB immersive work experience, and a photography exhibition of London youth culture.

Our furthest trip was a four-day residential for 10 young people at Susan's Farm in Cumbria (funded by Westminster Almshouses), where they visited the Lake District, camped in tents, helped on the farm feeding animals, learned about sustainable living and met with boys and girls from a youth club in Carlisle.



Spotlight on Junior Support Worker Training programme

Following a pilot programme where six Avenues members trained to achieve an ABC1 Youth Work Level 1 qualification, in 2019 we applied to the Mayor's Young Londoners' Fund to fund a 3-year programme to train 30 young people as junior youth workers. Against intense competition, we were delighted to be awarded the full funding.

Over each 39-week course, 10 recruits train as Youth Support Workers, earning not just the ABC qualification but also become an ASDAN accredited youth mentor. Beyond the qualifications, they

acquire new skills and experiences, learn how to reflect on their lifestyles and how to care for themselves and others. The course works to engage participants in social action, improving their behaviour and self-esteem and ultimately improving their employment prospects. During lockdown the programme was largely unaffected, as the teaching continued remotely.

The Young Londoners' funding provides for a Programme Co-ordinator, which, with additional funding from Young Westminster Foundation, allowed us to employ long-standing senior youth worker Marcus Leon in a full-time capacity, providing Avenues with very welcome additional bandwidth and experience to assist Programme Manager, Carol Archibald.

40th Anniversary Year

Our 40th Anniversary year coincided with the launch of our new business plan, and setting out our plans for a balanced funding mix to grow and sustain our work with children and young people. It had been our aim to bring private philanthropy and trusts and foundations together with public sector funding and corporate backers in a trinity of support that would add resilience to the financial model. We would add to this mix our own generated income made possible as a result of our careful stewardship of our purpose-built facility.

2019-20 was the year these plans started to become a reality. With significant wins in all three areas, from Westminster Council coming back on board as important public backers, to Adam & Eve DDB adopting us as their charity of the year and becoming our first blue-chip corporate sponsor, to the growing list of Trusts and Foundations who have backed our transformation.

However, we felt that with some capital investment the building could yield significantly more, both in the rent generated and in the amenity value to users. Seeing as our founding supporters were 40 years older than when they first helped establish the charity, a capital fundraising campaign to enable the building improvements proved the perfect opportunity for a legacy and a handing over of the batten to a new generation of supporters who we had been attracting in recent years.

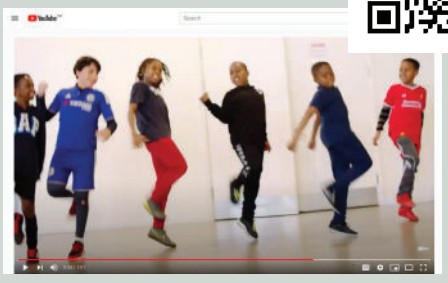
Westminster Council's support was important in giving confidence to other funders, and The Chair and I were pleased with the encouragement we received from WCC CEO Stuart Love at a dedicated meeting at City Hall to discuss how Westminster Council could further assist The Avenues' plans.

This led to greater cooperation between WCC and the Young Westminster Foundation which in turn helped The Avenues including by opening the door for positive discussions with the Duke of Westminster's Charity, the Westminster Foundation.

2019 was also the year in which we became an accredited ABC Training Centre. We wasted no time in recruiting to our very first Level 1 in Youth Work course. The plan is to train a new generation of local and Westminster-wide youth workers, and the Level 2 qualification will follow next year.

We were delighted to end the calendar year with a fabulous party for over 400 supporters at Paradise By Way of Kensal Green and our very first Christmas fair. The new year brought two more new and hugely successful fundraising events before our last and biggest fundraising event of the year had to be abruptly cancelled last minute due to Covid-19.

By the end of the year we had made significant progress towards our 40th Anniversary Fundraising campaign for capital improvements, but it was immediately clear that sustaining the gains made in 2019/20 would be a major challenge in light of the economic disaster that was about to hit us.



Advert for The Avenues by new local supporters Wing London.

Financial Review

The charity achieved significant financial improvements in the year ended 31 March 2020. Total income increased 73% year on year to £774,464 (2019: £447,908) due mainly to increased fundraising. Expenditure before depreciation also increased by 27% to £451,052 as the charity delivered additional programs in line with funds raised (2019: £354,860). Depreciation, being the non-cash method of allocating costs of tangible assets (mainly the charity's building) over their useful life spans, was £36,772 in 2020 (2019: £37,040).

These factors resulted in a net surplus before depreciation in 2020 of £323,412 (2019: £93,048) and a net surplus after depreciation of £286,640 (2019: £56,008).

This surplus was used to a) maintain our reserves at £212,500, which is six months of our budgeted operating costs for 2020/21 and b) ringfence £252,751 to a designated account in relation to our 40th Anniversary Appeal Fund which is intended to develop our workforce and fund investment in our building to maximise rental income.

The reserves policy is set out below and is monitored as part of the monthly Financial Dashboard.

Reserves Policy Statement

The Avenues Reserves Policy is to maintain a target reserve of unrestricted funds equal to six months of budgeted operating costs and with the actual reserves of unrestricted funds being not less than three months of budgeted operating costs.

The principle purpose of The Avenues Reserve Policy is to mitigate the following risks:

The base case risk is that The Avenues will not have sufficient funds to enable normal operating activities to be provided on a continuous basis due to temporary shortfalls in typical income streams or other events which trigger an unexpected funding demand; the reserves should at no time be lower than that needed to enable The Avenues to continue normal operating activities on an uninterrupted basis despite the occurrence of the relevant temporary contingency. The fundamental case risk is that The Avenues will suffer a material and most likely permanent drop in revenue which, if not addressed, would most likely lead to a permanent cessation of activities: ideally the reserves should at no time be lower than that needed to fund any restructuring of the business or other significant change in circumstances, which The Avenues Executive Committee believes could enable the activities and support to continue being provided to the beneficiaries.

Monitoring and Reviewing Reserves Policy

The actual operating costs of The Avenues are closely monitored by each of the Directors and the Treasurer of The Avenues and, together with details of the actual unrestricted reserves amount, are the subject of monthly reports to the Executive Committee of The Avenues. At each of its regular meetings, the Executive Committee considers whether, in light of events which have occurred or are expected to occur, any change or changes should be made to the respective amounts of the targeted and minimum unallocated reserves.

Structure, Governance and Management

Constitution

The charity is a company limited by guarantee constituted pursuant to, and governed by, a Memorandum and Articles of Association dated 1 November 2001.

Members' Liability

The charity has no share capital. Rather, its members have "guaranteed" (i.e., agreed) that in the event of winding-up of the charity they will each contribute £1, or any smaller sum needed, towards funding any shortfall in the assets of the charity as compared with its liabilities. The members have no right, in the event of a winding-up of the charity, to receive any distribution of any surplus of the value of the charity's assets over its liabilities; pursuant to the Memorandum and Articles of Association any such surplus is required to be given to another charity having similar objects to those of the charity.

Executive Committee

The business of the charity is managed by its Executive Committee which currently comprises a Chair and eight others.

All members of the Executive Committee are also both directors and the only members of the charity and as members of the Executive Committee comprise the trustees of the charity.

New members of the Executive Committee are recruited with regard to the balance on the Executive Committee from time to time of persons with relevant skills, experience, knowledge and qualifications.

Any person appointed by the Executive Committee to fill a vacancy in the Executive Committee holds office until the next succeeding annual general meeting of the members at which time such person is eligible for re-election.

At each annual general meeting of the charity one-third of the existing members of the Executive Committee are required to retire but all such persons are eligible for re-election.

The Executive Committee meets a minimum of four times a year and in addition has an annual "Away Day" for the purpose of in-depth review and study of particular subjects relevant to the charity's affairs.

There are four sub-committees of the Executive Committee, viz Human Resources, Finance, Fundraising and Buildings and each such sub-committee meets on an ad-hoc basis.

No member of the Executive Committee is remunerated by the charity for any time spent by him or her in connection with the affairs of the charity.

Chief Executive

The Executive Committee has delegated day-to-day management of the charity to the Chief Executive. The Chief Executive attends all meetings of the Executive Committee and is an ex-officio member of each of the Executive Committee's sub-committees.

The performance of the Chief Executive is the subject of annual reviews carried out by the chair of the Executive Committee.

Plans for the Future & Future Fundraising

Our Staff and Trustee Away Day in February 2020 set out our plans to continue developing in line with our business plan. Despite the global uncertainty that followed, we remain committed to continuing the enhancements to our service. Our experience of increasing uptake of our service in 2019/20 has evidenced that, if we invest in and develop our service, demand will continue rising.

To provide added capacity and new skills the trustees approved recruitment of three new part-time roles: HNW Fundraiser, Social Media Manager and Monitoring Officer which will help to raise awareness of the service and our funding needs, as well as help measure the impact of our activities to ensure our continued learning and development of the programme.

2020-21 will see us apply the 40th Anniversary Fund to the refurbishment of the first floor of the building to upgrade the facilities and enable us to rent parts of the building that currently cannot be accessed independently.

Trustees

The trustees who are also directors of the company for the purpose of company law are all members of the Executive Committee. Changes to Trustees are shown on page 1.

Independent Examiner

The trustees consider that for the year ended 31 March 2020 the company was entitled to exemption from a statutory audit under section 477 of the Companies Act 2006. Under the provisions of the Act, the directors have appointed Mr M Barry Boydell FCA, as Independent Examiner. This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE TRUSTEES:

Jennie Marshall - CHAIR, 2020

Report of the Independent Examiner

I report on the accounts of the company for the year ended 31 March 2020, which are set out on pages 18 to 23.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of Independent Examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent Examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

(a) to keep accounting records in accordance with section 386 of the Companies Act 2006; and

(b) to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 386 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of to be reached.

M B Boydell FCA, Chartered Accountant
146B Chiswick High Road, London W4 1PU 2020

Statement of Financial Activities

Income and expenditure for year ended 31 March 2020

	Note	Unrestricted Funds	Restricted Funds	Restricted Building Funds	2020	2019
		£	£	£	£	£
Incoming Resources						
Grant & donations	2	234,681	320,538	-	555,219	247,229
Investment income		957	-	-	957	243
Rental income		92,298	-	-	92,298	88,683
Fundraising		125,990	-	-	125,990	111,753
Total incoming resources		453,926	320,538	-	774,464	447,908
Resources Expended						
Cost of generating funds:						
Fundraising expenses		44,220	-	-	44,220	11,651
Charitable expenditure:						
Direct Charitable Expenditure	3	136,554	251,391	-	387,945	324,590
Management and Administration	4	20,401	-	35,258	55,659	55,659
Total resources expended		201,175	251,391	35,258	487,824	391,900
Net surplus/(deficit) for the year	5	252,751	69,147	(35,258)	286,640	56,008
Fund balances brought forward		212,500	8,000	1,306,131	1,526,631	1,513,751
Transfer to designated fund	9	(252,751)			(252,751)	(43,128)
Fund balances carried forward		212,500	77,147	1,270,873	1,560,520	1,526,631

The notes on pages 20-24 form an integral part of these financial statements.

Balance sheet at 31 March 2020

		2020		2019	
		£	£	£	£
FIXED ASSETS	7				
Tangible assets			1,279,454		1,316,226
CURRENT ASSETS					
Cash at bank and in hand		600,763		284,792	
CREDITORS: amounts falling due within one year	8	(23,818)		(31,259)	
			576,945		253,533
NET ASSETS			1,856,399		1,569,759
Represented by:					
UNRESTRICTED FUNDS			212,500		212,500
DESIGNATED FUND	9		295,879		43,128
RESTRICTED FUNDS	10		77,147		8,000
RESTRICTED BUILDING FUND	11		1,270,873		1,306,131
			1,856,399		1,569,759

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

For the financial year ended 31 March 2020 the company was entitled to exemption from audit under section 477 [small company exemption] Companies Act 2006; and no notice has been deposited under section 476 [member or members requesting an audit].

The trustees acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with s. 386 and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its surplus or deficit for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

The financial statements were approved by the Trustees on 2020.

J Marshall (Chair)

Corrina Ralph (Honorary Treasurer)

The notes on pages 20-24 form an integral part of these financial statements.

Notes to the Financial Statements

1. ACCOUNTING POLICIES

Basis of preparation of accounts

The financial statements are prepared under the historical cost convention and include the results of the charity's operations which are described in the Report of the Executive Committee and all of which are continuing.

The financial statements have been prepared in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the provision of section 1A 'Small Entities' of Financial Reporting Standard 102.

The charity has taken advantage of the exemption in Financial Reporting Standard No.1 from the requirement to produce a cash flow statement.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Furniture and equipment - 15% net book value.

Value Added Tax

Value Added Tax is not recoverable by the charity and as such is included in the relevant costs in the Statement of Financial Activities.

Expenditure of management and administration of the charity

Administration expenditure includes all expenditure not directly related to the charitable activity. This includes costs of staff salaries for administrative staff and audit fees.

Unrestricted Funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Designated Funds

Designated funds are unrestricted funds earmarked by the management for particular purposes.

Restricted Funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

Notes to the Financial Statements

2. GRANTS AND DONATIONS

	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2020	Total 2019
	£	£	£	£	£
Adam & Eve DDB	78,740	-	-	78,740	-
Awards for All	-	10,000	-	10,000	-
BBC – Children in Need	-	42,080	-	42,080	-
Brit Trust (BPI)	-	9,723	-	9,723	-
Citywest Homes	-	6,000	-	6,000	10,498
The Drapers Company	5,000	-	-	5,000	-
Sport England	-	9,835	-	9,835	-
Esmée Fairbairn (TASK fund)	15,000	-	-	15,000	-
Greater London Authority	-	34,717	-	34,717	-
Joan Ainslie Trust	4,000	-	-	4,000	-
Joe Strummer Foundation	-	4,389	-	4,389	-
Octavia Foundation	-	4,598	-	4,598	4,369
Paddington Charities	-	12,500	-	12,500	-
People's Health Trust	-	13,918	-	13,918	-
Pineapple Trust	-	7,500	-	7,500	-
Queen's Park Community Council	-	25,000	-	25,000	20,000
St James Place Foundation	-	10,000	-	10,000	-
Strand Parishes Trust	5,000	-	-	5,000	-
The Carlile Foundation	-	15,000	-	15,000	15,000
The National Lottery	15,230	-	-	15,230	-
Westminster Almshouses	-	5,000	-	5,000	
Westminster Amalgamated	-	9,000	-	9,000	-
Westminster City Council	94,466	-	-	94,466	8,533
Westminster Foundation	-	12,000	-	12,000	-
Wyseliot Charitable Trust	4,500	-	-	4,500	4,500
Young Westminster Foundation	-	48,219	-	48,219	15,856
Other donations	12,745	41,059		53,804	168,473
	234,681	320,538	0	555,219	247,229

Notes to the Financial Statements

3. DIRECT CHARITABLE EXPENDITURE

	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2020	Total 2019
	£	£	£	£	£
Salaries and staff costs	63,480	144,990	-	208,470	128,937
Youth work activities	-	106,401	-	106,401	113,661
Office and other costs	73,074	-	-	73,074	81,992
	136,554	251,391	-	387,945	324,590

4. MANAGEMENT AND ADMINISTRATION EXPENDITURE

	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2020	Total 2019
	£	£	£	£	£
Salary costs	15,000	-	-	15,000	15,000
Other	5,401	-	35,258	40,659	40,659
	20,401	-	35,258	55,659	55,659

5. OPERATING SURPLUS/(DEFICIT)

Operating deficit is shown after charging	2020	2019
	£	£
Staff costs	223,470	145,260
Depreciation on tangible fixed assets	36,772	37,040

6. STAFF COSTS

	2020	2019
	£	£
Wages and salary	197,190	125,361
Social security costs	15,453	8,685
Staff pension	10,827	6,116
Redundancy costs	-	5,098
	223,470	145,260

As a charity, no Trustee received any remuneration during the year in their capacity as a trustee. During the year no employee received emoluments in excess of £ 60,000.
The average weekly number of staff employed by the charity during the year was as follows:

	2020	2019
Administrative work	3	1
Direct charitable work	4	3

Notes to the Financial Statements

7. TANGIBLE FIXED ASSETS

	Leasehold Property £	Furniture & Equipment £	Total £
COST			
As at 1st April 2019	1,867,959	184,117	2,052,076
Additions/(Disposals)	-	-	-
As at 31st March 2020	1,867,959	184,117	2,052,076
DEPRECIATION			
As at 1st April 2019	561,828	174,022	735,850
Charge for the year	35,258	1,514	36,772
As at 31st March 2020	597,086	175,536	772,622
NET BOOK VALUES			
As at 31st March 2020	1,270,873	8,581	1,279,454
As at 31stMarch 2019	1,306,131	10,095	1,316,226

Construction costs of the building included under leasehold property above, amounted to £1,762,923 and the company took possession of the completed property in May 2003. Since this date the cost of the building is being depreciated evenly over 50 years.

8. CREDITORS: Amounts falling due within one year

	2020 £	2019 £
Accruals and after date payments	15,068	18,596
Rent received in advance	8,750	12,663
	£ 23,818	£ 31,259

9. DESIGNATED FUND

The trustees have decided to transfer unrestricted funds in excess of 6 months operating costs to a designated fund earmarked for investments including building alterations to future proof the Avenues ability to generate income and continue to deliver youth activities.

The budget for 2020/21 gives an estimate for 6 months operating costs of £212,500 and therefore excess restricted funds of £252,751 have been transferred to this fund which when added to the opening figure of £43,128 gives a year end total of £295,879.

Notes to the Financial Statements

10. RESTRICTED FUNDS

The balance of £8,000 brought forward from 2019 has been spent during the current year.
Restricted funds received during the year to be carried forward to 2020/21 are made up of:

Westminster Brighter Futures	10,000
Paddington Charities	7,500
Octavia Foundation	4,598
Hyde Park Place Estate Charity	1,250
Westminster Amalgamated	4,500
Westminster Foundation	6,000
The Carlile Foundation	3,750
Pineapple Trust	7,500
Joe Strummer Foundation	4,389
People's Health Trust	13,918
Thrive LDN / Team London	8,742
St James's Place Charitable Foundation	5,000
	£77,147

11. RESTRICTED BUILDING FUND

This fund relates to donations received in 2003 for the sole purpose of constructing the existing building which the youth project has occupied since

FOR INFORMATION ONLY
The following do not form part of the statutory accounts

Direct charitable expenditure

	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2020	Total 2019
	£	£	£	£	£
Salaries and staff costs					
Salaries, NI and pensions	61,143	144,990	-	184,228	119,046
Training and supervision	780	-	-	780	2,918
Redundancy costs	-	-	-	-	5,098
Staff recruitment costs	1,557	-	-	1,557	1,875
	63,480	144,990	-	208,470	128,937
Youth work activities	-	106,401	-	106,401	113,661
Office and other costs					
Insurance	4,156	-	-	4,156	3,886
Light and heat and water rates	17,205	-	-	17,205	18,824
Telephone and fax	1,822	-	-	1,822	2,085
Repairs and renewals	13,559	-	-	13,559	19,195
Maintenance and cleaning	18,450	-	-	18,450	17,106
Printing, Postage and stationery	922	-	-	922	2,354
Subscriptions	1,844	-	-	1,844	1,281
Website	495	-	-	495	1,414
Sundry expenses	2,428	-	-	2,428	3,068
Computer support and consumables	2,631	-	-	2,631	3,072
Consultancy	500	-	-	500	500
Marketing and PR	9,062	-	-	9,062	9,207
	73,074	-	-	73,074	81,992
TOTAL COSTS	136,554	251,391	-	387,945	324,590

Management and administration expenditure

	Unrestricted Funds	Restricted Funds	Restricted Building Fund	Total 2020	Total 2019
	£	£	£	£	£
Salary costs					
Salary	15,000	-	-	15,000	15,000
Other costs					
Depreciation	1,514	-	35,258	36,772	37,040
Bank charges and interest	587	-	-	587	469
Independent examiners fee	3,300	-	-	3,300	3,150
	5,401	-	35,258	40,659	40,659
TOTAL COSTS	20,401	-	35,258	55,659	55,659

THE AVENUES YOUTH PROJECT

3-7 Third Avenue, London W10 4RS
Tel: 020 8969 9552
info@avenues.org.uk
www.avenues.org.uk

AvenuesYouthProject

@AvenuesYouth79

@avesyouth

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