

**WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS OF THE BOARD OF TRUSTEES**  
**for the year ended 31 March 2016**

**(A company limited by guarantee and not having a share capital)**

Registered charity	1056035
Registered Company	3201917
Chief Executive	William Clemmey
Registered address	Jubilee House Westlea Road Leamington Spa Warwickshire CV31 3JE
Bankers	Unity Bank plc Nine Brindley Place 4 Oozells Square Birmingham B1 2HB
Solicitors	Moore and Tibbits 34 High Street Warwick CV34 4BE
Independent Examiners	Burgis and Bullock 2 Chapel Court Holly Walk Leamington Spa CV32 4YS

WEDNESDAY



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COMPANIES HOUSE

# **WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS**

## **Review of 2015-16**

### **CHAIR'S REPORT**

Following our Jubilee last year, the Board spent time looking at the future and how WAYC's position could best be secured in what is still a very challenging environment.

So I established a small structural review group of trustees supported by the Chief Executive, to come up with a resilient and sustainable structure which would enable us to perform the tasks which both staff and trustees think we should be undertaking, while at the same time being better able to weather the financial uncertainties which have plagued us from time to time.

Having reported to the Board, we now have a new flatter structure supported by a fundraising team with a clear fundraising strategy, which gives us the ability to focus on how we can grow our charity to meet our aspiration of being the primary source of youth work support and expertise in the area.

Once again I have been impressed by the enthusiasm of staff and the Chief Executive and the way that they have responded to the restructuring exercise.

My thanks also to my fellow trustees, who are continuing to contribute important and varied perspectives on the charity and its future direction. Since the end of the year one of our longest serving trustees Chris White MP has moved on and I thank him for his valuable and incisive input over the years. His loss adds more urgency to our need to replenish our trustees and we will continue to look at enhancing our skill base, while at the same time seeing how we can extend our relationship with the young people we serve. Sadly, in August 2016 we lost one of our Vice-Presidents Graham Wright who died after a short illness.

Last year I said "By this time next year I would hope to report that WAYC has become a self-sustaining organisation recognised as a leader in the field of youth support." Have we achieved that? Not entirely; but we have certainly taken some significant steps in the right direction, and I believe that with the continued commitment of staff, trustees and supporters, we will be able to achieve that aspiration.

**Dave Marr**  
**Chair**

## **Supporting young people with complex needs**

We have seen a shift in our work, from working with groups of young people in youth clubs and running structured workshops, to providing holistic support and one-to-one mentoring for increasing numbers of young people who are experiencing complex problems.

Our non-judgemental and youth-centred approach is being recognised by local statutory teams which are now referring young people to our youth workers for our tailored support. Over the year, we have supported young people who have left the care system and who are now struggling with living independently, young people with mental health problems, those with complex family problems, learning disabled young people and those who have found it difficult to find work.

We have reached 582 young people through our various projects and programmes this year. We have provided long-term one-to-one support for 28 young people, helping them during family breakdown and bereavement, bullying, withdrawal from school, anxiety and depression, and social isolation. We have supported vulnerable young people who were abusing alcohol and drugs, were in inappropriate sexual relationships, or who were self-harming. Through our intervention, young people have grown in self-esteem and confidence, improved their communication and social skills, and developed new skills to overcome their problems.

## **Ten young people supported into work or training**

Ten young people have found work or are at college through the long-term support of our youth workers. Each had been struggling with problems which had prevented them from being able to focus on their futures, including bereavement, anxiety and depression, and learning disability, poor personal hygiene and social skills, substance misuse and social isolation.

When we met Lee\* he was very angry and kept telling us he didn't see the point of doing art. He had dropped out of an art course at college as 'he had to spend all his time with his hands in clay and cutting patterns into breeze blocks which was disgusting'. The college hadn't been aware – possibly because he wasn't able to express himself – that he was very uncomfortable being tactile, a symptom of his autism. He was so disillusioned that he had stopped drawing at home. With our support, he started drawing again, volunteered with us on a work placement as an illustrator, undertook further voluntary work closer to home and is now working part-time. We maintain contact with each other and he occasionally volunteers at our events.

\*Name changed and details omitted to protect the young person's identity

## **Support for young people with emotional problems**

*"It distracts me from my depression and gives me something to look forward to"*

Sharp Minds is a programme of social activities and one-to-one mentoring for isolated young people with emotional and mental health problems. Growing from a series of commissions from Child and Adolescent Mental Health Services (CAMHS), Sharp Minds supports young people to develop friendships, confidence and self-esteem, learn coping techniques and build resilience, and improve their emotional well-being. Our youth workers work hard to create a non-judgemental and positive atmosphere so every young person can feel safe revealing their thoughts, concerns and aspirations. The programme follows the 'Five Steps to Mental Wellbeing' promoted by the NHS and is

recognised by local statutory teams, including social workers and school pastoral care officers who refer young people to us. Sharp Minds has been running in Lillington (Warwick District) since January 2014, and we are now planning to deliver the programme in Warwick West and Stratford-upon-Avon.

*"F was walking on air after seeing you. Thank you. I am completely bowled over by the version of F that you encounter - upbeat, excited, verbal, verbose, happy, relaxed. For 1 hour a week he can feel those things in your company and it's magic" (parent of young person).*

### **Supporting care-leavers**

We reached 41 care-leavers during the year, through a weekly youth club, structured workshops, holistic support and one-to-one mentoring. Each young person had been identified as struggling to live independently after being in the care system. Problems included social isolation, emotional difficulties, communication problems, debt, substance misuse and lack of purpose. Young people have developed supportive friendships, grown in confidence, and developed practical skills. We helped a young couple liaise with their landlord, supported a 23-year-old who wants "to be a good parent" and took two 19-year-olds to a college open day. A social worker has told us: "*When I ask A he tells me 'It's good' and that he 'enjoys it' and he tells me about the various skills he learns... we would like him to take part in other groups as they are beneficial for young people like A who struggle to socialise.*"

### **Supporting disadvantaged young people**

Our office is based in the Brunswick ward Leamington Spa an area of multiple deprivation with the highest number of Priority Families and the second highest rate of child poverty in Warwick District. We run the only youth club in the ward and we offer tailored one-to-one support for local young people facing difficulties.

Young people have cooked together, tried different sports, enjoyed arts and crafts activities, camped outdoors, and had heated discussions on current affairs. We worked intensively with a group of young men to help them become positive role models for others, with discussions to challenge stereotypes and perceptions and practical sessions to gain new skills. This group helped with a building project at Foundry Wood, winning a National Crimebeat award as well as improving this new local community asset.

Young people trust our youth workers and know they can talk about anything and everything, ask questions and raise concerns which they may not feel able to raise with their parents or teachers. We notice and respond if a young person's behaviour changes and support them where there is an underlying cause. During the year, we offered tailored support for nine young people, experiencing family breakdown, excessive and under-age drinking, inappropriate relationships and sexual activity, and depression and anxiety.

One example is when we heard rumours in the youth club suggesting that an under-16 year old was pregnant. Because she trusted our youth workers, we were able to broach this subject with her. As well as liaising with social services because of a child protection issue, we took her for a pregnancy test which was negative. We have been working with her so that she better understands about positive relationships and sex and is better able to take informed decisions in the future. On another occasion, a young person arrived at the youth club just after having discharged herself from hospital. We contacted her social worker who told us the police had been about to issue a 'missing persons' notice. We took her to a relative so she was safe for the night and are continuing to offer her additional support.

## **Power of the Wheels**

Following work in the USA which found that skateboarding helps with balance, co-ordination, sensory and motor skills we have pioneered skateboarding tuition to young people on the autistic spectrum in the UK with a pilot partnership project with Round Oak School (Warwick District). This project enables young people to learn on their own terms, develop their social skills, and have fun. Teachers have found that their students were better able to concentrate on lesson back in the classroom after the sessions. The school says, *"It has given [him] the opportunity to access an activity that he would normally not be able to do given his home circumstances. It is providing a younger male role model which he does not have at home. It also gives him 1:1 time and attention which he benefits from"*. We have now expanded the programme, thanks to Baily Thomas Charitable Fund. We will evaluate this pioneering work with the aim of delivering projects to other groups of learning disabled young people.

## **Rocking 'n Rolling for 60 Years**

We completed our Rocking 'n Rolling project with young people researching teenage life in the 1950s. This was a partnership with Heritage and Culture Warwickshire funded by the Heritage Lottery Fund. Young people recreated sculptures and paints from 1950s artists, designed their own vintage fashion, and cooked their own versions of 1950s menus. During the project, more than 200 young people and 125 adults took part in social history workshops, National Service 'boot camps', a Vintage Carnival, a touring exhibition and library talks.

## **Westbury Community Sports Court**

We are proud that our newly refurbished Westbury Community Sports Court is being used all day long every day by local residents for football, basket, tennis and other sports. Some people even brave the wet weather to play their favourite sport and we have exceeded the number of users that we had anticipated. This community facility was opened in July 2015, thanks to National Lottery funding from Sport England's Inspired Facilities Fund, Warwick District Council and Royal Leamington Spa Town Council. A special thank you to our specialist contractors Blakedown Sport and Play Ltd for creating this excellent community facility.

## **Partnerships with Youth Clubs**

As statutory spending cuts affect youth services across the region, volunteer-led youth clubs are becoming more and more important. Youth clubs provide safe places for young people to go, develop confidence and aspiration through new experiences, and importantly to access support when they need it. We have continued to support the many volunteers who run youth clubs across the region, offering safeguarding guidance and DBS checks, fundraising support, training and sessional youth workers.

## **Active South Leamington**

Young people and adults across the Brunswick and Sydenham wards in Warwick District have been taking part in a wide range of sports activities in local community venues and parks. We are the lead partner in the Active South Leamington partnership, together with not-for-profit Support Sport, charity Sky Blues in the Community and Warwick District Council. Active South Leamington is also supported by Healthy Warwickshire Partnership, People's Health Trust and Orbit housing association, with contributions in kind from local community organisations and volunteers.

## **European partnership**

Through the Erasmus+ programme we have supported young people to undertake youth exchanges in a range of countries including Belarus, Portugal and Russia. Themes for the exchange have included sport and volunteering, entrepreneurship, the environment and employability.

## **Supporting WAYC**

WAYC does all this with an equivalent of 10 full time employees (2 full time and 20 part-time staff) and a growing number of volunteers who work alongside our youth workers delivering activities with young people and who support our fundraising events. This year especially we have been delighted that students from local schools have approached local businesses and taken part in Skydives to raise funds for youth work.

## **Future plans**

Building on ongoing evaluations from our work, our staff and trustees have carried out a review towards the end of the year which confirmed our focus as working with four priority groups of young people:

- Care-leavers who are struggling with independent living
- Isolated young people with mild-to-moderate mental ill health
- Young people who are long-term NEET and are far from the workplace
- Disadvantaged and vulnerable young people living on the Brunswick estate next to our office, an area of multiple deprivation.

During 2016, we will be implementing a new structure to deliver programmes which offer long-term support to these groups of disadvantaged and vulnerable young people.

## **WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS**

### **Our vision**

WAYC delivers informal education opportunities to young people, especially those who are disadvantaged, to help them move from childhood to adulthood with the tools they need to become happy, healthy, valued members of society.

### **Our charitable purposes and activities are:**

- (i) to help young people in the Warwickshire, Coventry and Solihull area to develop their physical and mental capacities so that they may grow to full maturity as caring individuals and responsible members of society;
- (ii) the provision or assistance in the provision of activities and facilities for recreation and leisure time occupation and of information concerning training recreation health and independent living with the object of improving the quality of life of young people in the area of benefit.

### **Public Benefit**

The Trustees complied with their duty to have due regard to the Charity Commission's public benefit guidance (set out in section 40 of the Charities (Accounts and Reports) Regulations 2008) in deciding what activities the charity should undertake. The trustees consider that the charity's activities reflect our aims and objectives and that they are designed to provide accessible services and activities that benefit the appropriate sector of the public in accordance with our charitable activities. Public benefit is demonstrated through:

1. Young people up to the age of 25 in Warwickshire, Coventry and Solihull able to access age appropriate activities, recreation, support and training that builds self confidence, reinforces inclusion within social networks and promotes opportunities to engage in non-formal education.
2. Young people being personally empowered as individuals and groups so that they actively engage in and contribute to the planning process and future direction of the Charity and its activities. Our Hear By Right Award demonstrates this.
3. Providing an alternative and productive means of self development for hitherto alienated, marginalised or disaffected young people therefore reducing the risk of them being drawn into anti-social and criminal behaviour or experience of social exclusion.
4. Inspiring young people by involving them in imaginative youth work initiatives delivered by qualified youth workers who present as positive adult role models.
5. Providing quality services to 110 affiliated youth organisations and ten associate members by giving them access to worker support, training, practical resources and youth activity programmes therefore enabling them to deliver high quality youth work.
6. Helping to develop positive ideas within young people around the concept of belonging to peer groups, community involvement and citizenship via the delivery of programmes based upon team building, care for others, creativity and increased self-esteem.
7. Assisting in the appropriate preparation of young people for further education so increasing their potential to become responsible, usefully employed and productive members of society.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### PRESIDENTS AND VICE PRESIDENTS

PRESIDENT	Tim Cox, Lord Lieutenant of Warwickshire
VICE PRESIDENTS	Robert Aldenton, The Lady Butterworth, Kenn Hitchman, Mervyn Kimberley, Tony Parsons, Ben Wesson, The Hon. Mrs Wheeler Bennett and Mrs B. E. Winstanley MBE, DL.

#### **In memory of Graham Wright (22 November 1946- 24 August 2016)**

Graham was a wonderful supporter of WAYC. He took over as Chair from Mervyn Kimberley and then became one of our Vice Presidents. For many years now Graham has helped to run our Golf Tournament as well as the Dinner and Auction. More recently he has also worked on running the quiz evenings.

Graham has always been very enthusiastic about everything we do at WAYC, encouraging and supportive of all staff, always smiling and cheering everyone on.

He will be greatly missed

### Board of Trustees

As part of our Hear By Right accreditation we have actively encouraged young people under the age of 25 to become trustees and now 23% of our Board are young people elected before their 25th birthday and we aim to increase this to 50%. Working alongside young people and our young trustees we put together a portfolio in order to achieve the National Youth Agency 'Hear By Right' Gold standard for youth participation. This is a clear indicator that WAYC is committed to listening and responding to the needs of young people. The Directors of the Charitable Company (the Charity) are its Trustees for the purpose of charitable law and throughout this report are collectively referred to as the Trustees.

The Trustees serving during the year and since the year-end were as follows:

#### **BOARD OF TRUSTEES at 28 September 2016**

Name of Trustee	Committee Membership	Dates during which the named Trustees acted if not for the whole period of this report from 1 April 2015 up to 28 September 2016
David Marr	PCR, P, SR	Chair since November 2014, trustee since 6 April 2011
Jess Bishop	PCR, SR, P	Vice Chair since November 2014, trustee since 3 Dec 2011
Hemashu Kotecha		Hon. Secretary since November 2014, trustee since 3 April 1998
Paul Dickins FCA	PCR	Hon. Treasurer since November 2014, trustee since 3 March 1998
Hannah Fletcher	PCR	Trustee since 8th Jan 2012
Lucy Parker	PCR	Trustee since 9th July 2013
Marylin Dixon	PCR, SR	Trustee since From 4 November 2015



Helen Whiter	PCR, P, SR	Trustee since 21st March 2011
Chris White, MP		Resigned 28 September 2016 (Trustee since November 2005)
Jyoti Rajput		Resigned 4 November 2015 (Trustee since 3rd December 2013)

### **Committees**

Policies Compliance and Risk (PCR), Personnel (P), Youth Action Group (Y), Strategic Review (SR). Each year a third of the Board of Trustees retire by rotation and are eligible for re-election. The Board of Trustees meets at least 5 times in each year.

### **Recruitment of Trustees**

We regularly review the skills of the trustee board and seek to recruit new trustees through using the REACH network <https://reachskills.org.uk/> as well as having an advertisement through the volunteering network Do-it.org as well as via personal and organisational networks. Prospective candidates meet with the Chief Executive for an informal meeting and then if they apply they are interviewed by the Chair and Chief Executive and then formally approved by the whole Board of Trustees.

### **Appointment of Trustees**

As set out in the Articles of the Association, the Trustees consist of the Honorary Officers: Chair of the Board of Trustees, the Treasurer and Secretary and Vice Chairs who are elected for a three year period at the Annual General Meeting. The ordinary members who serve for three year terms are as follows: at least six and no more than twelve members elected at the Annual General Meeting. Up to five other members elected by local clubs, of whom no more than three shall be over the age of 25. The trustees have the power to co-opt no more than six members to fill specialist roles. All members are circulated with invitations to nominate trustees prior to the AGM advising them of the retiring trustees and requesting nominations for the AGM. When considering co-opting trustees, the Board has regard to the requirement for any specialist skills needed.

### **Trustee Induction and Training**

New Trustees undergo an induction process to brief them on: their legal obligations under Charity and Company law, the Charity Commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the Strategic Plan and the Business Plan and recent financial performance of the charity. During the induction period new trustees are expected to visit the offices of the Charity, they meet key employees and other trustees and discuss the work being undertaken. They also sign a Trustee's agreement.. They are also encouraged to go out to see projects at first hand and to visit our affiliated clubs as well as to attend and participate in activities and events organised by the Charity. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role. All Trustees are expected to attend Board of Trustees meetings on a regular basis in order to exercise their "duty of care" as Directors of the Charity.

### **Organisation**

The board of trustees, which can have up to 21 elected members and six co-options, governs the charity. The Board of Trustees who meet at least five times a year. Sub Committees have been formed to deal with Policies, Compliance and Risk, Personnel and Youth Action Group. This year we also added a Strategic Review group to look at restructuring the charity. The terms of reference for

these sub groups were re-approved by the Trustees in July 2013. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. The current Chief Executive is William Clemmey. To facilitate effective operations, the Chief Executive has authority, within terms of delegation approved by the Trustees, for all operational matters including finance, employment and youth work related activities, related parties and co-operation with other organisations. None of our trustees receive remuneration or other benefit from their work with the charity. Trustees and senior staff complete a conflict of interest form outlining any potential conflicts.

Of our eight trustees two (25%) were elected prior to their 25th birthday. Our trustees have various experiences including an accountant, retail management, local government, a sound engineer, the voluntary sector and youth work including running a university youth work course.

### **Governing Document**

Warwickshire Association of Youth Clubs was formed as a Charity in March 1954. From 1 April 1997 it was incorporated as a Company Limited by Guarantee (no 3201917) and is governed by its Memorandum and Articles of Association dated 21 May 1996. It is also registered as a Charity (no 1056035) with the Charity Commission. Organisations or individuals over 16 can apply to become a member of the Charity by applying in the form required by the Trustees who will consider their application. There are currently 34 members (37 in previous year) each of whom agrees to contribute £1 in the event of the charity winding up.

### **Pay policy for senior staff**

The directors consider that the Board of Directors, who are the charity's trustees, and the senior management team comprise the key management personnel of the directing and controlling, running and operating the charity on a day to day basis. All directors give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 9 to the accounts. The pay of the senior staff is reviewed annually and no staff have received inflationary increases for over a year. In view of the nature of the charity, the directors benchmark against pay levels in other youth organisations of a similar size. The Chief Executive remuneration bench-mark is the midpoint of the range paid for the role in similar sized charities. During the year staff were on a 30 hour week (or less) and from 1 January to 31 March 2016 this was reduced to a 24 hour week. All staff are entitled to join a pension scheme into which WAYC will pay 3% of salary and match staff contributions up to 8%. A stakeholder pension with Scottish Widows is offered to all new staff. Once WAYC has to join the pensions auto enrollment scheme in July 2016 staff will be expected to contribute at least 1% initially in order to obtain WAYC's 3% contribution. Staff are entitled to apply for salary sacrifice for child care vouchers (one member of staff), bikes to work (one member of staff), training (one member of staff) and pension contributions (one member of staff). In addition WAYC has a work life balance policy which it implements including an enhanced maternity and paternity scheme.

### **Bankers**

We bank with Unity Trust Bank, Nine Brindley Place, 4 Oozells Square, Birmingham B1 2HB. We also have a trustees account and a Euro account with Natwest Bank, a current account with Barclays Bank and a CAF Gold account.

### **Solicitors**

Our Solicitors are Moore and Tibbits, 34 High Street, Warwick CV34 4BE.

## **Risk Management**

Working with disadvantaged young people involves taking risks. The trustees are ultimately responsible for risk management and they are satisfied that appropriate internal control systems and risk management processes are in place. They consider that the following framework provides the Warwickshire Association of Youth Clubs with adequate measures to reduce the impact of identified risks:

- The Policy Compliance and Risk committee reviews risk and internal controls, approves the risk register which is reviewed at each meeting and receives regular internal audit reports, regular progress reports and corporate risk updates. The group is chaired by an external appointment Mark Gwynne together with four trustees. It reviews the Charity's annual statement on internal control and risk management and recommends it to the Board. It reviews reports from the internal auditors and monitors management actions to implement recommendations made in audit reports. It regularly reviews the organisations policies on a three year rolling cycle. It determines the frequency and process of tendering for external independent examination services and considers their appointment, fees and independence and objectivity. A tendering process was held in 2015 for the post of independent examiner. Six firms applied and Burgis and Bullock were selected to continue as our independent examiners at a reduced cost. The Policy Compliance and Risk Committee met four times during the year. Members of the Committee are identified in the Board of Trustees table by the letters PCR.
  - The Board of Trustees has a risk management strategy that comprises:
    1. ongoing review of the risks the Charity may face
    2. establishment of policies, systems and procedures to mitigate those risks identified
    3. implementation of procedures designed to minimise any potential impact on the Charity should those risks materialise.
    4. Reviews of the monthly management accounts together with the independently examined accounts of the Charity
  - The Chief Executive and relevant staff review key strategic and operational risks on a regular basis. They consider progress on mitigating actions, new and emerging risks and opportunities.
  - Board action groups and the management team help identify, evaluate and manage risks relating to fundraising, investments, disaster recovery and business continuity, health and safety, remuneration, capital expenditure and operational needs.
- Our most significant risks and mitigating actions are set out below:

### **a) Cash Flow**

The charity provides more services than physical goods and therefore overheads as a proportion of total costs are very large. Unless there is sufficient inflow of resources to meet day-to-day operating costs, cash flow problems will be imminent.

#### **Mitigation**

- A year end cash flow analysis is produced each month and disseminated to staff and trustees.
- The cash flow situation is monitored on a daily / weekly basis and money is moved between accounts.
- Our reserves currently cover six months expenditure.
- Sale of liquid assets and disposal of loss making assets has taken place

### **b) Continuity of Funding**

There is a risk when ongoing funding ceases and such funding leads us to run programmes and create expectations that cannot be met in the long term. There is a risk that funders may also change their criteria. Many of the grants are dependent on us continuing to be innovative and so there is a difficulty maintaining what we currently do and paying for core costs. With a downturn in the economy or a reduction in share prices or returns from interest or dividends then the income

received by funding trusts will be reduced and so the amounts they can give in grants will reduce.

#### Mitigation

- Proactively discuss with commissioning and procurement officers in local government and the NHS
- Develop good working relationships and an active dialogue with funders.
- Ensure fundraising department are operating at maximum efficiency and given training.
- Support is given by the Chief Executive to the Fundraising team
- Ensure that the charity meets the needs of the various funders.
- Ensure correct reporting of all grants received.
- Analyse the market and develop and implement a strategy for doing this.
- Be aware of the competition of both new and existing organisations.
- Statistics are to be supplied to the Board of Trustees meetings of the number of trusts and businesses applied to and the success rate.

#### c) Governance issues

Risk - the ability to attract high calibre skilled trustees with the skills to run the organisation

#### Mitigation

We will undertake a trustees skills analysis. Then recruitment of new trustees will be undertaken. There is a need to encourage legal / and others to become trustees

We need to consider how to best market trustee opportunities to others and the best method of recruitment of trustees

In addition to these top three risks the updated risks register has identified that financial sustainability is the major financial risk for the charity. A key element in the management of financial risk is a regular review of available liquid funds to settle debts as they fall due, regular liaison with the bank, and active management of trade debtors and creditors balances to ensure sufficient working capital by the charity. Attention has also been focussed on non-financial risks arising from Child Protection, Health and Safety, fire, health and safety of staff and food hygiene. These risks are managed by ensuring accreditation is up to date, having robust policies and procedures in place, and regular awareness training for staff working in these operational areas. This work is supervised on a regular basis by the Policy Compliance and Risk Committee. This has enabled the charity to plan emergency procedures and make contingency plans where these are appropriate. A key element in the management of financial risk has been the setting of a reserves policy that is regularly reviewed by Trustees. The Trustees continually review the structure of the charity and its corporation tax and VAT requirements. It is our considered opinion that we currently have no liability for these. The Policy Compliance and Risk committee keep this regularly under review.

#### **Trustees Responsibilities in relation to the financial statements**

The charity trustees (who are also the directors of Warwickshire Association of Youth Clubs for the purposes of company law) are responsible for preparing a trustees annual report and financial statements in accordance with applicable law and and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

1. select suitable accounting policies and then apply them consistently
2. observe the methods and principles in the Charities SORP
3. make judgements and estimates that are reasonable and prudent
4. state whether applicable UK accounting standards have been followed, subject to any

- material departures disclosed and explained in the financial statements
5. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006 and the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included 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.

### **Quality Assurance, Standards and Planning**

We have achieved the ISO9001:2008 quality certification for business. This internationally recognised management system standard acknowledges WAYC's commitment to operating best practice. We have been awarded the National Youth Agency "Hear By Right" Award at Gold standard for youth participation. We have gained the PQASSO Quality Mark at Level 2, a nationally recognised award endorsed by the Charity Commission that offers users as well as commissioners and funders external verification of the quality and credibility of an organisation. We have the REACH Award for Youth Participation awarded by the Youth Action Network. We also have the Warwickshire Awards For Involvement at Gold level awarded by Warwickshire County Council.

We last reviewed the Charity Commission's document CC10 Hallmarks of an Effective Charity in March 2014 and completed an internal assessment based on this. We are a member of the Fundraising Standards Board, and adhere to the Institute of Fundraising's Code of Practice. We have been accredited as a Positive About Disabled organisation since 1998.

Our Business plans are regularly reviewed, along with our fundraising strategy, which feed into the charity's Strategic Plan.

### **Diversity Policy**

Warwickshire Association of Youth Clubs believes that diversity across our workforce and volunteers adds value to the Charity. The differences in culture and range of life experiences bring creativity, vitality and innovation. We take a positive attitude to encourage a workforce that reflects the diversity of those both in our services and wider society. It is our policy that everyone who uses our services, as well as all staff, volunteers and job applicants, shall receive equally favourable treatment, regardless of their disability, age, gender, marriage or civil partnership, pregnancy or maternity, race, religion or belief, gender reassignment, sexual orientation, social class, employment status, political beliefs or trade union membership. Through our HR policies we aim to create a culture and working environment where all employees and volunteers receive equality of opportunity and discrimination is not tolerated.

### **Financial Review**

The Financial Statements show total income of £757,030, an increase of £92,226, primarily due to an increase in funding for the International Youth Exchange programme. Funding for our work falls into the following main categories:

- Our core areas of work of Sharp Minds, SAFE and Leaving Care are primarily funded by charitable trusts and foundations
- The International Youth Exchange project is funded by the EU through the ERASMUS+ programme
- We have been successful in obtaining funding in the form of grants from funders such as Heritage Lottery Fund and National Lottery/Sport England to fund specialist projects like Rocking and Rolling, Active South Leamington and the refurbishment of the sports court.
- Our work with youth clubs and the local community is funded by a mixture of donations, income generated from service delivery and income from fundraising events. We also received grants totalling £18,438 from Warwickshire Children and Voluntary Youth Service which was funded by Warwickshire County Council to support youth clubs, although this funding will no longer be available.

Total expenditure of £742,237 showed an increase of £47,662 on 2015. Due to cash flow concerns salary costs were reduced in the last quarter of the year with most permanent staff members reducing their working hours by 20%. This has led to a net income of £6,561 for the year compared to a net expenditure of £22,884 in 2015.

### **Investment Policy and Performance**

The Charity's fixed asset investments are managed by the Charities Aid Foundation. Our investment objective is for a good income return together with investment growth. Although the investments are held for the long-term it was necessary to sell £60,000 of investments this year in order to maintain our cash balances.

The investments generated £4,235 of dividend income which is automatically reinvested. Due to the poor market conditions during the year, the Charity made a loss on investments of £8,232.

### **Reserves Policy and Going Concern**

The Board of Trustees aims to maintain general reserves in unrestricted funds (that is those funds not tied up in designated and in restricted funds) at a level that considers the financial requirements of the charity. This would include anticipated income, future funding and expenditure to which the charity is committed. The charity does not have the security of long-term funding; cash flow and continuity of funding have been identified among the main risks facing the charity. Therefore it is the view of the trustees that a sufficient level of reserves are held to maintain the financial viability of the charity and this has been set at a prudent level which equates to approximately six months of expenditure.

The actual general reserves at 31 March 2016 were £194,229 which compares to six months expenditure of £186,300. The Board of Trustees has reviewed the Charity's financial position, particularly in light of the turbulent economic conditions. In 2016-17 we will no longer receive funding from Warwickshire County Council to support youth clubs and we have found it harder to obtain funding from charitable trusts due to increased competition from other voluntary sector bodies. The result of the EU referendum on 23rd June 2016, whereby the UK voted to leave the UK will add to the economic uncertainty but will also have a direct impact on our income as ultimately we will lose our funding for the International Youth Exchange programme unless the British Government steps in to fund this work. It is envisaged that EU funding will continue for two years, but it will be necessary to secure funding from other sources after this time in order to maintain our current level of work.

To this end we are continuing to diversify our fundraising strategy in particular through developing our events fundraising income by our Community Fundraiser. We have also been proactive in developing

partnerships with other voluntary sector organisations in order to develop tender applications.

The Trustees have reviewed the circumstances and consider that adequate resources continue to be available to fund the activities of the Charity for the foreseeable future. The Trustees are of the view that the Charity is a going concern.

**Statement as to Disclosure of Information to the Independent Examiner**

The trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant information of which the independent examiners are unaware. Each of the trustees have confirmed that that they have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the independent examiner.

**Approved by the Board of Trustees on 28 September 2016 and signed on its behalf by:**



**Dave Marr**  
**Chair**

Date: 28 September 2016



**Paul Dickins**  
**Treasurer**

# **INDEPENDENT EXAMINER'S' REPORT TO THE TRUSTEES OF WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS**

**Registered charity no. 1056035**

I report on the accounts of the Warwickshire Association of Youth Clubs for the twelve months from 1 April 2015 to 31 March 2016, which are set out on pages 17-28.

## **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. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Association of Chartered Certified Accountants

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;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- 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:
  - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charitieshave not been met; or
- 2 to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

  
**Wende Ann Hubbard FCCA**

Burgis and Bullock  
Chartered Accountants  
2 Chapel Court, Holly Walk  
Leamington Spa CV32 4YS

Date: 28 September 2016



**WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
For the year ended 31 March 2016

	Note	Unrestricted funds £	Restricted funds £	2016 Total £	2015 Total £
<b>Income:</b>					
Donations and legacies	2	35,912	-	35,912	33,751
Charitable activities	3	84,438	591,035	675,473	595,941
Other trading activities	4	41,326	-	41,326	29,436
Investment income	5	3,183	1,136	4,319	4,101
Gain on disposal of tangible fixed asset		-	-	-	1,575
<b>Total</b>		<b>164,859</b>	<b>592,171</b>	<b>757,030</b>	<b>664,804</b>
<b>Expenditure:</b>					
Raising funds	6	55,544	-	55,544	50,590
Charitable activities	7	137,462	549,231	686,693	643,985
<b>Total</b>		<b>193,006</b>	<b>549,231</b>	<b>742,237</b>	<b>694,575</b>
Net (losses)/gains on investments	13	(5,806)	(2,426)	(8,232)	6,887
Net income/(expenditure)		(33,953)	40,514	6,561	(22,884)
Transfers between funds		68,801	(68,801)	-	-
Net movement on funds	16	34,848	(28,287)	6,561	(22,884)
<b>Reconciliation of funds:</b>					
Total funds brought forward		824,302	131,560	955,862	978,746
Total funds carried forward		859,150	103,273	962,423	955,862

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

**WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS**  
**BALANCE SHEET as at 31 March 2016**  
(Company No: 03201917)

		2016	2015
	Note	£	£
<b>Fixed assets</b>			
Tangible assets	12	664,918	613,408
Investments	13	135,637	199,634
<b>Total Fixed Assets</b>		<b>800,555</b>	<b>813,042</b>
<b>Current assets</b>			
Debtors	14	140,972	99,944
Cash at Bank and in hand		104,256	96,610
<b>Total Current Assets</b>		<b>245,228</b>	<b>196,554</b>
<b>Liabilities:</b>			
Creditors falling due within one year	15	83,360	53,734
<b>Net current assets</b>		<b>161,868</b>	<b>142,820</b>
<b>Total assets less current liabilities</b>		<b>962,423</b>	<b>955,862</b>
<b>The funds of the charity:</b>			
<b>Restricted Funds</b>			
[Including revaluation reserve £10,344]	16	103,273	131,560
<b>Unrestricted Funds</b>			
<b>General Funds</b>			
[Including revaluation reserve £29,388]	16	194,232	210,894
Designated funds	16	664,918	613,408
<b>Total unrestricted funds</b>		<b>859,150</b>	<b>824,302</b>
<b>Total charity funds</b>		<b>962,423</b>	<b>955,862</b>

For the year ending 31 March 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

**Directors' responsibilities:**

The members have not required the Company to obtain an audit of its accounts for the year in question in accordance with Section 476;

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The notes on pages 19 to 28 form part of the accounts.

Approved by the trustees on 28th September 2016 and signed on their behalf by:



David Marr  
Chair



Paul Dickins  
Treasurer

**WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS**  
**STATEMENT OF CASH FLOWS**  
**for year ending 31 March 2016**

	Note	2016 £	2015 £
<b>Cash provided by (used in) operating activities</b>	20	23,372	(33,757)
<b>Cash flows from investing activities</b>			
Interest and dividend income		4,319	4,101
Purchase of tangible fixed assets		(75,810)	(7,546)
Proceeds from the sale of fixed assets		-	1,575
Purchase of investments		(4,235)	(3,960)
Proceeds from the sale of investments		60,000	-
<b>Cash used in investing activities</b>		(15,726)	(5,830)
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		7,646	(39,587)
<b>Cash and cash equivalents at the beginning of the year</b>		96,610	136,197
<b>Total cash and cash equivalents at the end of the year</b>		104,256	96,610

## Notes to the Accounts

### 1. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Warwickshire Association of Youth Clubs meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was needed. No restatements were required.

#### Judgements and key sources of estimation uncertainty

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

No significant judgements have had to be made by management in preparing these financial statements.

#### Preparation of the accounts on a going concern basis

The Trustees consider that there are no material uncertainties about the Company's ability to continue as a going concern.

#### Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due. This is normally upon notification by our investment provider Charities Aid Foundation.

#### Fund accounting

General Funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated Funds are unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted Funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds is charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

#### Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes and the cost of staff involved in the raising of funds and their associated support costs.

Expenditure on charitable activities includes the costs incurred by the charity in the delivery of its activities and services for its beneficiaries and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include administrative costs, finance, IT and governance costs which support the Trust's activities. These costs have been allocated between the cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in the notes to the accounts.

## WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS

### Tangible fixed assets and depreciation

Individual fixed assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Asset Category	Economic life
Leasehold Land	Over the term of the lease
Leasehold Buildings	Over the shorter of 50 years or the lease term
Refurbishment of Sports Court	Over the term of the licence to occupy the land
Motor Vehicles	Over 5 years
Furniture and Equipment	Over 4 years
Computers	Over 3 years

The charity has been granted a licence to occupy the land on which the Sports Court is situated by Myton Church, for a period of 10 years.

### Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their value as at the balance sheet date using the closing quoted market price. The statement of financial activities includes the net gain and losses arising on revaluation and disposals throughout the year stated at market value at the year end and the movement in market value is taken to the revaluation reserve.

The Charity does not acquire put options, derivatives or other complex financial instruments.

The main form of financial risk faced by the charity is that of volatility in equity markets and investment markets due to wider economic conditions, the attitude of investors to investment risk, and changes in sentiment concerning equities and within particular sectors or subsectors.

### Realised gains or losses

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

### Financial instruments

Financial assets and financial liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price. Warwickshire Association of Youth Clubs only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where Warwickshire Association of Youth Clubs has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Investments are valued at fair value.

### Pension costs

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme operated by Scottish Widows. The charity will contribute 3% and will match employee contributions up to 8% of salary to this pension scheme and acts as agent in collecting and paying over employee pension contributions. The contributions made for the accounting period are treated as an expense and are disclosed in note 9.

### Foreign currencies

Foreign currency balances have been translated at the balance sheet date. Income and expenditure transactions incurred in foreign currencies have been translated during the course of the year at the rate of exchange ruling at the time of the transaction.

# WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS

## 2. Income from donations and legacies

	Unrestricted Funds	Restricted Funds	Total 2016	Total 2015
	£	£	£	£
Donations	35,912	-	35,912	33,751

## 3. Income from charitable activities

	Unrestricted Funds	Restricted Funds	Total 2016	Total 2015
	£	£	£	£
Inspire for Summer	-	-	-	3,070
Youth Work Development	21,308	-	21,308	20,048
Youth Training	-	-	-	1,067
Youth Work	63,130	-	63,130	64,807
Refurbishment of Sports Court	-	75,505	75,505	500
Talent Match	-	8,449	8,449	-
Sharp Minds	-	26,402	26,402	18,200
Active South Leamington	-	42,793	42,793	58,565
Power of the Wheels	-	5,000	5,000	-
HLF Rocking and Rolling	-	24,400	24,400	24,463
International Youth Exchange	-	350,626	350,626	266,951
Caring to Succeed	-	-	-	61,601
Leaving Care	-	33,825	33,825	10,288
SAFE Project	-	24,035	24,035	66,381
	84,438	591,035	675,473	595,941

## 4. Income from other trading activities

	Unrestricted Funds	Restricted Funds	Total 2016	Total 2015
	£	£	£	£
Rent received	3,500	-	3,500	213
Fundraising events	18,173	-	18,173	9,692
Fundraising income	19,653	-	19,653	18,366
Westbury Centre	-	-	-	1,165
	41,326	-	41,326	29,436

## 5. Investment income

	Unrestricted Funds	Restricted Funds	Total 2016	Total 2015
	£	£	£	£
Interest receivable	84	-	84	141
Dividends receivable	3,099	1,136	4,235	3,960
	3,183	1,136	4,319	4,101

## 6. Expenditure on raising funds

	Direct Costs	Support Costs	Total 2016	Total 2015
	£	£	£	£
<b>Unrestricted Funds</b>				
Fundraising events	7,767	5,813	13,580	8,795
Fundraising costs	24,002	17,962	41,964	28,844
Westbury Centre	-	-	-	12,951
	31,769	23,775	55,544	50,590

Unrestricted funds' support costs are allocated in proportion to total direct costs.

# WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS

## 7. Expenditure on charitable activities

	Direct Costs	Support Costs	Total 2016	Total 2015
	£	£	£	£
<b>Unrestricted Funds</b>				
Inspire for Summer	-	-	-	6,909
Youth Work Development	48,368	36,197	84,565	65,793
Youth Training	-	-	-	447
Youth Work	25,919	19,397	45,316	29,717
Depreciation of Sports Court	7,581	-	7,581	-
	<b>81,868</b>	<b>55,594</b>	<b>137,462</b>	<b>102,866</b>

Unrestricted funds' support costs are allocated in proportion to total direct costs.

## Restricted Funds

WYAN	-	-	-	6,437
Refurbishment of Sports Court	-	-	-	195
Talent Match	5,084	-	5,084	-
Sharp Minds	22,421	-	22,421	17,801
Active South Leamington	77,287	-	77,287	37,172
Power of the Wheels	1,845	-	1,845	-
HLF Rocking and Rolling	35,108	-	35,108	13,755
International Youth Exchange	351,077	-	351,077	266,500
Argyle-Robinson	5,000	-	5,000	5,000
Coventry and Warks Infrastructure Consortium (CWIC)	250	-	250	403
Caring to Succeed	-	-	-	76,208
Leaving Care	20,115	-	20,115	31,701
SAFE Project	31,044	-	31,044	72,022
	<b>549,231</b>	<b>-</b>	<b>549,231</b>	<b>527,194</b>
<b>Total cost of charitable activities</b>	<b>631,099</b>	<b>55,594</b>	<b>686,693</b>	<b>630,060</b>

Unrestricted funds' support costs are allocated in proportion to total direct costs.

Restricted funds' support costs are allocated directly to each relevant fund.

## 8. Allocation of governance and support costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown in the table below:

	Total allocated	Governance related	Other support costs	
	£	£	£	
Cost type:				
Staff costs	29,152	7,026	22,126	
Office costs	31,149	120	31,029	
Independent examiner's remuneration	2,349	2,349	-	
Depreciation	16,719	-	16,719	
	<b>79,369</b>	<b>9,495</b>	<b>69,874</b>	
	Direct Costs	Support Costs	Total 2016	Total 2015
	£	£	£	£
Costs of governance:				
Independent examiner's remuneration	2,349	-	2,349	5,185
Trustees meetings and expenses	120	-	120	372
Support activities by WAYC staff	7,026	-	7,026	8,368
<b>Total cost of governance</b>	<b>9,495</b>	<b>-</b>	<b>9,495</b>	<b>13,925</b>

# WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS

## 9. Staff Costs

	2016	2015
	£	£
Salaries and wages	268,059	284,629
Social security costs	17,356	21,567
Other pension costs	13,111	16,806
	<hr/>	<hr/>
	298,526	323,002
	<hr/>	<hr/>

Wages and salaries includes redundancy costs of £2,656.

No employee received emoluments in the year exceeding £60,000 (2015 £Nil)

The charity trustees were not paid or received any other benefits from employment with the Trust (2015: £nil) neither were they reimbursed expenses during the year (2015: £nil). No charity trustee received payment for professional or other services supplied to the charity (2015: £nil).

The charity considers its key management personnel comprise the trustees and the Chief Executive. the total employment benefits including employer pension contributions of the key management personnel were £55,424 (2015: £59,763). No employees had employee benefits in excess of £60,000 (2015: nil)

The average number of employees during the year was 22 (2015: 22) and the average number of full-time equivalent employees (including casual and part-time staff) during the year was 10 (2015: 9)

## 10. Related Party Transactions

The following transactions were undertaken with organisations having a relationship with Trustees or Key Staff of the charity.

	Value	Balance at March 2016
	£	£
Warwickshire Children and Voluntary Youth Service (WCVYS) – grants to WAYC funded by Warwickshire County Council	21,188	nil
Relationship – the WAYC Chief Executive is a member of the Board of WCVYS		
Bedworth Heath Youth Project – delivering a Wednesday detached project	6,626	2,648
Relationship – the WAYC Chief Executive is a member of the Board of Bedworth Heath YP		
St. Margaret's Church, Whitnash - gardening services by WAYC staff member	380	(89)
Relationship - the WAYC Chief Executive is a trustee of the Church		

The Trustees consider that other transactions with related parties are minor and will not influence the independent interests of the charity.

## 11. Transfers between Funds

	Unrestricted	Restricted	2016
	General funds	Designated funds	Total
	£	£	£
Fixed Assets fund	24,300	51,510	(75,810)
SAFE project	(7,009)	-	7,009
	<hr/>	<hr/>	<hr/>
	17,291	51,510	(68,801)
	<hr/>	<hr/>	<hr/>

The transfer in respect of the Fixed Assets Fund is required to match the value of Tangible Fixed Assets. Grants to acquire fixed assets are transferred to unrestricted funds after assets have been acquired thereby releasing the restriction and includes the refurbishment of the Sports Court which has been transferred from a restricted fund.

The transfer in respect of the SAFE Project represents the shortfall in funding which is met by Unrestricted funds.



# WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS

## 12. Fixed Assets

	Land and Buildings	Motor Vehicles	Furniture and Equipment	Total
Cost	£	£	£	£
At 1 April 2015	774,105	7,546	88,914	870,565
Additions	75,810	-	-	75,810
Disposals	-	-	-	-
At 31 March 2016	849,915	7,546	88,914	946,375
Depreciation				
At 1 April 2015	166,734	1,509	88,914	257,157
Disposals	-	-	-	-
Charge for year	22,791	1,509	-	24,300
At 31 March 2016	189,525	3,018	88,914	281,457
Net book value				
At 31 March 2016	660,390	4,528	-	664,918
At 31 March 2015	607,371	6,037	-	613,408

Land and Buildings consists of Jubilee House, Westlea Road, Leamington Spa and the costs of refurbishing the Sports Court at Westlea Road, Leamington Spa.

The Trustees have authorised capital expenditure in the financial year 2016 £nil (2015:£75,000) of which £nil (2015:£75,000) was contractually committed at the year end.

## 13. Fixed Asset Investments (held at fair value)

	2016	2015
	£	£
Fixed asset investments (all with Charities Aid Foundation "CAF")		
Market value at 31 March 2015	199,634	188,787
Additions to investments at cost	4,235	3,960
Disposals	(60,000)	-
Net (loss)/gain on revaluation	(8,232)	6,887
Market value at 31 March 2016	135,637	199,634

Dividends for CAF Equity B Account and CAF Fixed Interest B Account are automatically re-invested.

	Cost	Fair Value Adjustment	2016	2015
	£	£	£	£
Comprising:				
CAF Equity B Account	79,461	37,624	117,085	181,283
CAF Fixed Interest B Account	16,444	2,108	18,552	18,351
Total	95,905	39,732	135,637	199,634

	2016	2015
	£	£
14. Debtors: Amounts falling due within one year		
Trade Debtors	136,711	93,009
Prepayments and Accrued Income	2,976	5,075
Other Debtors	1,285	1,860
	140,972	99,944

**WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS**

	2016 £	2015 £
<b>15. Creditors: Amounts falling due within one year</b>		
Trade Creditors	12,251	16,533
Accruals and Deferred Income	58,939	20,102
Social Security and other taxes	3,405	4,425
Other Creditors	8,765	12,674
	<hr/> 83,360	<hr/> 53,734

	At 1 April 2015 £	Income £	Expenditure £	Recognised Gains/ Transfers £	At 31 March 2016 £
<b>16. Net movement in funds</b>					
General Funds	210,894	164,859	168,706	(12,815)	194,232
Designated Funds:					
Unrestricted Fixed Assets	613,408	-	24,300	75,810	664,918
	<hr/>				<hr/>
Total Unrestricted Funds	824,302	164,859	193,006	62,995	859,150
	<hr/>				<hr/>
Restricted Funds					
Refurbishment of Sports Court	305	75,505	-	(75,810)	-
Talent Match	-	8,449	5,084	-	3,365
Sharp Minds	13,476	26,402	22,421	-	17,457
Active South Leamington	33,427	42,793	77,287	-	(1,067)
Power of the Wheels	-	5,000	1,845	-	3,155
HLF Rocking and Rolling	10708	24,400	35,108	-	-
International Youth Exchange	451	350,626	351,077	-	-
Argyle-Robinson	65,959	1,136	5,000	(2,426)	59,669
Restricted Fixed Assets	2,779	-	-	-	2,779
Coventry & Warks Infrastructure Consortium (CWIC)	4,455	-	250	-	4,205
Leaving Care	-	33,825	20,115	-	13,710
SAFE Project	-	24,035	31,044	7,009	-
	<hr/>				<hr/>
Total Restricted Funds	131,560	592,171	549,231	(71,227)	103,273
	<hr/>				<hr/>
Total Funds	955,862	757,030	742,237	(8,232)	962,423

The deficit at the end of the year on Active South Leamington is merely a timing issue, whereby expenditure was incurred in the year ending 31 March 2016, but the related income was received in the year ending 31 March 2017.

**Analysis of net assets between Funds**

	Restricted Funds £	Designated Funds £	Unrestricted Funds £	Total £
Fund balances are represented by:				
Tangible fixed assets	-	664,918	-	664,918
Investments	54,442	-	81,195	135,637
Debtors	17,883	-	123,089	140,972
Cash at Bank and on Deposit	32,030	-	72,226	104,256
Creditors falling due within one year	(1,082)	-	(82,278)	(83,360)
	<hr/>			<hr/>
Total Assets	103,273	664,918	194,232	962,423

# WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS

	2016	2015
	£	£
<b>17. Deferred Income</b>		
Balance at 1 April 2015	9,169	16,586
Amount released to incoming resources	(9,169)	(16,586)
Amount deferred in the year	39,705	9,169
	<hr/>	<hr/>
Balance at 31 March 2016	39,705	9,169

Deferred Income includes advance income for a fundraising event and grants for training and other activities in the coming year.

## 18. Statement of Funds

### Designated Funds

Unrestricted Fixed Assets (2003) identifies unrestricted resources that are not available for general use and represents the net book value of unrestricted tangible fixed assets.

### Restricted Funds

WYAN is hosted by WAYC on behalf of the Warwickshire Youth Arts Network partners.

Refurbishment of Sports Court is a project funded by the National Lottery (Sport England's Inspired Facilities Fund), Warwick District Council and Leamington Spa Town Council, to refurbish the sports court outside the Westbury Centre and Jubilee House.

Sharp Minds uses group activities and one-to-one support to promote mental well-being among young people with emotional difficulties.

Active South Leamington is a two year partnership project to engage South Leamington residents in sport and physical activity.

Heritage Lottery Fund Rocking and Rolling was funded by the Heritage Lottery Fund for young people to learn about teenage life in 1954 and to mark WAYC's 60th anniversary.

International Youth Exchange is used to fund international youth exchanges by young people.

Argyle-Robinson was given in memory of Ronald Geoffrey Argyle-Robinson to support our work with young people and youth groups in Leamington, Radford Semele, Whitnash and Bishops Tachbrook.

Restricted Fixed Assets funds the cost of certain capital assets over their estimated useful working lives.

Coventry & Warks Infrastructure Consortium (CWIC) is a partnership funded by Capacity Builders.

Leaving Care uses group activities and one-to-one mentoring across Coventry and Warwickshire to support young people leaving care.

SAFE Youth Club an open-access youth provision for young people on the Brunswick Estate.

<b>19. Financial Instruments</b>	2016	2015
	£	£
The carrying amount of the charity's financial instruments are as follows:		
<b>Carrying amount of financial assets</b>		
Fixed asset investments	135,637	199,634
Trade debtors	136,711	93,009
Other debtors	4,261	6,935
Cash at bank and in hand	104,256	96,610
	<hr/>	<hr/>
	380,865	396,188
	<hr/>	<hr/>
<b>Carrying amounts of financial liabilities</b>		
Trade creditors	12,251	16,533
Accruals and deferred income	58,939	20,102
Other creditors	12,170	17,099
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	83,360	53,734

The income, expenses, net gains and net losses attributable to the charity's financial instruments are summarised as follows:

### Income and expense

Financial assets measured at fair value through net income/expenditure	(8,232)	6,887
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# WARWICKSHIRE ASSOCIATION OF YOUTH CLUBS

## 20. Reconciliation of net movement in funds to net cash flow from operating activities

	2016	2015
	£	£
Net movement in funds	6,561	(22,884)
Add back depreciation charge	24,300	18,704
Less profit on sale of fixed assets	-	(1,575)
Investment income	(4,319)	(4,101)
Loss/(gain) on investments	8,232	(6,887)
(Increase)/decrease in debtors	(41,028)	1,250
Increase/(decrease) in creditors	29,626	(18,264)
	<hr/>	<hr/>
Net cash used in operating activities	23,372	(33,757)
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