



Surrey Council for Voluntary Youth Services

Supporting the Voluntary Youth Organisations of Surrey



SURREY YOUTH FOCUS

(Surrey Council for Voluntary Youth Services)

“Supporting the voluntary youth organisations of Surrey”

Report and Summary Financial Statements, 2010-11

For year ending: 31st March 2011

Registered charity no. 1093718

Our Vision, and that of our Members in the Voluntary Sector, is that all young people in Surrey have the opportunity to achieve their full potential and become responsible citizens through...

- *belonging to a group*
- *staying safe and healthy*
- *enjoying fun activities*
- *being recognised for their achievement*

**Acumen
CHARTERED ACCOUNTANTS**

Craven House
Lansbury Estate
102 Lower Guildford Road
Knaphill GU21 2EP



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Surrey Youth Focus

Administrative Information 31st March 2011

Registered charity no. 1093718

PRESIDENT

Lady Baden-Powell CBE DL (to December 2010)
Lord Robert Baden-Powell (President Designate)

VICE PRESIDENTS

John Walshe DL
Jenny Griffiths OBE

TRUSTEES

David Hypher DL – Chairman
Elaine Tisdall (Surrey Care Trust) – Vice Chairman
Sue Wilson (Lifetrain Trust) – Vice Chairman
Alan McMichael (Treasurer) - until 9 November 2010
Martin Barker (Treasurer) - from 9 November 2010
Jean Roberts-Jones (Surrey Community Action) – from April 2011, until Sept 2011
Ian Burks (Reigate & Redhill YMCA)
Les Hillman (The Boys Brigade)
Peter Hills (Surrey Scouts) - until 9 November 2010
Tricia Griffin (Surrey Scouts) -from 9 November 2010
Dave Slinn (Matrix Trust) –to March 2011
John Trend (Surrey Clubs for Young People) – to March 2011
Alison Watson (Girlguiding Surrey West)
Yvonne Hignell (halow Project) -from 9 November 2010
Nigel Biggs (Passionate Innovation) - from July 2011
Becky Bowden (Surrey SATRO) – from July 2011

OBSERVERS – UNTIL MARCH 2011

Martin Cusselle (Surrey County Council Youth Development Service)
Jean Roberts-Jones (Surrey Community Action)
Cllr. Chris Townshend (Surrey County Council)

CHIEF EXECUTIVE

Mike Abbott

REGISTERED ADDRESS

Astolat, Coniers Way
New Inn Lane Burpham
Guildford Surrey GU4 7HL

INDEPENDENT EXAMINER

Acumen
Chartered Accountants
Craven House, Lansbury Estate, 102 Lower Guildford Road , Knaphill GU21 2EP

Bankers: Barclays

19 North Street Guildford
Surrey GU1 4AG

PATRONS

Mrs Sarah Goad JP Lord-Lieutenant of Surrey	Robert Douglas CBE High Sheriff of Surrey 2010/11 Prof. Michael Joy High Sheriff of Surrey 2011/12 Professor Christopher Snowden Vice-Chancellor University of Surrey	Geoff Marlow 2010/11, Lavinia Sealy DL 2011 Chairman of Surrey County Council
The Rt Rev Christopher Hill The Bishop of Guildford Representing Faith Communities		Mark Rowley Chief Constable of Surrey

Trustees' Annual Report 2010/11

Introduction

This is the Annual Report and Accounts of the Trustees of Surrey Youth Focus for the financial year 2010/11

Structure, Governance and Management

Structure

The history of the legal structure of Surrey Youth Focus is that it existed as an informal organisation in the 1960s before becoming formally established as an unincorporated charity on 28th May 2002 as "Surrey Council for Voluntary Youth Services". It was regulated by a written constitution which was revised on 7th October 2008, and again on 1st April 2009 reflecting its change of name to "Surrey Youth Focus".

The 2010 Annual General Meeting was held on 9 November 2010. Each full member organisation is entitled to send two representatives to the AGM, but only one vote per organisation is permitted under the constitution.

The AGM approved the detailed proposal for Surrey Youth Focus to seek a dual status as a charity but also to become a company limited by guarantee. On legal advice this necessitated nominally closing down the former charity and re-registering the "new" dual status organisation. The company became incorporated at Companies House on 16 February 2011, and was re-registered with the Charity Commission as charitable company on 17 March. The new charitable company came into full operation from 1 April 2011 with initially just three Directors - David Hypher, Elaine Tisdall and Sue Wilson. The new registration numbers are: Company Limited by Guarantee No: 7531644, Registered Charity No: 1140934.

The new Board then recruited additional members, and decided to continue with the term "Trustee" rather than adopt the term "Director" which was also an option. A Trustee skills audit was used to inform the process, and a particular focus was on inviting prospective trustees with strong business links. The Board is aware that there is still a skills gap in relation to HR, and wider representation from smaller member organisations is also needed. The Board is addressing this.

For the sake of clarity after this transition to a dual charitable and company status, the current (September 2011) Board structure is as follows:

Independent Trustees:

David Hypher DL- Chairman
Martin Barker- Treasurer
Jean Roberts- Jones, Chief Executive, Surrey Community Action (until Sept 2011)
Nigel Biggs- CEO, Passionate Innovation, and Entrepreneur in residence, Surrey University
One vacancy

Member Trustees:

Elaine Tisdall -Chief Executive, Surrey Care Trust (Vice – Chairman)
Sue Wilson -Development and Accreditation Director, Lifetrain Trust (Vice-Chairman)
Les Hillman -Boys Brigade
Tricia Griffin - Deputy County Commissioner, Surrey Scouts
Alison Watson - Girlguiding Surrey West
Ian Burks- Chief Executive, Redhill YMCA
Yvonne Hignell -Director, HALOW project
Dr. Beccy Bowden -Chief Executive, Surrey SATRO
Two vacancies

Company Secretary: Mike Abbott M.Phil., BSc Econ., DMS

Governance in 2010/11

It was with great regret that we learnt that our President Patience, Lady Baden- Powell CBE., DL had died on 18 December 2010 after a long illness. A Service of Thanksgiving was held on 10 January at Lady B-P's local church in Albury. However we were deeply grateful to Lord Robert Baden- Powell for immediately offering to step into the role as President Designate, and this is expected to be confirmed at the AGM on 8 November 2011.

Last year's AGM in November 2010 saw the retirement of Mr. Alan McMichael as our Treasurer of many years standing; after many informal expressions of gratitude and gifts being given, a formal vote of thanks was recorded for all his work over the years.

Alan was succeeded by Mr. Martin Barker, a former chartered accountant and financial director of a travel company. This appointment was formally approved at the AGM, with immediate effect from 9 November. The outgoing Treasurer and the Treasurer designate had been working together prior to that to ensure a smooth handover. The appointment of a new independent Trustee as Treasurer triggered a number of changes, reflected in revised Financial Procedures.

These changes included amendment of bank details, revised authorised signatories and other matters of financial administration. The opportunity was also taken to move Surrey Youth Focus' bank account more conveniently to the Guildford branch of Barclays Bank. These matters were all resolved with Barclays, though not without difficulty, in the early part of April 2011.

The Treasurer has a clear strategic role in advising Trustees, and scrutinising day to day financial administration which is now undertaken by the Member Services Manager on behalf of the Chief Executive.

Additionally, responsibility for payroll administration, including salary payments was sub- contracted to Surrey Community Action with effect from 1 October 2010, and this has removed payment of the principal costs (salaries and pensions) to a partner organisation who offer a professional payroll service.

Peter Hills stood down at the AGM with our grateful thanks as the Trustee representative from Surrey Scouts, to be succeeded by Tricia Griffin. We were delighted to welcome Yvonne Hignell, Director of HALOW as a new Trustee. HALOW is a member organisation that works with young people with learning disabilities. The lack of a Trustee from the disability sector was a gap in representation that was noted in last year's Annual report, but is now filled.

During 2010/11 Surrey Youth Focus remained governed by a Board of Trustees that met four times a year with a formal agenda and minutes, to determine the strategic direction of Surrey Youth Focus, to address policy issues, and to monitor business and financial performance. More frequent and detailed monitoring was undertaken by the Management and Finance Sub- Committee that met on a near monthly basis.

Our strength as an organisation derives from our members, and it was pleasing that our membership numbers increased slightly, from 73 members in January 2010, to 77 as at January 2011. The ability to retain existing members and to recruit new ones is crucial to maintaining the collective influence of the voluntary youth sector, and to the long term sustainability of Surrey Youth Focus.

A Members' Satisfaction survey was conducted in October 2010 using Survey Monkey. The headline response was that 92% of Members were either "Very satisfied", or "Satisfied" with our service. A second Survey was conducted in January 2011 about the Impact of our Members in their front- line work with young people. This survey showed that Surrey Youth Focus member organisations work with some 20,000 young people a week, and 132,000 different young people very year – this latter figure represents about 74% of all 14-25 year olds in Surrey.

Management

The two year process of improving the management and governance arrangements of Surrey Youth Focus was concluded on 13 October 2010 when the Charities Evaluation Service made a formal inspection of our arrangements. The Pqasso quality assurance Level 1 award was duly granted on 21 November 2010, and lasts for three years. Our Chief Executive, Mike Abbott has been in post since October 2007.

Vision, Aims and Objectives

The Vision of Surrey Youth Focus continues to be:

“Our Vision, and that of our Members in the Voluntary Sector, is that all young people in Surrey have the opportunity to achieve their full potential and become responsible citizens through...

- *belonging to a group*
- *staying safe and healthy*
- *enjoying fun activities*
- *being recognised for their achievement”*

Our Aims

Similarly our Aims are unchanged, and are:

- To promote good practice, efficiency and effectiveness of youth work in Surrey within its member organisations for young people aged 5-25 years.
- To provide information and advice to member organisations in all aspects of voluntary youth work.
- To support the work of its member organisations to deliver services to young people without discrimination so as to develop their physical, mental and spiritual capacities.
- To maximise the opportunities for member organisations to obtain support from financial and non-financial sources for the furtherance of this work.
- To vigorously represent at all appropriate levels the interests of its members in the furtherance of their work with young people.
- To work with other partners to uphold the principles of the Surrey Youth Accord and Surrey Compact.
- To innovate, explore and help our members deliver the best for their young people.

Objectives

The Business Plan for 2010/11 was approved by Trustees on 22 April 2010. There was a concern that some targets in the previous year had not been completed - notably achieving the incorporation of Surrey Youth Focus as a company limited by guarantee, and the external Pqasso assessment and accreditation by the Charities Evaluation Service. Other matters like increasing staff capacity had not been achieved either. This implied some over- extension, and it was agreed that the theme for this year should again be one of “Consolidation and development” – completing tasks outstanding, and yet taking advantage of opportunities as they arose.

Specific objectives were:

External:

1. To represent and advocate the interests of member organisations at regional and county level
2. To further develop Services to member organisations by :
 - a) providing continuing support services to members
 - b) developing new services to members

Internal:

3. To be recognised as a high quality organisation that is **the** support organisation for the voluntary youth sector
4. To increase the capacity within the office.

The extent to which this was achieved during the year is reflected in the Satisfaction Survey responses and in successfully achieving incorporation, and the Pqasso award.

Achievements and Performance

The election of a new Coalition Government in May 2010 has resulted in a very different operating context for the voluntary sector, with a mixture of threats and opportunities. One evident threat has been the continuing severe cuts in public expenditure, including for example a reduction in spending by the County Council on services for young people from £16 mill to £11 mill over four years. This has had considerable ramifications for Surrey Youth Focus and its members. For example advance notice was given during this year that from 1 April 2011 funding for Surrey Youth News would be stopped, thereby losing £10,000 pa to fund its production and distributions costs. Moreover as there is no longer an obligation to have a Children's Trust, or indeed a Children's Plan, the Surrey County Council has diminished the direct involvement of the sector compared to previous years.

This has made the maintenance of informal channels more important - to discern both threats and opportunities. For there are, and will be, opportunities to take advantage of the Government's intention that local communities and the voluntary sector should take on a greater role in the delivery of services. This is reflected in the plans of the County Council to commission external organisations, including the voluntary sector, to deliver services for young people. It was in anticipation of this that Surrey Youth Focus was instrumental in setting up a group of member organisations as a single company limited by guarantee as "Surrey Youth Consortium" so that the sector would be well placed to bid for contracts. The Consortium is now a much valued Associate member in its own right.

A further consequence of the new Government and expenditure cuts has been that familiar programmes – Youth Opportunities Fund, Area Based Grant, and in particular the funding from the Children's Workforce Development Council have been discontinued. This year has seen the winding down of externally funded projects, as will be more evident in the Annual Report and Accounts for next year (2011/12).

During 2011 there have been riots in many towns and cities, including in places bordering Surrey, though not within the county itself. A letter was written by Surrey Youth Focus to all Surrey MPs about "Young people and society," and two public meetings are being hosted by Surrey Youth Focus in Autumn 2011 about the challenges and issues facing young people.

It seems that now is a time when the work of the voluntary youth sector generally is much needed in filling the gap formed by the effective withdrawal of local authorities from mainstream youth work, and focusing on targeted work. Surrey Youth Focus's Youth Development Worker also does targeted work mainly in the high need communities. The job is to meet with young people and communities wanting to set up new youth clubs, and to be the catalyst and enabler in achieving this. Unfortunately the funding for this post from Surrey County Council expires in March 2012, and new sources of funding are being sought for much needed work.

There has been a fundamental change in context for the sector at large. The voluntary sector can respond to the challenge and opportunity of reduced public expenditure by innovative approaches to collaborative working, by building closer links to corporates and business, and by seeking social finance where "payment by results" achieves an income stream. The Board is acutely aware of the need for innovative approaches to supporting our members in their service delivery to young people in these changed and challenging times. The evidence of this is cited below.

Advocacy and Representation

We have welcomed the opportunity to be involved in extensive discussions with the County Council's Assistant Director for Young People about the reorganisation of his services. Our Chief Executive also represents Surrey Youth Focus in a multiplicity of meetings with Surrey County Council, including as part of a delegation of voluntary sector chief executives meeting with the Council's Leader. He is also the Chairman of South – East Youth Partnership, and a Board member of RAISE – Regional Action and Involvement South-East, and has fostered close links to the Community Foundation for Surrey.

Senior civil servants from the Department for Education, and the Office of Civil Society made a study visit to Surrey Youth Focus on 7 September 2011 to hear about our innovative work: setting up Surrey Youth Consortium, the Memorandum of Understanding with Surrey Community Action, and the social finance projects. Two public meetings are being held by Surrey Youth Focus to debate concerns under the title of “Young people and society,” and MPs have been invited as panellists.

Our Chairman, David Hypher, has been a member of the Surrey Strategic Partnership Leadership Group comprising leaders from public authorities, the private sector, and the voluntary and faith sector, and so has been in a good position to influence through this network.

Services to Members

Open forums

We held an Open Forum meeting on 27 May 2010 at which Ian Robinson, a Founder Director of Community Links in the L.B.Newham was the guest speaker. He gave an inspirational and influential speech on “Unlocking the potential- new ways of delivering youth services”. The AGM on 9 November was followed by an Open Forum at which Ed Baker, Business and Enterprise Manager, Surrey Community Action spoke about –“Social Enterprise” and Dr. Becky Bowden, Chief Executive, Surrey SATRO – “Volunteering.” The two events were attended by some 90 people in total.

Celebration of Youth

The celebration of Youth Event was held on Saturday 2 April and although this falls into the 2011/12 year, most of the work was done in 2010/11. We are grateful to Proctor and Gamble and to the Mayor of Runnymede for sponsoring the event, so it was at net nil cost to us. The event was held in Addlestone at the Jubilee International High School’s impressive theatre, and attended by some 300 people. It was described by the Lord Lieutenant as “the best yet!” The annual “Celebration” event is an important opportunity for member organisations and their young people to showcase their achievements.

Surrey Youth News

Continues again to evolve and improve in content and presentation, and is highly regarded; we produce five issues a year, printing 2,500 copies for each issue and despatching them via a Guildford based supported employment charity, Oakleaf Enterprises, to some 1,200 addressees. However we were given advance notice from our funder, Surrey County Council, that it would discontinue funding from 1 April 2011 and this has necessitated a new approach to income generation through advertising and sponsorship, and cost reduction. There are now three issues per year, and one has already been wholly sponsored by the High Sheriff’s Youth Awards scheme, for which we are grateful.

Information to Members

Communication to Members continues to be improved through the website (last year’s figures are in brackets). We had more visitors to the website 5,500 visitors to the website, (5,000) but slightly fewer page views -17,000 page views (19,000). The fortnightly e- bulletin to our members is highly regarded. We also now have an important presence on Twitter (750 followers as at March 2011) and on Face book. The Chief Executive began a weekly Friday blog on 6 September 2010, and had 1,787 page visits by March 2011. We are now utilising all forms of social media. It is gratifying that the Members’ satisfaction survey showed very high awareness of, and satisfaction with these services – 91% and 96% respectively.

Funded Projects (Restricted Funds)

Youth Development Worker:

The job role is to bridge between the needs of young people for “positive activities” and the concerns of local communities about young people’s behaviour. During the year 2010/11 five new projects were initiated at: Bletchingly, Lingfield, Knaphill, Lower Green, and Bellfield’s. The launch dates of these projects were attended by some 120 young people, and since opening, are now

attended by an average of some 150 young people, showing an increase in popularity. The work continues positively in 2011, and is arguably more needed than ever. Unfortunately the County Council's grant of £20,000 will discontinue from March 2012, and we are seeking alternative funding sources.

CWDC Common Induction:

At our initiative we received £20,000 of CWDC funding via Surrey County Council to continue previous work in developing a common induction course for youth work volunteers. The project brief allowed for the revision of the "Doyouthwork.com" website, and the development of a workbook on common induction, and then the provision of courses so that any new volunteer youth worker would have a standard basic training that was consistent with CWDC standards. Two courses were run in this period on a Saturday, and attended by 17 youth work volunteers, with further courses following on in 2011/12.

CWDC South Coast-Brighton Consortium:

Surrey Youth Focus was part of a consortium that bid successfully for CWDC funds to provide three programmes across the south-east: a youth work apprenticeship course, foundation degree places at Brighton University and the provision of six funded places for voluntary sector youth workers on the MA Youth and Community course at Brunel University. Our Chief Executive was responsible for managing the latter programme. This was duly delivered in the form of securing uptake on to the course, administration of payments to the students' employers, and provision of CPD training. A final CPD session will fall into 2011/12 at the students' request. Surrey Youth Focus greatly benefited from the management fees in doing this work, and indeed two of the MA students were from Surrey (Woking YMCA)

Future Jobs Fund:

This was a programme funded by the previous Government to provide up to six months paid work opportunity. In Surrey the programme was administered by the County Council and aimed to provide placements for 350 young people. Surrey Youth Focus took on one trainee, Sophie, who wrote up her experience in the June edition of Surrey Youth News. She proved to be a great asset in the office, and was successful in moving on to a permanent post, whilst also becoming a Special Constable in the Met. Police- a great achievement!

Faiths in Action:

We bid successfully in 2009/10 for a Faiths in Action Grant of £6,000 (max) that enabled two schools to run multi faith events in that year. A third school – Warwick School, Redhill was unable to carry out the programme in time, but did so successfully on 4 April 2011. A second tranche of funding (£6,000) became available for 2010/11, but despite considerable efforts to hold a county wide multi-faith conference, including radio advertisement, there was insufficient support for the event which was then cancelled. The unspent funding has since been returned to the Community Foundation.

Internal Organisation

Staffing:

Mention has already been made of the additional admin support provided by our Future Jobs Fund trainee. Apart from this, the staff team has been unchanged, and comprised:

- Kate Peters – Members Services (22 hours)
- Karen Moore – Information Services (10 hours)
- Marie Silvester – Youth Development Worker (18 hours)
- Mike Abbott- Chief Executive (35 hours)

The achievements of this small team of the equivalent of around 2.4 full- time staff are considerable.

Practical Quality Assurance for Small Organisations (Pqasso):

As already noted, an external assessor from the Charities Evaluation Service made a day visit to the office to inspect papers and conduct interviews. This resulted in Surrey Youth Focus being assessed

as fully compliant with the Pqasso level 1 standard. We hope this should give reassurance to existing and prospective members and funders that this is a well run organisation.

Cost cutting:

We gave notice of our intention to reduce office space from 1 April, and to use just one office and thereby have reduced costs by some £1,300 pa. Staff pay rates remain frozen in 2011/12.

Consultancy:

The Board approved the annual Business Plan in February 2011 making provision for the development of a few services on a consultancy basis. A pro bono training session on consultancy skills was provided for the staff team by a management consultant. This work is at a very early stage in 2011, but indicates the intention to diversify income sources.

Innovation

During this year three new developments were initiated:

- 1) Social Finance: the Chief Executive wrote a short paper on social finance in November 2010, benefiting from advice from Ian and David Robinson of Community Links. The latter is the prime mover behind the much quoted Peterborough Prison social impact bond. The paper was discussed with the Leader and Chief Executive of Surrey County Council. As a result of these discussions, the County Council seconded two Policy staff to work with us on the development of projects that could be financed by corporates or social finance. As a result four projects were identified, and work on these continues in 2011 to shape them as funded projects. The projects are aimed at:
 - Moving young people with serious mental health disabilities from out- county residential care into supported living provided by a Surrey Youth Focus member organisation
 - Creating a virtual “Hub” enabling young people to log in for volunteering opportunities with social enterprises and with this experience, and accredited training find their own employment
 - Provision of “train the trainer” training for parents of teenagers
 - Identifying “end to end” approaches to youth offending and re-offending.
- 2) Woking Social enterprise: working with a businessman in Woking to establish a social enterprise to provide training and work for NEET young people. This remains work in progress.
- 3) Collaborative working: Closer collaboration with Surrey Community Action was agreed in principle by Trustees in January 2011, to be worked through during 2011, and has since resulted in a Memorandum of Understanding about independent, but joint working.

Impact

The core costs of this service are around £78,000 with the largest core funders being Surrey CC (£40,000) and the Henry Smith Charity (£10,000) against which we:

- Assisted 77 (fee paying) member organisations and through them 20,000 young people a week, and 132,000 different young people a year
- Have a Members satisfaction survey showing that 92% of Members were either “Very Satisfied”, or “Satisfied” with our service
- Sent out 12,500 copies of Surrey Youth News over the year in five issues.
- Held events attended by around 300 people (Open Forum, AGM and Celebration of Youth)
- Had 5,500 visitors to the website looking at 17,000 page views.
- Had 750 followers on Twitter,
- Over 1,700 readers of the weekly blog (in March 2011)
- Ran two youth work training courses attended by a total of 17 volunteer youth workers
- Set up 5 new youth projects, initially attended by 122 young people on launch day, and now averaging 150 young people a week,

- Brought £26,000 of external grant funding for projects (CWDC Common induction, and Faiths in Action)
- Contributed to awareness of the challenges and opportunities for Member organisations in the context of a new Coalition Government, and especially the need to engage with corporates and social philanthropy.

Statement of Public Benefit

The Trustees have considered the guidance provided by the Charity Commission relating to public benefit and its impact on the charity's work, and in particular the requirements that there must be both identifiable benefits, and ones applicable to the wider public. Trustees consider that both requirements have been met, as set out above in the Impact statement.

Fundraising / Financial Statement

This has been the last of the "satisfactory years" in which income and expenditure broadly balanced due to grants received from the County Council and The Henry Smith Foundation, combined with continuing close control over costs.

The financial year 2010/11 ended with a surplus of £1,268 and reserves of £58,481 on Unrestricted funds. Restricted Reserves stood at £60,851 with £189,795 having been spent on Funded Projects during the year. However the three year grant from the Henry Smith Foundation came to an end in 2010/11, and there are no new externally funded projects in the pipeline at present upon which management fees can be earned. We are budgeting for a deficit in 2011/12, and whilst we are engaged (as at September 2011) in the Transforming Local Infrastructure Grant bid, there are many uncertainties surrounding this. The Board deems it prudent to plan for the likelihood of another deficit in 2012/13. Close attention has therefore been given to our Reserves, and Reserves Policy.

Reserves Policy

The Trustees have examined the Charity's need for Unrestricted funds in the context of planned activities during 2011/12, including consideration of quantifiable financial risks to the Charity, within the context of the current difficult economic climate and the Government spending cuts.

The Unrestricted funds are needed to:

- Meet the fixed and working capital requirements of the Charity
- Allow for the development of new initiatives
- Provide additional resources which enhance the quality of our delivery
- Provide against any significant drop in short term funding

Based on these criteria, the Trustees consider that the level of unrestricted reserves should normally be sufficient to fund a range of 3-6 months of core operating costs, namely between £20,000 to £40,000. However taking into account the outlook for the next two years (2011/12 and 2012/13) we believe that a higher level of unrestricted reserves is necessary and prudent to maintain services to members. This level of reserves will allow the Charity to move forward with confidence for the coming challenging year.

Risk Assessment

The implications of risk are routinely considered by the Management and Finance sub – Committee and actions taken to mitigate risk- whether through insurances, or financial decisions. However it is evident that the prospective risk around sources of income will be of growing significance for any voluntary organisation in future, and a more systemic approach is being adopted – a first draft of a Risk register was considered by Management and Finance in October 2010 but needed some revision. (This has since been completed and is in operation.) Close attention has been given to Reserves and Reserves policy, since these are effectively being used over the next two years to fund losses of income until these can be replaced. An outline of how this is being done is given below, with the aim of winning new sources of income thereby reducing the dependence on Reserves. We are acutely aware that this is a very challenging and competitive environment.

Future Plans

The plans for next year (2011/12) are to:

- Cut costs by giving up the second office and maintaining a pay freeze,
- Conclude the adoption of a Risk Register and action plan
- Conclude a collaborative agreement with Surrey Community Action
- Run a membership campaign to increase the proportion of costs met by membership fees
- Implement the Business Plan's theme of "Stick to the basics, but be innovative"
- Apply to grant making trusts for funds to carry out the innovative work
- Build links to social philanthropists and to corporates and businesses in Surrey
- Strengthen the Trustee board in relation to corporates and business.

All of the above plans have either been completed by September 2011, or are work in progress, the results of which will be reported in next year's Annual Report.

Chairman's Statement

I must first record my personal deep sadness at the death of our founder President, Lady Baden-Powell, and record my appreciation for the support and encouragement she gave me for the just over 5 years of my involvement with Surrey Youth Focus. Not only did we lose a champion but at least two of our members have also lost a great advocate, as has the wider voluntary youth sector. The sadness is mitigated by the fact that her husband Lord Baden-Powell has agreed to be our President, subject to approval at the AGM.

I also thank our Patrons, Vice-Presidents, Vice-Chairmen and Trustees for their unfailing good advice and support, particularly over the major structural and governance changes that we have gone through this year.

All of this has involved our small but dedicated hard working staff team brilliantly led by our Chief Executive, Mike Abbott; they all put in much more than the job description calls for. Mike has taken on the role of both campaigning for our members, the voluntary youth sector in general, and Surrey Youth Focus in particular not just in the current environment trying to mitigate the cuts in statutory funding - with considerable success - but in the new environment too. He is, for example, the leading proponent in the County and further afield of new forms of funding using Social Impact Bonds. At the same time we have been stressing the importance of our mainly uniformed voluntary organisations, as virtually the only providers of mainstream youth work as Surrey County Council virtually withdraws from this important work.

Unfortunately we have had to pass a budget that calls for no staff pay rises for the third year running, but in common with other charities in a similar situation we have made a non-consolidated pay award (of 1.5% of salary in our case) in recognition of all the hard work carried out and the better than expected financial outcome for the year thanks to the fee income earned again.

As we bemoan the loss of funding from the County Council, I must pay tribute to its Chairman, Members and Officers for their willingness to listen to our arguments and their positive responses and support particularly to our members carrying out the targeted youth work. Our funders have continued to support notably Henry Smith's Charity and Connexions and were joined by P & G and Runnymede BC for which I am very grateful. I must also recognise the hard work of your Management and Finance Sub-Committee, consisting of Elaine Tisdall, Sue Wilson (the two Vice Chairmen) Les Hillman, Martin Barker (the Treasurer) Mike Abbott (CEO). We meet approximately ten times a year to assist the CEO in the running of the organisation, and to monitor and assess governance and finance issues for the Trustees. Finally our new Treasurer, who was appointed at the last AGM, was singled out by our Independent Examiner for praise for his work on the production of financial information for the Report.

David Hypher DL, Chairman, Surrey Youth Focus.

Surrey Youth Focus
STATEMENT OF FINANCIAL ACTIVITIES
For the year ended 31 March 2011

	Notes	Unrestricted £	Restricted £	Total 2011 £	Total 2010 £
INCOMING RESOURCES					
Donations				0	132
Subscriptions		7,845		7,845	6,660
Charitable Activities					
Grants	2				
Surrey County Council		40,000	34,321	74,321	72,580
Smiths Charity		10,000		10,000	10,000
Faiths in Action (CDF)			6,000	6,000	0
CWDC (Roadmap)					28,454
CWDC (South Coast Consortium)			122,300	122,300	2,200
CWDC (Common Induction)			20,000	20,000	0
Other					6,000
		57,845	182,621	240,466	126,026
Other Income	3	1,367		1,367	2,009
Investment Income	4	1,061		1,061	548
TOTAL INCOME		60,273	182,621	242,894	128,583
RESOURCES EXPENDED					
Grants	5			0	425
Charitable Activities					
Direct service delivery	6	1,929	167,735	169,664	68,574
Staff costs	7	56,092	20,777	76,869	78,517
Office and property costs	8	8,395	128	8,523	7,609
Sundry expenses	9	6,851	1,155	8,006	9,420
Governance costs	10	5,171		5,171	4,458
TOTAL EXPENDITURE		78,438	189,795	268,233	169,003
NET INCOME/(EXPENDITURE)					
BEFORE TRANSFERS		(18,165)	(7,174)	(25,339)	(40,420)
TRANSFERS		19,433	(19,433)	0	-
NET MOVEMENT IN FUNDS					
FOR THE YEAR		1,268	(26,607)	(25,339)	(40,420)
TOTAL FUNDS AT 1 APRIL 2010		57,213	87,458	144,671	185,091
TOTAL FUNDS AT 31 MARCH 2011		58,481	60,851	119,332	144,671

Surrey Youth Focus
BALANCE SHEET as at 31 March 2011

	Notes	2011		2010	
		£	£	£	£
FIXED ASSETS					
Tangible Assets	11		-		-
CURRENT ASSETS					
Debtors	12	338		39,214	
Cash at Bank		<u>125,250</u>		<u>146,146</u>	
		125,588		185,360	
CREDITORS					
Falling due within one year	13	<u>(6,256)</u>		<u>(40,689)</u>	
NET CURRENT ASSETS			119,332		144,671
NET ASSETS			<u>119,332</u>		<u>144,671</u>
RESERVES					
Unrestricted funds			58,481		57,213
Restricted funds	16		<u>60,851</u>		<u>87,458</u>
			<u>119,332</u>		<u>144,671</u>

Statement by the Trustees

The attached summarised financial statements are a summary of information contained in the full financial statements of the Charity for the year ended 31st March 2011.

These summarised financial statements may not contain sufficient information to allow the reader to gain a complete understanding of the financial affairs of the Charity. For further information, the full financial statements and the Independent Examiners' report on those accounts should be consulted. Copies are available on request.

The full financial statements were approved by the Trustees on 18th October 2011 and were examined by Acumen Chartered Accountants. These will be delivered to the Charity Commission.

Statement approved by the Trustees and signed on their behalf by:

D Hypher
Trustee

Statement by the Independent Examiner

We have examined the attached summary financial statements.

Respective responsibilities of the Trustees and Independent Examiner

The summary financial statements are the responsibility of the Trustees. It is our responsibility to report to you our opinion on their consistency with the full financial statements.

OPINION

In our opinion the summary financial statements are consistent with the full financial statements for the year ended 31st March 2011.

Acumen Chartered Accountants
Craven House, 102 Lower Guildford Road, Knaphill, Woking, Surrey GU21 2EP