



# ANNUAL REPORT

2020-21





## INTRODUCTION

The Trustees (also referred to as Directors per the Companies Act 2006) are pleased to present their annual Trustees' report together with the financial statements of the charity for the year ending 31st March 2021, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities, Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

The structure, governance and management section include a reference to related party transactions in note 5 and all Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses and related party transactions are disclosed in note 4 to the accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and in accordance with the Foyer Federation Charity policy, and to withdraw from decisions where a conflict of interest arises. The Treasurer of the Foyer Federation, Sabira Kanji is also the Director of Finance for SEUK and has complied with the governance of related party transactions.

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# CHAIRS REPORT



**WE HAVE EMERGED  
STRONGER WITH  
A CLEAR MISSION  
AND VISION**

“What a year” – a phrase so often said but perhaps never before with the same emphasis. In the last 12-18 months we have lived through the greatest health crisis of a generation. A plague which has affected everyone; their lives, their families, their friends and global society as a whole. A plague that discriminates. That affects those who are experiencing homelessness, those already suffering underlying health conditions and those of different ethnicities disproportionately.

At the Foyer Federation, we look at things through a different lens. Our lens is Advantaged Thinking – an approach that seeks to optimise peoples assets rather than dwell on any perceived deficits. An approach that lifts the individual to achieve more rather than be labelled by challenges. When viewing the last year through an Advantaged Thinking lens, what do we learn? We learn that communities can solve some of their own problems and can work together for the benefit of all; that they care about one another; and that where there exists an environment that nurtures, provides dignity and opportunity, then young people experiencing homeless can flourish and thrive. Perhaps we can see initiatives now to perpetuate this approach beyond the pandemic and truly level up societal opportunity.

For myself, this is a poignant report. It is my final one as Chair and as I write we are recruiting my successor. I have spent my two terms getting to know the Foyer ethos and methodologies, understanding the value they bring to society and the Foyer Federation’s place in convening, pushing and helping to support this invaluable work. It has been a mixed period. Like so many organisations we went through a period of financial instability, and without a supportive and committed Board we would not have come through. Above all, we found in Joel Lewis an excellent Chief Executive who has been running the Federation for the last two years and who has recruited such an able and determined team. Under Joel’s guidance we have delivered on the goals of the seven-year strategy I inherited six years ago and have constructed a new three-year strategy to take us forward.

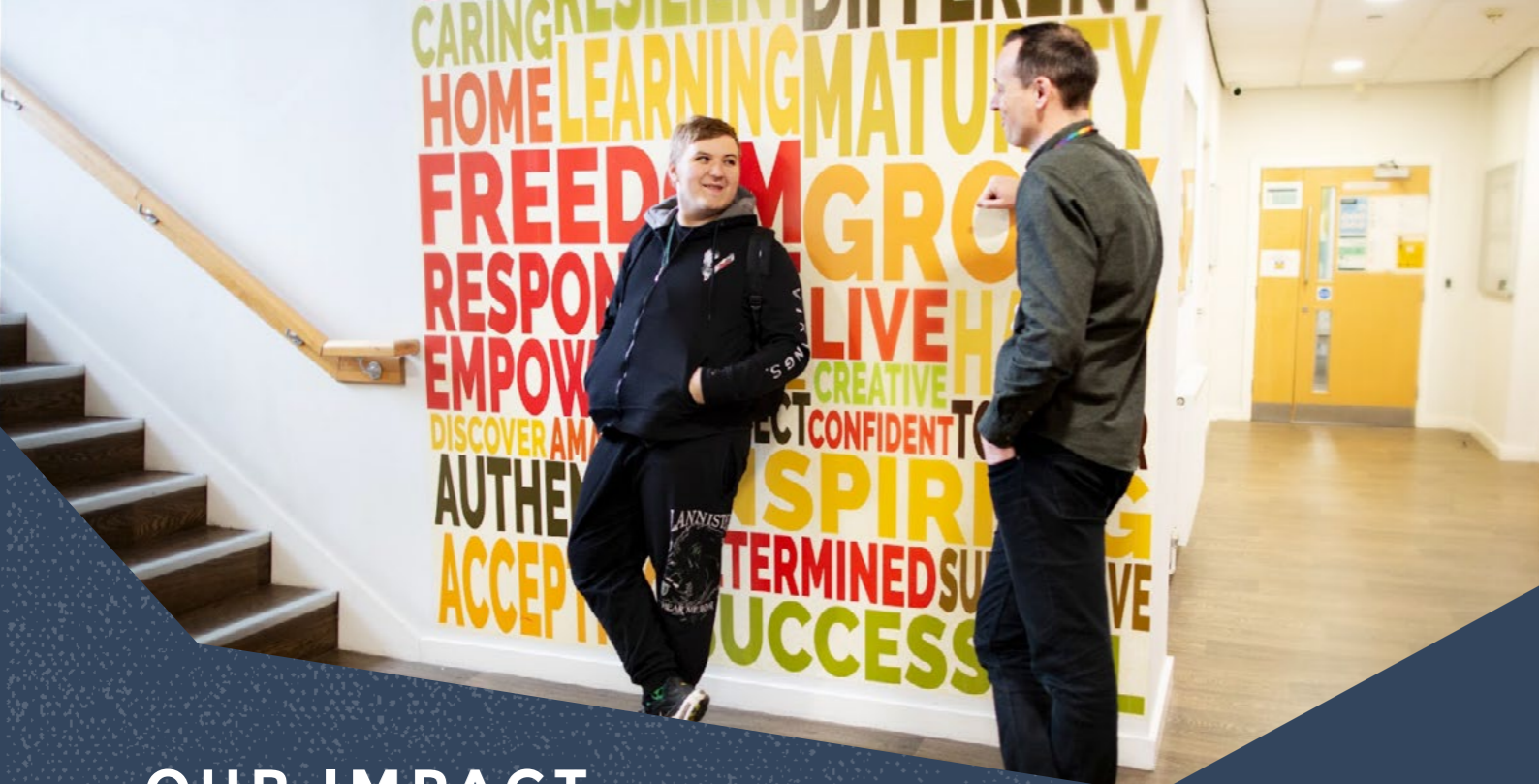
We retrenched during this time to a minimum viable offering for our members which enabled us to weather the storm, and we have emerged stronger with a clear mission and vision that Foyers and funders alike have embraced. Joel uses the metaphor of building the Home for Advantaged Thinking and the team have moved from clearing the site to laying the new foundations, and they have already completed the first floor, ensuring the budget will allow completion.

From a Board perspective we have shifted the gender bias to female, and recruited some excellent members representing our network, the funding community and those with detailed knowledge of youth and youth homelessness. I hope that by the time I leave we will have recruited successfully our first young Trustees with support to help them make the transition to governance of their organisation. We will continue to ensure that these members are representative of the individuals we serve and the diversity of our communities.

The achievements of the team are clearly reflected in this report but also in the new funding and relationships they’ve secured to implement the strategy going forward. They are impressive for any team, but for one so small an achievement of great significance. I leave the organisation in a growth and impact cycle and know that it will continue to thrive through the team’s efforts and under the guidance of a new Chair capable of working to optimise its potential. May their impact with young people continue to grow.

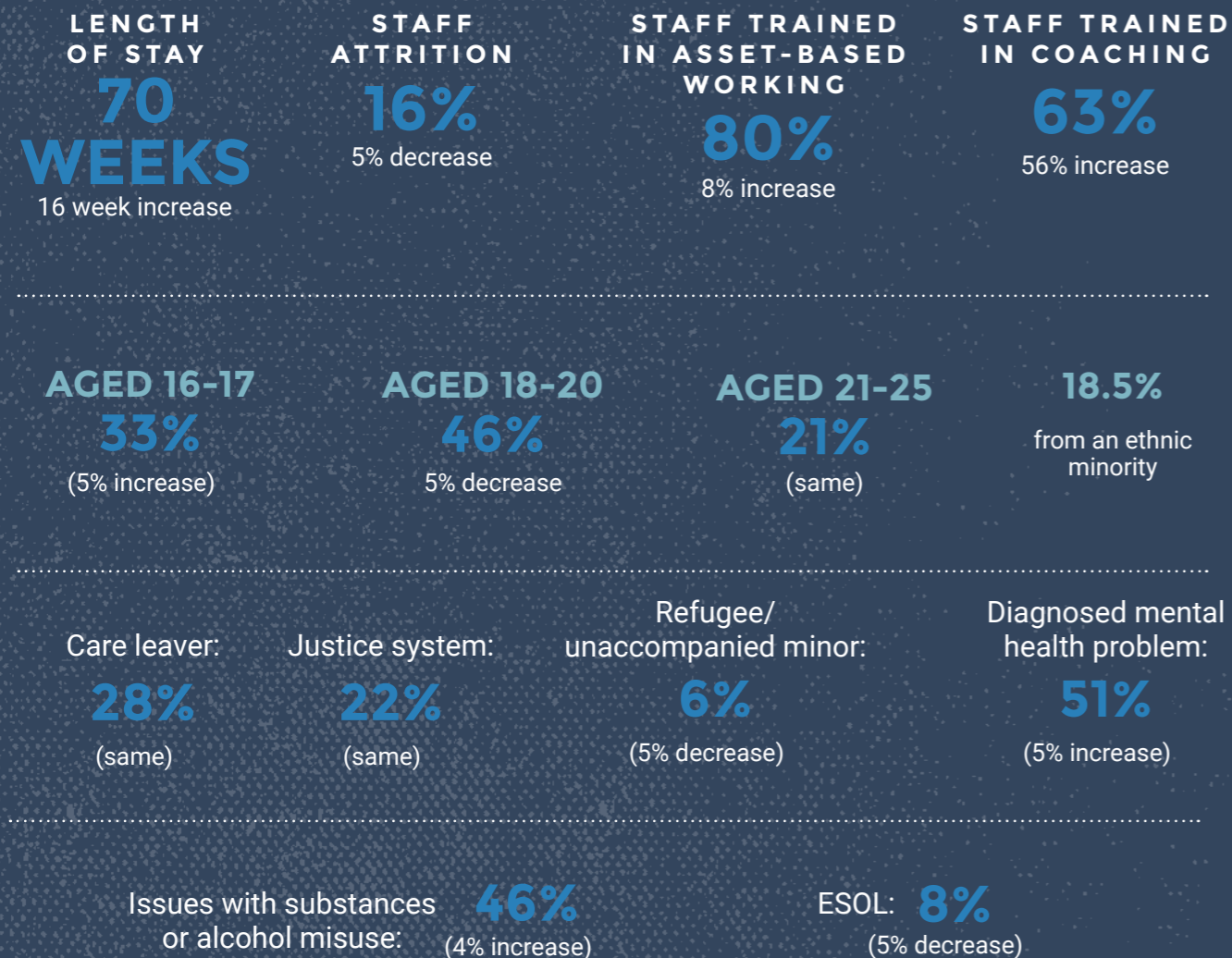
**Andrew Croft**  
Chair of the Board



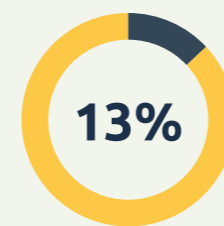
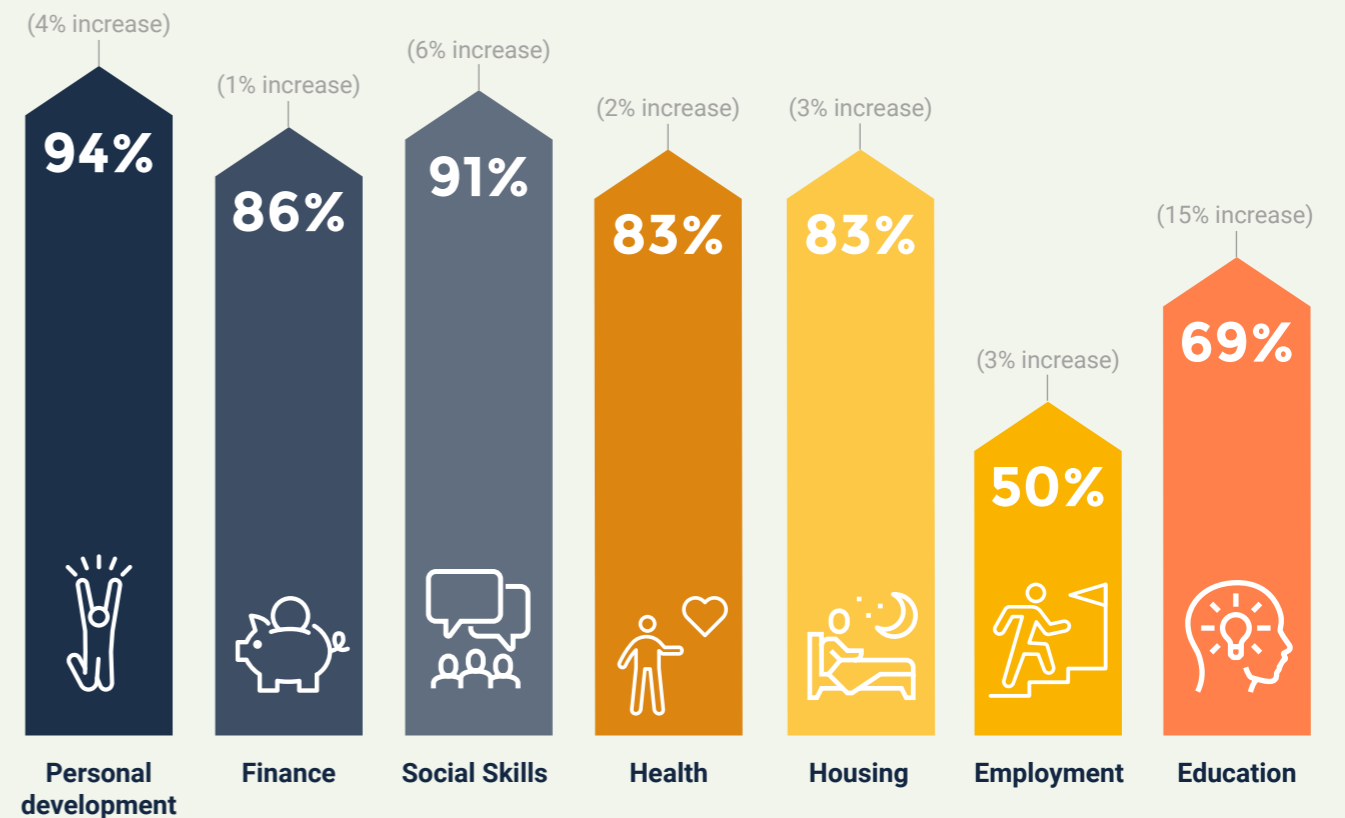


## OUR IMPACT

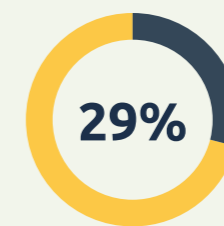
### THE FOYER COMMUNITY



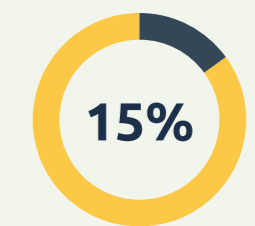
## YOUNG PEOPLE'S PROGRESS



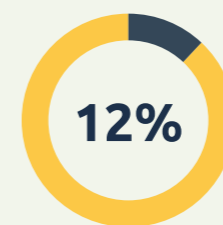
Eviction rate (same)



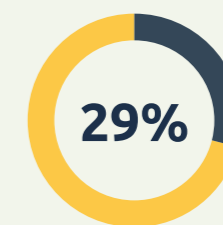
Started part-time work (6% increase)



Started full-time work (same)



Started an apprenticeship/traineeship (4% increase)



In employment on exit (6% increase)

\*The 2020-21 data is based on figures from 16 services supporting around 900 young people, compared to 17 services supported around 1000 young people in 2019-10.

## OUR MEMBERS SAY...



FOR Youth is extremely useful as it allows us to discuss our service with an impartial service which supports us to embrace progress and structure this.

Advantaged Thinking is embedding a better, inclusive way of working with young people as communities often focus on the disadvantaged elements of a young person's journey.

Staff that attend leadership training or innovation day sessions feel re-energised and motivated. This can act as a kick start for some really good work. Staff need to spend this time away from the Foyer to realise why they do what they do and how they play such an important role in making sure each resident succeeds.

Interacting and building relationships with staff across the network is invaluable and helps staff develop their practice which in turn provides a better service to young people. For young people, the opportunity to recognise achievements and be involved in activities and change is vital to build their confidence and resilience as well as changing society's view of young people.



## YOUNG PEOPLE SAY...

The three biggest challenges facing young people today are:



**89.5%** of young people feel confident to share their thoughts with their Foyer

**85%** see things change as a result

**81%** of young people want to contribute to leadership in the Foyer

**48%** want to get involved in decision making

## WHAT ARE YOUR HOPES FOR YOUNG PEOPLE IN 2021?



Better mental health services.

For job opportunities to open up, seek help for mental health and for covid to end.

I hope they understand that things will get difficult but they won't always be that way. If they have ambitions then to stop at nothing to achieve them.

To be brave and do your best.

For adults to take young people seriously!

Given more opportunities rather pressure from society.

My wish would be for young people to open up and talk more about mental health.

Independence and pride.



## OUR VISION

At the Foyer Federation, our vision is a truly equitable society in which young people have an equal chance to realise their power and purpose. We believe that a person's strengths, not their circumstances, should shape their future.

We look forward to a future in which all young people take complete ownership and leadership of their futures, and develop the strengths and talents needed for a fulfilling life.

## OUR MISSION

We want young people to thrive – not just survive. All young people should have the chance to realise their potential, harness their power and achieve a fulfilling, loving, sustainable adulthood.

We work with young people experiencing or at risk of homelessness through a UK-wide network of Foyers, which provide safe accommodation and a nurturing environment in which residents can live, learn and work.

Our mission is to offer innovation, programme delivery and capacity-building support to ensure the Foyer network continues to secure the best outcomes for 16-25-year-olds who can't live at home. Through our quality development framework, engaging programmes and targeted training, we model a whole-person approach to empowering young people.

Advantaged Thinking is our asset-based philosophy and it guides everything we do, encouraging young people to aim high, dream big and fulfil their ambitions. It focuses on young people's strengths and talents and asks them to view their futures through that lens rather than using deficit-based labels and perceptions.



## OUR VALUES

We have five core values that every member of our team upholds in all aspects of our work:



### Authentic

Authentic leadership is about sticking to your values, being comfortable in your own skin and not trying to be someone you're not.



### Brave

Courage is about having the quiet inner confidence to stand up for what really matters to you.



### Loving

Love is at the heart of all we do. It means genuinely looking out for the world around us, and knowing when to be tough and when to be kind.



### Maverick

Mavericks are born to be original, quirky and maybe even a bit unpopular to shake things up and make them better.



### Savvy

Savviness isn't a science; it's a mindset. It's about being smart and creative, while keeping one eye on the now and one at the end of the game.



## OUR OBJECTIVES 2014-2021

Our strategic seven-year plan centered around the following four objectives:

- 1 To create a call to action within the network and beyond; a movement for Advantaged Thinking.
- 2 To create the conditions for a new youth offer based on the learning from 20+ years of supporting the Foyer network.
- 3 To tell a different story about young people by enabling young people and the services that work with them to tell their stories in an authentic way.
- 4 To create an organisation that is creative, instinctive and lives its values.

The Charity Commission's guidance on public benefit, in accordance with section 17 of the Charities' Act 2011, sets out two key principles:

- 1 The organisation must have an identifiable benefit and
- 2 The benefit must be to the public or a section of the public.

Trustees have reviewed the vision and mission of the charity in the light of this guidance and have been mindful of it when setting the aims and objectives for the coming year. They believe the activities of the Charity and the achievements detailed in this report clearly demonstrate that the Charity meets both these requirements.

## THE IMPACT OF COVID-19

The year 2020-21 was defined by the Coronavirus pandemic and the lockdowns and restrictions put in place to handle the crisis. For the Foyer Federation and its members, there were both positives and negatives that stemmed from this most unusual year.

The pandemic prompted us to deepen our listening practices with young people to ensure our response – both short and longer term – was the right one. We ran our first Big Questions survey to take the temperature of young people experiencing homelessness and to understand better the unique challenges they were facing. This survey is now held every six months and informs our priorities as a charity.

Social distancing and travel restrictions meant that training, FOR Youth visits and network meetings could not take place face to face, so we adapted and moved online instead. This necessity has been a fantastic opportunity for staff and young people to learn new digital skills and has opened up fresh possibilities in how we work with our members longer term.

The lack of in-person contact with our network also served as a catalyst for rethinking our community offer, opening up conversations about how we might more effectively provide opportunities that benefit the different audiences in our membership. This includes increasing accessibility and value of travel for those services in farther-flung locations, involving the wider sector regularly to share inspiration and influence, and holding separate events specifically targeted at delivery staff and managers to cater to their differing priorities.

Although the annual **Room for Young People** conference and awards couldn't take place in person, we celebrated the achievements and tenacity of young people during the pandemic through an online ceremony – complete with big sparkly envelopes, live DJs and dancing!

Finally, the response of the sector, and our network in particular, to the pandemic highlighted the power of Advantaged Thinking practices during difficult times. We see this in several ways – not least in the creativity Foyer staff showed by thinking outside the box to engage young people during lockdowns, social distancing and rules of six. It's in the data too: an increased amount of young people made progress in their personal development, social skills, health and housing outcomes, and there was a 6% increase in the number of young people who found employment by the time they left the Foyer. All during one of the most uncertain social and economic periods in modern history.

The tenacity and resilience of both young people and Foyer staff teams has been nothing short of inspirational during this challenging year.



**THINKING  
OUTSIDE  
THE BOX  
TO ENGAGE  
YOUNG  
PEOPLE  
DURING  
LOCKDOWNS**

## JOEL LEWIS APPOINTED CHIEF EXECUTIVE

The Foyer Federation finished the year on a high by confirming Joel Lewis as the Chief Executive of the organisation, following his 18 months in an interim role.

Joel joined the Foyer Federation as the Director of Network in 2018 after 14 years working in a local Foyer. In July 2019 he took on leadership responsibility when the charity entered a difficult phase in its history. Under Joel's leadership, the team spent time listening to young people and staff in the network, reflecting on its core values, developing a leaner delivery model and defining the strategic direction. As a result, the charity has rebuilt and redesigned its offer, laid a stable foundation, brought new funders on board for the next few years, and secured a high-quality network of committed members.

Joel said, "An Advantaged Thinking approach was invaluable during this time, drawing on strengths of friends of the Foyer Federation, as well as key supporters in the network. Staying focused on our strengths and viewing the organisation through an Advantaged Thinking lens enabled us to reprioritise and regroup around our positive belief in young people."

Now, with the charity in a stable and positive place, the vision for the future of the Foyer Federation is clear. "I am excited and enthusiastic about the future of Foyers and Advantaged Thinking services working with young people to realise their power and purpose. This year, I have been consistently taken aback by the resilience and tenacity of young people affected by the pandemic. I've felt invigorated by their inherent energy and drive to spark change, motivate and support others, and speak up for what matters.

"Conversations with young people, our members and our friends in the youth sector have made it clear to me that there is a strong need to unite as a movement for Advantaged Thinking – a steadfast community that builds a brighter future, with young people leading the way. Our ambitious new strategy, the Home for Advantaged Thinking, describes our vision for that future and how we're going to take action. I hope you'll be part of the journey with us."



**YOUNG  
PEOPLE  
LEADING  
THE WAY**



## OUR ACTIVITIES

### A movement for Advantaged Thinking

**Pass It On** was a funded programme centered around a digital community space built for and with young people. The online platform – a type of ‘Foyer social media’ – was designed to be a place for young people to share their skills, talents and experiences, learn from experts in corporate and charitable organisations, and make connections with peers from Foyers around the country.

To ensure Foyer staff had time and space for inspiration during the pandemic, we moved our quarterly meetings online. This had the additional benefit of enabling staff members from different regions to meet each other and learn from others they may not have met before. It also enabled our most geographically remote services to engage more regularly, including Cork and Aberdeen.

### Create the conditions for a new youth offer

Our membership is the core of our purpose as a charity. We have three tiers of membership, each with a distinct offer: Community Member, FOR Youth Partner, and Investor. We currently have 53 members, including 44 on the FOR Youth journey and 17 Investors.

**FOR Youth** ran for its fourth year, giving services support and guidance to embed Advantaged Thinking practices to secure the best outcomes for young people. This in-depth consultancy offer is complemented by robust data benchmarking and regular reviews to ensure best practice quality development is maintained in the services working towards and sustaining accreditation.

With a working group of staff and young people from FOR Youth Foyers, we co-created the first module of our Advantaged Thinking Practice Handbook. This practical guide facilitates a service-level exploration of Advantaged Thinking in practice, starting from the moment a young person first hears about the Foyer and ending after they leave. It is informed by the experiences of young people and reflections of Advantaged Thinking staff.

We also formed a working group of our Investor members to begin co-producing our Advantaged Thinking People Handbook, focused on recruiting, training and retaining Advantaged Thinking staff. The first module takes an asset-based approach to designing the role, creating the application and recruitment process, and selecting candidates, all with inclusivity and equity of hiring at its heart.

In response to the pandemic, we adapted our training offer to be effective online. We delivered our Being Advantaged Thinking and Coaching training in this new format. We also developed a new workshop – Building Resilience – to give staff teams an opportunity to reflect on and prioritise their own mental health during this challenging time.



### Tell young people's stories in an authentic way

Our talent bond scheme awarded grants of up to £250 to young people to pursue a dream or ambition, grow a skill or develop a talent. This programme believes in young people as the authors of their story, and puts decision-making power in the hands of a panel of Foyer residents which chooses how to allocate funding.

Power Up Youth was a group of young people from services across our network who came together to share ideas and experiences, and to act as a national voice on behalf of young people living in Foyers. We began a leadership training programme with them, and they shared their perspectives on youth involvement in several areas of our organisation.

The Room for Young People Awards, a collaboration between the Foyer Federation, Clarion Housing, LiveWest and Inspire Chilli, recognises the achievements of young people and staff members from the previous 12 months. This year, the event was online and served as a much-needed celebration of the inspiring talent, resilience and energy young people have – even during such a difficult year.

Our Big Questions surveys gave young people a new way to directly communicate with the Foyer Federation and express their thoughts and feelings about the world in their own words. We published the anonymised results on our website and social media and shared the feedback directly with services, including unaltered quotes from young people to ensure their direct voices were heard. We also created a response directly aimed at young people to close the feedback loop.

Our Investor programme focused on youth power and activism, offering a creative space for services and their residents to learn more about youth-led change and how it can work in a foyer context. Workshops were facilitated by an external youth activism consultant to inform and inspire, and to begin growing a movement for youth leadership in supported housing.



**CELEBRATION OF  
THE INSPIRING  
TALENT,  
RESILIENCE AND  
ENERGY YOUNG  
PEOPLE HAVE**





## OUR ACHIEVEMENTS AND PERFORMANCE

This was a stabilising year for the Foyer Federation in which foundations were laid for sustainable growth of the organisation. The team was bolstered by Joel Lewis' official appointment as Chief Executive, and by welcoming a new Executive Assistant and Company Secretary to the team towards the end of the year. We also added a Youth Voice Trustee to our Board to ensure the views, interests and involvement of young people are always centred at the highest level of the charity's governance.

As the financial year drew to a close we had confirmation from Garfield Weston, The Listening Fund and John Ellerman foundation of multi-year funding to implement our new strategy. We had also reached the final stages of a Paul Hamlyn Foundation application and were awaiting the results of a funding request from Tudor Trust.

As well as delivering our offer to our members and young people via digital means, we researched, consulted, designed and wrote the new Home for Advantaged Thinking strategy and a Youth Involvement and Influence sister strategy.

FOUNDATIONS  
WERE  
LAID FOR  
SUSTAINABLE  
GROWTH

## A movement for Advantaged Thinking

Following a year of work on the Corporate Connections programme, we approached the Berkeley Foundation to request a substantial change to the programme's activities. With their agreement, we launched **Pass It On** – a digital community created with and for young people in Foyers. The goal was to shift away from the traditional 'professional teach young person' model towards an empowering learning space where young people can share their skills and talents, and learn from each other's abilities and experiences.

There was appetite in the network for a digital communication platform of this kind, but the pandemic led to services running with skeleton staff, a need to cancel group sessions, socially distanced one-to-ones, and an increase in immediate needs. This made it much more difficult for Foyer staff to devote time to supporting young people to sign up, make content and get involved. In the face of this new reality, we focused instead on supporting staff and residents to set up local Foyer groups, or 'hubs', to give them a way to share updates, communicate as a group or as staff-resident pairs, and to signpost resources or hold workshops online. We also engaged organisations like the Mitie Foundation, the British Red Cross and the BBC to deliver online workshops to enable young people to continue making valuable connections and developing skills during lockdown.

During the project's funded year, 184 young people attended online workshops, interacted with or made posts, or accessed funding for work and education. One young person successfully secured paid work with a project partner. We intend to maintain the platform to enable Foyers to keep their local groups, and to renew the youth-led side of the project.

Our regular quarterly meetings couldn't take place in person, so we replaced them with Digital Gatherings to ensure staff members still had space to reflect, learn from each other and get inspired. Staff members who face greater barriers when travel is required, like Aberdeen, Cork and Torbay, were able to attend these sessions more easily. It was also an opportunity for staff to meet people outside of their usual regions, and therefore access a greater variety of new ideas. This experience gave the Foyer Federation an opportunity to reflect on its offer to members, and we will use these learnings – as well as feedback from our member survey – to develop a new calendar in 2021-22.

AN  
EMPOWERING  
LEARNING  
SPACE WHERE  
YOUNG PEOPLE  
CAN SHARE  
THEIR SKILLS  
AND TALENTS



**DIGITAL DEVICES ENABLING YOUNG PEOPLE**

**Creating the conditions for a new youth offer**

Throughout the pandemic, we saw evidence of how an Advantaged Thinking approach can create robustness in a service, ensuring that staff continue to deliver the offer and young people can still make progress during such challenging times. Savvy approaches included online quizzes and yoga classes, arts and crafts packs delivered to every door, embracing the outdoors with walk-and-talk sessions, and even a socially distanced choir. Many services took the opportunity to strengthen their WiFi provision for young people, and many accessed funding or donations of digital devices to enable young people to attend classes, look for work and stay in touch with family.

We ended the year with 53 members – a small reduction of 4%. However, the members we have within our membership are increasingly committed, with a higher number taking part in **FOR Youth** (from 30 in 2019-20 to 44 services this year – 83% of the network) and a consistent five Investor members accounting for 17 services in total.

Our **Advantaged Thinking Practice Handbook** is designed to support services to further embed Advantaged Thinking in every stage of the young person’s journey. This co-produced guide is shaped by the experiences of young people and staff from FOR Youth-accredited Foyers. The first section, published this year, explores the referral, interview and induction process and recommends ways for services to deepen their Advantaged Thinking work.

Its sister publication, the **Advantaged Thinking People Handbook**, offers service managers and HR teams guidance on how to attract, recruit and retain Advantaged Thinking staff. In consultation with our Investors, we created, tested and published a set of Advantaged Thinking core skills, job description, job advert and application form to increase the chances of creative, inspiring, person-centred people applying for the roles.

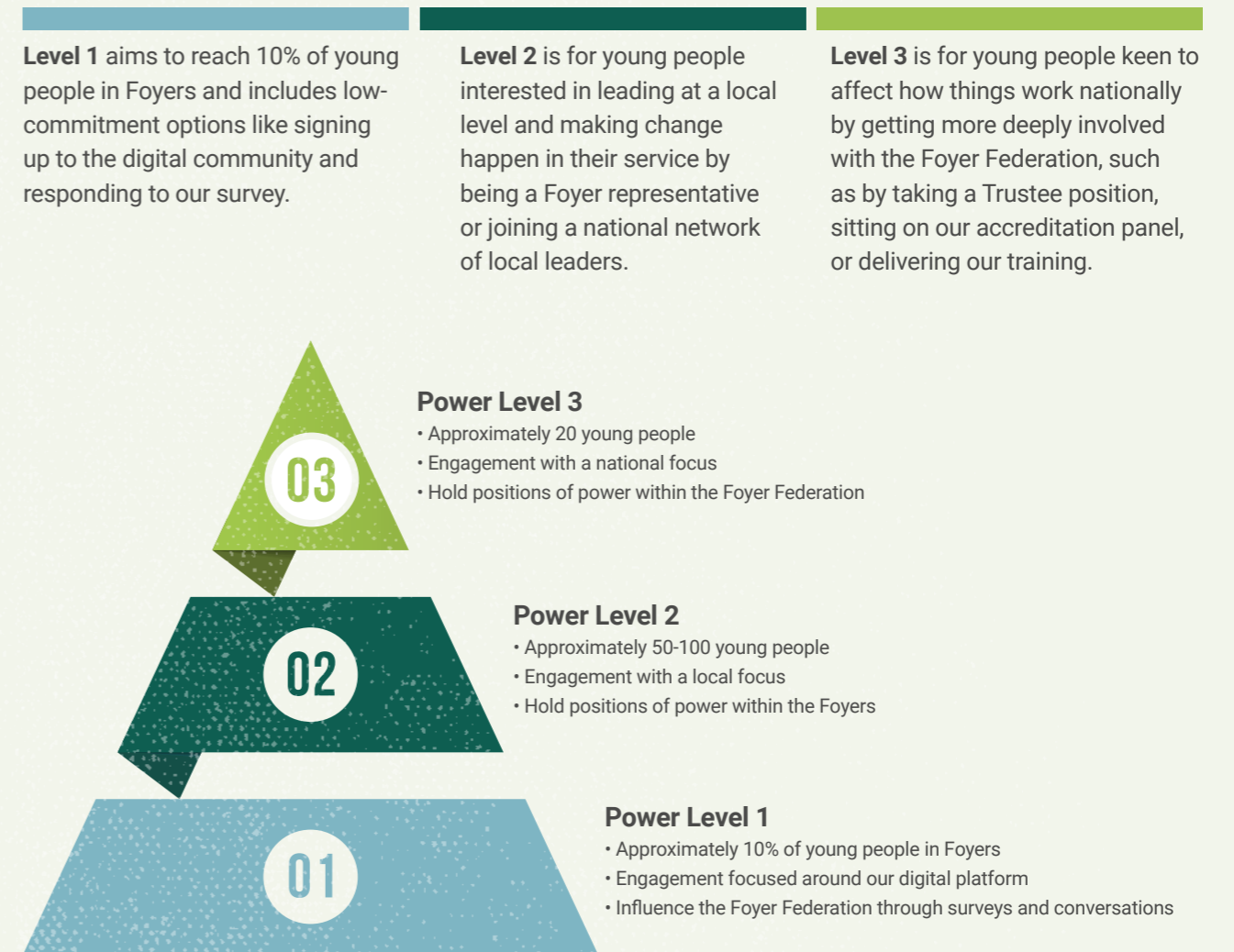
To meet our members’ needs for skill development, we adapted our training offer so that our one-day Being Advantaged Thinking and Coaching workshops could be effectively delivered online. In response to a request from our Investor members, we developed a new workshop to support staff members to build their personal resilience, supporting their mental wellbeing during this challenging time. We trained 135 people from 22 services in total.



**Telling young people’s stories in an authentic way**

Using the learnings from our work with the Listening Fund, including our participation in its 2020 report *Strength in Solidarity*, we committed to deepening our listening, involvement and power sharing practice with young people. In our new Youth Influence and Involvement Strategy, we laid out our three-tiered approach and the five guiding principles, or touchstones, we will use to ensure we’re working towards meaningful, sustainable change.

The **Power Pyramid** demonstrates how we intend to tailor opportunities to the differing levels of commitment young people may be in a position to sign up for.



**THE BIG QUESTIONS**

To help us hear from as many young people as possible in line with **Power Level 1**, we launched a network-wide survey for young people called the **Big Questions**. The first survey in June 2020 attracted 86 responses from 18 Foyers and highlighted the impact of the pandemic on young people’s mental health – for example, 68% of young people said their mental health had worsened since the start of the crisis. We surveyed young people again in February 2021 to take the temperature again. Towards the end of the last lockdown, attention was shifting more towards the future. Young people’s priorities were mental health, employment and youth leadership – all of which are addressed in our plan for 2021-22. The Big Questions report for spring 2021 can be found on our website, and the young people-facing version via our Trust Youth page.



Through our **Talent Bond fund**, we directly invested in the skills and talents of 12 young people from across our network. This year, we invited young people who had been awarded grants previously to decide which projects to fund, putting more power into the hands of our beneficiaries. The projects they chose to fund included:

- Gardening equipment to enable a young person to grow his skillset and share his newfound passion with others living in his service.
- Horse riding equipment for a young equestrian returning from injury and pursuing an Equine Care qualification in college.
- Kit and uniform for a beauty therapist and hairdresser in training.
- A laptop for a soon-to-be university student to begin his remote studies.
- A CSCS card and course for a young person keen to begin a career in construction.

Our first efforts to establish a national influence group as part of **Power Level 3** was called **Power Up Youth**. 11 young people from nine Foyers made up this group, and we held sessions over Zoom to understand the challenges they were facing and create space for discussion. We also began developing and running a leadership training course to help them build the skills needed to make change happen at a national level. Over around three months, we saw numbers decline to three regular attendees, which made it difficult to run successful sessions. We elected to disband the group and consolidate what we had learned:



1. Young people have strong views about the way Foyers are run.
2. Young people in Foyers want more decision-making power.
3. Before they can lead on a national scale, young people need experience of leading and making change happen locally.

From this, we developed a new programme to strengthen youth leadership practice within services, called **Power Pioneers**. This targets **Power Level 2** and will be funded by the Listening Fund in 2021-22.



Young people's talents and achievements during the pandemic were celebrated at the **Room for Young People Awards**, which took place online in November 2020. Eight young people from seven Foyers made the shortlist for awards, including:

- A young person from Heather Court Foyer who organised a Black Lives Matter protest under covid restrictions and continues to advocate for positive change.
- A young person from Newhaven Foyer (SAHA) who showed resilience and made positive changes during the pandemic, including facing up to dyslexia, building physical health and overcoming social anxiety to offer support to others.
- A young person from Doncaster Foyer (SAHA) who volunteered his time to support other young people with budget advice, WiFi access and collection of food donations.
- A young person from Verve Place Foyer who made positive changes to her life after finding out she was pregnant, quitting smoking and drinking and overcoming medical challenges before successfully moving on.

## OUR FUTURE PLANS

After six months of internal and external analysis as well as consultation with members, young people, Trustees and friends of the Foyer Federation, in the Autumn of 2020 we shared our draft strategic plan '**The Home for Advantaged Thinking**', with key stakeholders. The feedback was overwhelmingly positive with a real backing for the Advantaged Thinking vision and movement that enables all young people to realise their power and purpose.

**The Home for Advantaged Thinking strategy includes four main rooms that form the new aims for the next three years:**

- Youth Leadership** – opportunities for youth leadership and activism.
- Quality and Impact** – developing the capacity, quality and impact of youth supported housing provision.
- Influence** – communicating and promoting a vision of Advantaged Thinking.
- Community** – growing an Advantaged Thinking network that connects doers and thinkers.



The strategy document provides the context and insights from our recent work, the challenges facing Foyers and young people and lays out a methodology for building the home for Advantaged Thinking. It describes the changes we are seeking to make and the reasons why this change is needed, and details what actions we are looking to take over the next three years.

In order to achieve the ambitious strategy, we wrote three plans to accompany it – like extra rockets boosting a shuttle into space. The communications plan, youth influence and involvement plan and business plan add more structure, detail and power to the strategy.

Next year we look forward to launching the strategy and, having spent a year carefully planning and gaining support, we are confident that we can reach new horizons.



## OUR FINANCIAL REVIEW

The Foyer Federation showed a strong financial performance this year, out-performing its budget through a combination of strong earned income performance, particularly membership related income, stable fundraising performance, and careful cost control.

The Foyer Federation's income for 2020-21 reflected three income streams. 46% of income came from restricted and unrestricted grant income and 54% via membership related fees, consultancy and quality assurance work.

Grant making trusts have been supportive during this period and sources of restricted and unrestricted income streams have been highlighted in the financial statements. The charity had to function without a CEO and full-time fundraising capacity for the second year running with the only senior staff member straddling delivery and development workstreams. This has led to the Trustee Board deciding to prioritise earned income and core funding opportunities over time consuming project-based grant applications.

We carefully manage our finances by means of thorough business planning and ongoing monitoring and forecasting of key financial indicators to assess our generation of income, solvency and liquidity.

Despite the challenges, the end of year achieved a surplus of circa £61k (FY 19-20- £29k) and has undergone various cost cutting measures. The Charity's success is a good reflection of the Trustees and the Executive Director's contributions and achieved a successful year with a very limited resource in generating alternative funds.

At 31 March 2021, total unrestricted reserves stand at circa £96k compared to circa £36k in 2020 with a healthy cash in bank position of circa £212k (FY 19-20 - £159k).

### Going concern

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



### Fundraising statement

The Foyer Federation recognises that, in accepting funding from statutory bodies, it must consider the policy implications and obligations that might be tied to it and ensure that these do not contravene the aims of the Foyer Federation. The Foyer Federation can seek to raise funds from a series of charitable Trusts and Foundations, but recognises that, simply because these have been registered with the Charity Commission does not mean that they are ethical givers. The Foyer Federation therefore does not accept money from any charitable Trust if it is a requirement of grant receipt to advertise any company or organisation whose activities run contrary to the Foyer Federation's aims.

The Foyer Federation will maintain accountability and open and honest relationships with all its partners, by regularly monitoring and evaluating its work. This statement of policy is meant as a working guide for the Foyer Federation. Any final decisions will be governed by the Board of Trustees. It is the duty of the Board to advise of any potential conflicts of interest with regards to funding or partnerships, and for the Board to act in the best interests of the Foyer Federation at all times.

### Pay policy for senior staff

The salaries of the Chief Executive and other members of the Executive are reviewed, along with those of all staff employed by the Charity, on an annual basis as the charity sets its budget for the coming year. Salaries are benchmarked against equivalent roles in the sector, and Trustees agree the salaries of senior staff. Trustees also take an annual view as to whether to instigate a cost of living increase for all staff.



### Reserves policy

As part of financial management and forward planning, we do not wish to hold levels of reserves which may tie up money unnecessarily, and limit the amount spent on the potential benefits we provide. We wish to strike a balance to protect our solvency and future activities.

We have an established agreement amongst Trustees to hold up to three months' operating costs in reserve. In addition the Trustees may choose to set aside designated funds for a specific project or purpose for the next financial year.

We have a risk management policy and process which enables Trustees to monitor financial risk to the organisation in relation to achieving our strategic plan and operating our core offer to members and young people. Bi-monthly finance committee meetings and at least four board meetings a year provide opportunity to scrutinise risk.

The strategic plan contains activities that cannot be met from a single year's funding, and we are developing an income generation strategy to ensure funds are there to deliver the plan. We are also alert to the possibility of unexpected risks to the charity which are monitored through the risk register.

It is the intention of Trustees to build reserves from unrestricted income. Trustees believe this to be prudent and necessary for a number of purposes:

1. To enable the organisation to continue to operate while finalising future income streams;
2. To support innovative projects which need a period of testing and development and whose outcome may support future funding bids;
3. To support the strategic direction of the charity and, where necessary, to underwrite the costs of strategic change;
4. To cover support costs and unplanned expenditure in periods when these are not covered by generated income.
5. To give Trustees time to take appropriate action if income falls below expectations;
6. To fund short-term deficits in a cash budget ie before a funding grant is received.

## Risk management

The Foyer Federation has a formal risk management process through which the major risks to which the organisation may be exposed and ranked by likelihood and impact, culminating in a risk control document which is updated on a regular basis. The Trustees review all significant risks together with current mitigation actions regularly throughout the year. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risk facing the charity is the ability to secure a stable and diverse funding base; increasing generated income is central to the charity's future success.

Risk identified	Action taken to mitigate the risk
1. Failure to secure sufficient income to deliver core offer	<p>Funding applications and sales pipeline in place to secure income. The new strategy has attracted support from key Trusts and Foundations who have encouraged us to apply for core funding. Initial funds have been secured from Garfield Weston and the Listening Fund for next year.</p> <p>Membership income and services have remained stable with a new product offer being developed to widen our membership base. Sales of training and consultancy have remained steady.</p> <p>Plans to recruit a new Director of Development are in place.</p> <p>Regular scrutiny of income generation activity and strategy by the Finance Committee and Board.</p>
2. Lack of cash funds / liquidity to sustain and grow the service offer	<p>After two years of prudence and maintaining a lean approach to operations, the charity has increased the strength of its cash position and built up reserves to a suitable level.</p>
3. Failure to recruit/retain right/key staff	<p>During a difficult pandemic year the charity has maintained a focus on wellbeing and self-care within the team.</p> <p>A new staffing structure has been agreed with the Board to support the new strategy which will take pressure off the current staff and build resource for growth and better interaction with members and young people.</p> <p>Effective use of a number of trusted and skilled consultants has helped to maintain a high level of quality delivery without having to commit to long-term salaries.</p>
4. Failure to deliver quality service offer to members and to young people	<p>The Covid-19 crisis has changed the delivery style and methodology for some of our offers. However, this has allowed us to expand and innovate digitally with our network. We have reprioritised and refocused our programmes to ensure we reach young people directly.</p>

## Governing document

The Foyer Federation is a company limited by guarantee governed by its Memorandum and Articles of Association, adopted 29th January 1992 and amended by special resolutions passed 17th August 1994, 14th July 1998, and 19th January 2015. It is registered as a charity with the Charity Commission. Members of the Company are the Trustees of the organisation, each of whom agrees to contribute £1 towards the costs of dissolution in the event of the Charity winding up.

### Trustees

The Chair is appointed by unanimous agreement of the Board of Trustees. Trustees have the power to appoint other Trustees, three of whom are elected from the membership of the UK Foyer network (as distinct from membership of the Company). Trustees also have the power to co-opt additional members to fill specialist roles.

Our Trustee Kathy Gilmore came to the end of her six years on the Board of Trustees and stepped down in October 2020. Kathy brought great experience as a network Trustee and her input was invaluable over the years.

The charity has recruited one new Trustee: Joanne Rich in September 2020. Joanne is the Head of Youth Voice for the National Lottery and her appointment reflects a renewed focus on youth voice in line with our strategy for 2021-24. The organisation is prioritising the recruitment of a new Chair as Andrew Croft's term is coming to an end, young Trustees with lived experience, young Trustees with expertise in campaigning and activism, and network Trustees who can represent the views of direct delivery staff.

All new Trustees undergo an induction process which includes briefings on their legal obligations under charity law, the Charity Commission guidance on public benefit, and informs them of the content of the Memorandum and Articles of Association,

the committee and decision making processes, the business plan and recent financial performance of the charity. During the induction they meet key employees and other Trustees. Trustees are encouraged to attend appropriate training events where these will facilitate the undertaking of their role.

The Board of Trustees administers the charity. The number of Trustees shall not be less than three individuals or bodies corporate, all of whom must be members. The first Trustees shall be the subscribers to the Memorandum. The Board normally meets quarterly and there are sub-committees covering finance and nominations. A Chief Executive or Executive Director is appointed by the Trustees to manage the day-to-day operations of the Charity. The Chief Executive or Executive Director has delegated authority, within terms of delegation approved by Trustees, for operational matters including finance, employment, and the delivery of services to members and partners.

No Trustee receives remuneration or other benefit from their work with the charity, aside from the reimbursement of out-of-pocket expenses. Any connection between a Trustee or senior manager of the charity and any supplier of services to the charity must be disclosed to the full Board of Trustees, as with any other contractual relationship with a related party. The Board of Trustees has an agreed process whereby supply contracts over a certain value must be tendered openly. In the current year related party transactions have been disclosed in note 4.





## Trustees' responsibilities in relation to the financial statements

The charity Trustees (who are also the directors of the Foyer Federation for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law 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, for that period. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in 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 Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence 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.

## Statement as to disclosure to our Independent Examiner

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the Independent Examiner in connection with preparing their report, of which the charity's Independent Examiner is unaware, and
- The Trustees, having made enquiries of fellow directors and the charity's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant information and to establish that the Independent examiner is aware of that information
- The Trustees have prepared the report in accordance with the special provisions relating to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

By order of the Board of Trustees:

ANDREW CROFT

Chair

Date: 1st November 2021

## OUR FINANCIAL STATEMENT

I report to the Charity trustees (Directors for the purpose of Company law) on my examination of the financial statements of the Foyer Federation for the year ended 31 March 2021.

### Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the institute of Chartered Accountants of England and Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

### Use of my report

This report is made solely to the Board, in accordance with section 145 of the Charities Act 2011. My independent examination has been undertaken so that I might state to the Board those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Board, for my independent examination or for this report.

James Foskett BSc (Hons), FCA, DChA  
Cansdales Business Advisers Limited  
Bourbon Court  
Nightingales Corner  
Little Chalfont  
Bucks HP7 9QS  
Dated: 11th November 2021



## A BIG THANK YOU TO OUR MEMBERS...

for standing united with us as we grow an Advantaged Thinking vision and movement for young people. Our members are part of the following partner organisations:



## INVESTOR MEMBERS

Thanks to our Investor members for your ideas, support and engagement in our mission and vision.



THANK YOU  
FOR READING  
OUR REPORT

## WE WOULD ALSO LIKE TO THANK...

**Paul Hamlyn Foundation, John Ellerman Foundation, Esmee Fairbairn, Berkerley Foundation and the Tudor Trust** for sticking with us during a challenging year and enabling us to rethink, refresh and redesign our offer.

**Blagrove Trust and The Listening Fund** for challenging us to listen to young people, give them a voice and take action with them.

**Social Enterprise UK** for your operational and strategic support over the last year.

**Colin at Inspirechilli** for your insight, hard work and dedication to young people and the Foyer Federation.





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