

**DAMILOLA TAYLOR TRUST  
REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MAY 2020**

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## **Company information for the year ended 31 May 2020**

**Supporters:** We are grateful for support that we receive

### **Corporate supporters:**

Lysis Financial

Norton Rose Fulbright

Shell Plc

The Co-op, Community Fund

BBC Children in Need

The Worshipful Company of Weavers

Young Londoners Fund

Many others provide their support in kind and through attendance at events

### **Government, Trusts, Foundations and Partners:**

Home Office – Crime and Policing Group

The National Lottery –Awards for All, Communities Fund

London Community Foundation

MOPAC – Mayor of London Policing and Crime/VRU

John Boyega

Bite Size Pieces Charity

Skyway Charity

Southwark Council

Kings College London –Extended Medical Degree Programme (EMDP)

Hudl CIC

CGL Rail

Open Associates Ltd

Impact Accountants

Metropolitan Police

## **Legal and Administrative Information**

Company name: Damilola Taylor Trust

Registered Office: 18 Barrington Villas  
London  
SE18 3SB

Company number: 04219111

Charity number: 1087597

Trustees: The trustees who are also directors under company law who served during the year and up to the date of this report were as follows:

Mr Richard Taylor OBE -Chair  
Mr Tunde Taylor  
Dr Olugbenga Coker  
Mr Geoff Sheath

Every member of the Company agrees to contribute an amount not exceeding £1 if the Company is wound up while he or she is a member or within a year afterwards and the Company has debts and liabilities which it cannot meet out of its assets. The total number of such guarantees at 31 May 2020 was 4 (2019-4). The trustees are members of the Company but as directors have voting rights.

Bankers: CAF Bank Limited  
25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent  
ME19 4JQ

Accountants: Impact Accountants  
Chartered Certified Accountants  
124 Old School Place  
Croydon  
CR0 4GB

Independent Examiner: Jenny Associates  
Chartered Certified Accountants  
73 Heathfield Drive  
Mitcham  
Surrey  
CR4 3RD

## **Report of trustees for the year ended 31 May 2020**

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ended 31 May 2020 which are also prepared to meet the requirements for the directors' report and accounts for Companies Acts purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)

### **Our purposes and activities**

The purposes of the charity are:

- The advancement of the education of children and young people, mainly but not exclusively through leisure time activities so as to develop their mental, physical and spiritual capacities that they may grow to full maturity as individuals and members of society and to provide for them facilities for recreation and leisure time occupations.
- The relief of suffering and disability caused by or associated with epilepsy particularly among children and young people in West Africa.
- Such other charitable purpose or purposes as the trustees at their discretion shall decide.

The vision that shapes our annual activities remains supporting young people of London, giving them the opportunity to live their lives free of fear and violence. In doing so our aim is that the young people ultimately fulfil their potential so that they face the future with confidence and optimism.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2).

Our approach is based on a number of core principles, which aim at ensuring that the personal and social development needs of vulnerable young people are met to enable them realise their potential. The following assumptions guide our vision and the interventions we make.

- The recognition that every child has a talent, which can be supported and encouraged by a caring supporting environment.
- Social problems such as youth on youth crime arise from and persist because of a complex combination of actions and omissions by players in all sectors –and therefore can be solved only by the coordinated efforts of those players, from businesses to government agencies, charities and members of affected populations
- A commitment to development of partnership approaches that allow collaborations with the community, media, other charities and institutions such as Kings College London GKT School of Medical Education, Hudl CIC, Crying Sons Ltd and 2020 Change CIC to expand the charity's work so it would reach groups of young people from educationally and socially disadvantaged backgrounds.

## **Review of activities**

The reporting period 1 June 2019 to 31 May 2020 was an eventful year. As well as delivering our charitable programmes we, invested time to develop a new strategy for the three year period 2019 to 2022 and began preparations to commemorate the 20<sup>th</sup> anniversary of the tragic killing of Damilola. In November 2019 when we were inaugurating the anniversary event, little did we know that a public health crisis of unprecedented magnitude was going to turn the world upside down in calendar year 2020. At the time of writing this report, the coronavirus outbreak that originated in Wuhan, China has spread to at least 213 countries and territories around the world and has infected more than 20 million people, with more than 700,000 deaths, of which 41,500 were recorded in the UK. The economic impacts are significant, and the Trust like other community organisations that exist to support young people from disadvantaged backgrounds, is feeling its way towards understanding, reacting to and learning lessons from the rapidly unfolding events being caused by the pandemic.

Our review of activities in the reporting period, begins with the development activities we performed to craft a new three-year strategy, charts the results, achievement and challenges of the charitable work we have undertaken, which included delivery of three programmes:

- Our 2019 Career Search and Skills Development (CSSD)
- Life Skills Training and Mentoring programme
- Career Pathway Programme for Schools, as well as
- 20<sup>th</sup> anniversary commemoration plans -Hope 2020 Campaign

## **Organisation Development Activities**

In March 2019 the National Lottery Communities Fund awarded a grant to the Trust to fund a development project to enable greater consultation and involvement of young people (YP) in determining the strategic direction, focus and management of the Trust's work.

The development project had two clear objectives, the first was to conduct an in-depth review that would allow the Trust to carefully examine its mission, determine how it could operate sustainably with lower levels of recurring income whilst continuing to make impact by delivering effective charitable programmes. The second objective was to perform an in-depth consultation of YP and the wider community to determine how to enhance the voice and involvement of the youth in the work and management activities of the Trust. In pursuing these objectives, we carried out a number of activities, which we have split into three categories: assessment and reflection; option appraisal and strategy formulation.

## **Performance Assessment and Reflection**

At our monthly trustees meeting on 5 June 2019, we conducted a situational analysis activity to assess the organisation's performance in achieving the five strategic objectives we set for the 2015-18 operating period. Using a scale of 1 to 5 where 1 is: Not achieved; 2 is Achieved moderately; 3 is Achieved satisfactorily; 4 is Achieved almost fully; 5 is Achieved fully; we scored all five strategic objectives. The results are summarised in table 1 below.

**Table 1 Self-assessed performance results 2015-18 strategic objectives**

<b>Strategic objective</b>	<b>Description</b>	<b>Score</b>
1	Provide support to families and young people at risk	2
2	Work with schools to deliver a career pathway programme	4
3	Ensure access to mentoring for every young person in need	1
4	Launch an annual Damilola Taylor Memorial Lectures as an advocacy event	5
5	Be a highly effective charity delivering value for money	4

A selection of the comments trustees made during the exercise are reproduced below:

- We have not done much with objective 1 to support families and young people at risk. If we agree to pursue this goal, what programmes should we deliver to achieve this outcome?
- Objective 1 is a big area; what can we do other than the work we did for six weeks in April/May 2018 at Park Campus Academy, a co-educational, secondary Alternative Educational School for students aged 11 to 16 in West Norwood
- We have achieved great outcomes with objective 2 for beneficiaries in the 17-24 age group, but not with school age pupils.
- Objective 3 has eluded the Trust because of lack of organisational capacity and infrastructure.
- In the 2015-18 period the Trust operated using a lean structure without core staff as a deliberate policy to ensure financial stability. We have reached a stage where we should now consider employing additional administration staff.

The review showed there was good performance on delivering career pathway programmes and the Damilola Taylor Memorial Lecture activities, but limited success with delivery of mentoring programmes. Challenges which constrained the charity's performance included limitation in programme design capability; and the lean infrastructure that the Trust had adopted to maintain financial stability.

As part of the assessment process, trustees considered a number of pertinent questions such as, "Which results should we hold ourselves accountable for"? In response to this question, trustees noted that the charity has a highly visible and respected brand, but it did not have organisational and financial resources commensurate with its public profile. There was however consensus that the Trust was at cross roads. It needs to build the organisation required to deliver results if it is serious about growing its programmes.

### **Options Appraisal**

A follow on development meeting was held at the offices of international professional services firm EY later in June 2019. In addition to DTT trustees, this session was attended by a Partner and two strategy consultants of EY. A young participant from the 2018 CSSD programme represented beneficiaries. The fifth person involved in discussions was the General Secretary of CANUK, a Community Association.

A SWOT analysis was performed to consider the relative strengths and weaknesses of Damilola Taylor Trust. The consensus was:

#### **Strengths**

- Strong brand that is highly visible and respected
- Good track record

## **Weaknesses**

- Lean structure, inadequate HR resources
- Limited funds

A number of organisational models the charity could adopt for its work in the three years to 2022 were considered. Given the charity's strength, trustees were persuaded to opt for an organisation that designs programmes and relies on third parties to deliver and implement its work. One that performs annual outcome harvesting and reporting activities to publicise the impact it is making on society.

The advantage of this strategy is that activities of the organisation can be performed without the financial burden of using lots of permanent staff – a model used in the construction industry, where entities work to design and develop building projects, but use sub-contractors to carry out the actual building work. The disadvantage of such a structure was also considered: the organisation could lose touch with what is happening on the ground. How would it engage effectively with beneficiaries at the community level? How would successful “products” of such an organisation be offered more widely to reach greater number of target beneficiaries?

We proposed to:

- Build on our strength in developing effective partnership. Learn from our experience in ensuring proper set up of the partnerships and effective management of the relationships
- Embrace evolution/change as the partnerships and programmes adapt to new circumstances. Maintain active engagement during such transition
- Build our capacity for programme design and involve young people in their design and implementation
- Continue to work with partners to deliver and implement our programmes
- Develop capacity for outcome harvesting, learnings and action research;
- Build our capacity for documenting learnings and impact and link to advocacy for change.
- Consider developing our offering or “products” in a way that could be scaled up or offered to similar organisations to deliver or replicate.

With regards to programme planning, we considered retaining work on the Access to Medicine programme (developed in partnership with Kings College London in 2002) as part of the core of our career pathway programme, but resolved to develop a broader range of programmes to enable us signpost young people to areas that best match their talents and abilities; to involve young people in the design and delivery of programmes; make optimum use of pro-bono services from corporate organisations willing to engage under their corporate social responsibility schemes.

## **2019-2022 Strategy Formulation**

In October 2019 the third and final meeting was held at EY office premises to finalise our 2019-2022 strategy, define key performance measures and consider plans for establishing a Youth Board.

The meeting which was facilitated by an independent strategy consultant, formerly of EY, with support from the EY Partner continued the discussion in June 2019 on the historical evolution of the Trust's strategy, reviewed and prioritised the nine focus areas proposed. There was agreement on three pillars for the 2019-2022 strategy, with the key enabler being set-up of the Youth Board.

## **Outputs**

Our development activities produced three key outputs:

- A purpose driven strategy for the three year period 2019-2022
- Creation of a lean organisation to deliver the vision; and
- Inauguration of a Youth Board.

Below is a summary of our plan:

To deliver on our three strategic priorities by 2022, we will ...

## **1 Strengthen our relationships with partners delivering existing programmes**

- Expand our resource capacity with part-time staff to support effective operational management
- Build our engagement model with partners by assigning relationship managers
- Guide our partners through evolution, change and new circumstances

## **2 Develop fit-for-purpose programme packages to empower our communities**

- Establish the DTT Youth Board to represent the needs and ideas of young people in programme design
- Leverage our inventory of existing programmes to pilot replicating products for other organisations
- Develop a robust approach to protecting our intellectual property

## **3 Drive advocacy and increase brand awareness through our impact**

- Build central data analysis and reporting capabilities to track outcomes and measure our impact
- Use data intelligence to inform our advocacy and communications strategy for policy change
- Establish branding consistency across all new and existing offerings

We will create the appropriate organisation we require to deliver results in the period to 2022.

## **Implementation Steps**

We have taken steps to deliver on the commitments we made in our strategy document. Using the services of 2020 Change CIC we began a recruitment campaign for a Youth Board in January 2020 which attracted 18 candidates. Eight of the 18 candidates were interviewed on the 9<sup>th</sup> and 17 of January. A short-list of 5 candidates was produced and sent over to the board of trustees for final approval. Trustees were so impressed by the calibre of the candidates, their qualifications and diversity of professional skills that they [trustees] decided to offer all 8 candidates the role.

On Thursday 13 February, the selected candidates were inducted with a training session which covered:

- The structure and governance of charities;
- The role and structure of the DTT youth board and
- Code of conduct of the youth board

After the training, the selected candidates were formally inaugurated as DTT youth board members by Richard Taylor OBE, Chair of trustees.

### **DTT Youth Board inaugural meeting –Circus street.com**



## **DTT Youth Board Members**

Jojo Lasansa, 20, Business management Student

Mariam Diaby, 21, International Relations Student

Olivia Koimur, 22, Computer Science graduate working as a data analyst

Gloria Shaza, 22, Law graduate

Ayisa Barry, 23, Criminology graduate, working in HMP Wandsworth as a reducing re-offending officer

Abba Bako, 24 Business Economics graduate

John Akanmu, 25, professional actor

Paul Kisali, 26, Project Manager

At our 14 March 2020 monthly meeting, we gave the Youth Board its first mission critical task: to conduct an in-depth consultation to identify emerging issues of interest to young people (YP) in the community. It was agreed that each member of the YB will organise a focus group to collate information from a cohort of up to 5 YP on emerging issues of interest/concern, reporting findings to the YB. Members of the YB will carefully evaluate the submissions from the focus group activity, and produce a report for consideration by trustees. The Trust will then prepare a project proposal, based on the YB consultation report and submit for funding to funders.

## **2019 Career Search and Skills Development Programme**

We delivered the first Career Search and Skills Development (CSSD) programme from March to June 2018 to support a cohort of up to 30 young people (YP) aged 17-24 to acquire employability skills and the confidence they require to find gainful employment. In December 2018 the Co-op Ltd. invited representatives of the Trust and another London charity to a workshop in the City to discuss how it could help support charities working on tackling some of the root causes of crime in and around London. Through its Stronger Co-op, Stronger Communities initiative, the Co-op believes it can make an impact on the issue of violent crime by supporting charities that work on the “coal” face in the communities where they do business.

We explained the work we have been doing to support YP from socially disadvantaged backgrounds develop employability skills so that they can connect to training and jobs. After reading our report on the 2018 CSSD programme, Paul Gerrard Director of Policy and Campaigns at the Co-op agreed to fund us so we can repeat the programme.

### **Project Objective**

Our objective was to deliver the CSSD programme of training and coaching sessions to enable a new cohort of 25 YP develop basic skills so that they can be motivated to learn, have the ability to set goals and the tenacity to pursue those goals, with particular regard to gaining employment.

In addition to funding, the Co-op promised to support the programme through some of the individual elements, such as providing HR officers to participate in facilitating activities of the programme.

### **Delivery Planning and Management**

As in 2018, we engaged our delivery partner Hudl CIC to be responsible for delivery of the programme. The project team included representatives from St Patricks College, a for-profit higher education college in London, who agreed to assist with recruiting participants for the programme. We planned that the programme would start in September 2019 with induction of participants, followed by Development Days, Action Learning Sets and social activities. Participants would graduate from the programme before Christmas.

### **Recruiting Participants**

The first recruitment drive led by the project team members from St Patrick's College began with outreach activities on the Streets in Hackney and Brixton. Within a week of the recruitment activity a total of 99 online applications were received. However, when the delivery partner tried contacting applicants to set up interviews, it found that the personal details on the online application forms were invalid. Therefore it was necessary for Hudl to run a second recruitment drive in September, which yielded a total of 45 applications. After reviewing the applications and interviewing applicants, 30 offers of place on the programme were made.

## **Induction training**

The 2019 CSSD programme started with induction of participants on Saturday 2 and Sunday 3 November at the main campus of St Patrick's College, Tower Hill London. Over the two days participants were:

- Introduced to the aims of the CSSD programme;
- Given opportunity to build rapport with the facilitators and bond with their peers
- Able to consider and establish group working agreements
- Attended introductory session of action learning and coaching skills (global listening and open question making)

The induction weekend allowed young people to understand the programme and got to know the staff and each other. Bringing young people together for the first time can be challenging and team building is a must in order for the group to work together for the next 4 months of the programme. How best to get young people from different backgrounds to quickly bond? Through competitive team games of course!



**2019 CSSD participants at induction training session – St Patricks College November 2019**

The main team building activity was the scavenger hunt and we needed the support and the help of colleagues at local Co-op stores. In preparation, we dropped off four golden envelopes at three different Co-op locations and spoke to store colleagues to prepare them for what to expect.

Rules were simple: teams were to decode a clue, find the location and no more than two members of a team were allowed in-store to complete a task in order to get the clue from store colleagues for the next location. To collect additional points, teams were given a list of scavenger hunt tasks to perform - more points for more difficult tasks and varied between serenading strangers, pretending to be spies and taking pictures in tight spaces. Any teams needing help could request it but 10 points were taken from their scores. The last clue was the location of the restaurant we were to meet for dinner!



**2019 CSSD participants socialising with restaurant staff before dinner**

The prize for the winning team was cinema tickets but the competition spirit was so strong that the prize in the end was irrelevant - teams wanted to be the first to crack each riddle and arrive at the restaurant first; all the while bonding with each other, working together as a team, working on their problem solving, communication and negotiating skills. The Co-op store colleagues were fantastic in their enthusiasm and support.

Although the aims of the induction activity were achieved we were disappointed about the attendance. Only 17 of the 25 expected participants attended over the two days. The subsequent project evaluation discussion therefore strongly recommended that we consider residential activity for induction in future programme delivery. Evidence from the 2018 programme where the induction was performed at a residential activity, showed that attendance numbers were higher. Residential setting offers adequate time for the YP to bond; facilitators understand the personalities and needs of participants; new friendships and positive relationships with staff provide additional motivation and incentive for participants to proactively take part in core programme activities.

## **Development Day 1 – CV Clinic**

The first Development Day activity CV Clinic was held on 28 November 2019 at Shell Centre, York Road, London. As many as 40 YP registered to attend the event but due to venue restrictions we only had capacity to support 25 YP. The CV Clinic is designed to:

- Enable participants gain an increased understanding of CV writing and personal statements.
- Explore what employers are looking for in employees through a review of top 10 core competencies.
- Offer a 1 to 1 CV/Personal statement review and editing session with HR professionals.
- Provide participants copies of a proof-read and edited CVs.

Highlights of the day are shown below:

9.30 – 10.45 Briefing of volunteers; arrival of participants; introduction to CV clinic

10.45- 12.15 Network games; Presentation of “In a nutshell” rounds 1 & 2 covering CV Hints and tips, led by HR professionals from the Co-op; Recruitment methods, led by HR professionals from Shell.

13.00 -16.00 CV Clinic organised in three blocks

Station 1 1:1 CV Review

Station 2 Skills and Competencies

Station 3 Network zone



Volunteer in 1:1 CV review meeting with CSSD participant 1 of 3



Volunteer in 1:1 CV review meeting with CSSD participant 2 of 3



Volunteer in 1:1 CV review meeting with CSSD participant 3 of 3

As part of our project improvement process, we have evaluated the CV clinic event and resolved to improve delivery in future in the following ways:

- Encouraging participants to submit CV's in advance of the workshop
- Giving volunteers a time frame post-event to complete CV reviews and return CVs to participants.
- Including a follow-up CV clinic day in the programme for participants to finalise their CV's based on comments from the review with volunteers.

## **Development Day 2 – Assessment Centre and Interviews**

Young people have told us that they struggle with certain aspects of the recruitment process, in particular interviews. The aim of Development Day 2 Assessment Centre and Interviews is to enable participants improve their knowledge of these two key activities of the recruitment process. This workshop provided the opportunity for participants to learn through practice, tools and guidance what an assessment centre and interviewing activity entails so that they can improve their interview skills, techniques and gain insight into what interviewers are looking for in applicants.

Our Assessment Centre and Interview workshop was held on Friday 24 January 2020 at premises of Norton Rose Fulbright (NRF), More London Riverside, London Bridge. Forty YP registered, with 32 attending the workshop which was facilitated by HR officers from NRF. The project team was supported by volunteers from the Co-op and NRF.

The workshop started with a short presentation by two NRF HR officers on:

- Why employers such as NRF use assessment centre in the process of recruiting workers
- How candidates can prepare to participate in an assessment centre
- Performing well to ensure one makes a positive impression on assessors in an assessment centre activity.

After the presentation, the 32 participants were split into groups, tasked with completing two different activities: Tower Challenge and Desert Island riddle. While performing the activities, volunteers assessed performance of individual participants using structured assessment tools.





### Desert Island activity

The second half of the day focused on interviews. Participants watched an interview session role-played by presenters. Thereafter, each participant took part in a mock interview, received constructive feedback on his/her performance from professional HR volunteers.

Three testimonies from participants are reproduced below:

*"Today was really, really good. We got a chance to speak with real life professionals and some recruiters who gave us mock interviews. We got excellent feedback, constructive criticism which many will agree is what this generation needs. We are really looking forward to putting the things we have learned into practice and hope it will contribute to our development".*

*"I have a bit more confidence in the course of time, especially when we went into the second challenge activity; my confidence grew a bit more so I was able to engage more than I did during the first activity".*

*"I feel that this programme is definitely needed for myself and other younger people of this generation. We need to know what we are doing in interviews; how to prepare for them, how to take feedback and constructive criticism and use it to our advantage; how to answer questions and definitely feel confident when doing interviews. I feel many young people will benefit from this programme. I certain have".*

### **Development Day 3 and Graduation Ceremony**

The third development day activity –Networking and Professional Branding was hosted again by Shell African Network at Shell Centre, London on 21 February 2020. Twenty five Volunteers from 13 organisations including the Co-op, Mediacom, Aston Mansfield, Microsoft and Creative Mentor Network attended to support delivery of this workshop which was designed for participants to:

- Gain increased understanding of the importance of networking
- Improve social media presence and personal brand
- Learn tools and techniques to increase confidence to network effectively
- Do's and don'ts of networking; and
- Establishing new networks.

After three months of intensive activities the cohort of 25 YP who participated in the 2019 CSSD programme graduated and were presented with certificates after the networking sessions earlier in the day.



**2019 CSSD participants with their certificates at the Graduation Ceremony February 2020**

## Project monitoring and evaluation

In this paragraph we report the outputs of the CSSD programme, together with lessons we have learned from our monitoring and project evaluation activities.

### Career Search and Skills Development 2019 – Project Output Data

	Inductions *		Incentives offered
<b>Output measure</b>	<b>Day 1 - 2 Nov 2019</b>	<b>Day 2 - 3 Nov 2019</b>	
Target no. of participants	27 confirmed to attend	20 confirmed to attend	
Actual no. of participants	12	9	Induction team prizes
<b>Action Learning Sets**</b>			
	<b>ALS 1 Jan 29 2020</b>	<b>ALS 2 February 5 2020</b>	<b>ALS 3 February 12 2020</b>
Target no. of participant starts	16	16	16
Actual no. of participant starts			
<b>Development Days</b>			
	<b>Day 1, 28 Nov 2019 ***</b>	<b>Day 2, 24 Jan. 2020***</b>	<b>Day 3, 20 Feb 2020</b>
Target no. of participants	35	35	35
Actual no. of participants	25	32	25
	<b>Social Activities – Group Dinner</b>	<b>Social Activity – Bowling evening</b>	<b>Incentives offered</b>
Target no. of participants	25	25	Travel expenses reimbursed
Actual no. of participants	17	14	Travel expenses reimbursed

Development day 1 – CV Clinic

Development day 2 - Assessment Centre and Interviewing

Development day 3 – Networking and Personal Brand development

### **Notes on Outputs Data**

1. 30 young people were offered places following the October 2019 recruitment drive led by HUDL
2. 27 young people 'RSVP'd' to attend the induction weekend
3. \* The induction weekend was attended by 17 unique individuals over the two days - HUDL received a number of cancellations from young people on the lead up to day 1 due to time needed for exam preparation, work and last minute family commitments.
4. \*\*Action learning sets were planned as follows.
  - a. Wed 29<sup>th</sup> Jan - HAVAS , 5.30 - 7.30 pm (whole group)
  - b. Wed 5th Feb- HAVAS (Group 1) and Aston Mansfield (group 2 ) 5.30 - 7.30 pm
  - c. Wed 12th Feb - HAVAS (Group 1) and Aston Mansfield (group 2 ) 5.30 - 7.30 pm

However, this activity was varied as attendance numbers at the induction were too low for a set to function. Instead, Hudl Directors offered applicants two, one-hour 1:1 coaching sessions. 10 applicants took up the 1:1 coaching offer.

\*\*\* Due to venue restrictions, we only had the capacity to support 25 young people on professional development days 1 and 2.

## **Project evaluation**

Evaluation is about being able to describe the impact or change that has happened during a programme or intervention. It typically involves aggregating results at a group level to show the impact of a programme as a whole on outcomes for young people. In evaluating the impact of the 2019 CSSD programme, we have used young peoples' journey to employment –JET framework.

### **Entry into Employment Outcomes**

<b>Work opportunities</b>	<b>Description</b>	<b>Expected outcome</b>	<b>Actual outcome</b>
Training & work opportunities for CSSD participants	An offer of part-time or full time work for YP graduating from programme	10 YP expressed interest in securing work with the Co-op	8 YP offered work at the Co-op
Additional opportunities	Additional opportunities that have occurred as a result of CSSD activities	Participants are signposted to new opportunities for ongoing professional development	13 YP have joined the Aston Mansfield Youth for Youth Leadership Programme  1 YP is now working for Waitrose and fed back that the CSSD programme helped him prepare and succeed in the recruitment process

### **Other Outcomes**

<b>JET Framework Factor</b>	<b>Anticipated outcome</b>	<b>Outcome achieved</b>
<b>Career Management</b>	Improved presentation to employers	<b>100%</b> indicated a greater understanding of why and how employers use assessment centres in the recruitment process with a score of 5 - 7, of which <b>62%</b> gave the full score of 7 out of 7 <b>100%</b> of the participants indicated feeling better prepared to take part in an assessment centre with a score of 5 -7, of which <b>54%</b> gave the full score of 7 out of 7
	Improved confidence in finding employment	<b>100 %</b> learnt useful tips on how to develop their interview technique and answer questions using STARE, with a score of 5-7 of which <b>54%</b> gave the full score of 7 out of 7
	Improved Communication skills	
	Improved Job search skills	<b>80%</b> indicated having a better understanding of potential careers and work opportunities with Co-op, with a score of 5 -7, of which <b>48%</b> gave the full score of 7 out of 7

## **Life Skills Training and Mentoring programme**

We were delighted to be able to continue the work we do to tackle the issue of youth violence, especially knife crime which has been decimating our communities. With funding from MOPAC Seed Fund and Home Office Community Fund (Knife Crime), we rolled out this programme to reach many more young Londoners who live in high risk environments in our capital city.

The aim of our Life Skills Training and Mentoring programme is to educate participants about the factors that drive evolution of violence, knife crime and gangs in high-risk inner city environments; to equip participants with strategies on how to access support, and build their resilience against being lured into crime.

### **Activities performed**

Working with our delivery partner Crying Sons Ltd. we started delivering this programme in January 2020, with workshops at the Lewisham Islamic Centre, St Mary's Church, Peckham Highgate School, Hackney Marshes and Downham Youth Club. By February we had delivered 16 sessions before the COVID-19 health emergency interrupted the fieldwork. Our programme provided prevention –related information and training on a range of topics including:

- Gangs, why people join gangs, effect of gang crime on individuals and the community
- Knives and knife crime, law regarding knife crime, the implications of carrying a knife
- Gun crime phenomenon in UK and the causes of gun crime
- The social, economic and health implications of illegal drug use; and how to resolve conflict.

By the time we suspended our face to face delivery activities to comply with Government's social distancing restrictions, we had delivered 16 workshops, educating 216 young people, and some parents based on our delivery partner's acclaimed Violence vulnerability and Exploitation programme. This work focused on:

- Gangs/ peer to peer crime
- County lines drug dealing
- Grooming and sexual exploitation
- Crisis response to serious youth violence

The workshops covered common themes where there has been serious youth violence, explaining the reasons why YP join gangs. We closely examined the issue of County lines/Going Country phenomenon, which involves a gang (usually made up of young males) from a large urban town, travelling to smaller locations (such as a county or coastal town) to sell class A drugs, specifically crack cocaine and heroin; how they operate as networks of drug dealing businesses and the consequences of county lines markets - violence, kidnaping, use of weapons (including firearms) and ruthless debt control. Parents were educated on how to spot the signs that a young boy or girl is the object of gang exploitation or grooming and how to help YP escape the scourge of serious youth violence and crime.

Below we show images from our workshops at the Lewisham Islamic Centre.



**Attendees Listen to Presentation at a Life Skills Training and Mentoring Workshop**

## Project output and outcome tables

In the table below, we summarise output of project activities performed in January and February 2020 before delivery activities were suspended as a result of the Covid-19 pandemic lockdown.

**Table 2 Life Skills Training and Mentoring Workshops Jan. to Feb. 2020**

Event Month	Venue	No. of attendees
Jan-20	St Marys Church Peckham	12
Jan-20	Otagan	35
Jan-20	Highgate School	56
Jan-20	St Mungo's	13
Feb-20	Hackney Marshes Group A	38
Feb-20	Downham Youth Club	21
Feb-20	Hackney Marshes Group B	32
Feb-20	28 Wickham Road SE 4	9
<b>Total</b>		<b>216</b>

**Table 3 Life Skills Training and Mentoring Outcomes**

Category	Outcome	Number of beneficiaries 2019-20	Number of beneficiaries 2018-19
<b>Promote safer communities</b>	No. of people who reported that they felt safer in their communities as a result of the project	216	65
	No of people being supported as victims of anti-social behaviour or crime as a result of the project	26	44
<b>Reduce crime, violence and anti-social behaviour (ASB)</b>	No. of ex-offenders taking part in a project designed to divert them away from crime	62	36
	No. of people taking part in the project designed to divert them away from ASB	216	65
<b>Support vulnerable and disadvantaged people</b>	No of people accessing advice/guidance services for the first time	216	44
<b>Increase in lifelong learning and skills</b>	No. of people accessing support services for the first time as a result of the project	Not determined	16
	No. of hours education/training provided by the project	51	140
	Number of people attending training as part of the project	216	65
	Number of people who attended with disabilities	43	

## **Participant feedback**

We collated information from participants to assess the impact of the training sessions. Herewith with three feedbacks from attendees:

*"I didn't know that the Damilola Taylor Trust did things like this in the community. The government needs more grassroots training like this where parents are also part as I had never heard of county lines before. I will now look out for old phones and kinder eggs in my children's room. Excellent. J.B, a mother.*

*"Wonderful training. Covered a range of different topics. Excellent material."*  
O.B, a Youth worker.

*"Very educational. Amazing! I am very happy to take part. Keep it up.*  
R.I

We end our report on this programme with a case study of a participant we will refer to as boy B, aged 16 to protect his identity.

B lives in care in Haringey after breakdown in relationships with father and stepmother and continuously been arrested and going missing. B was abandoned by his mother in Trinidad taken in by strangers who managed to track down his father in England a year later. In 2015 his father sent for him to join him in England. Dad and step mum are both suspected drug dealers in the past who are suspected of introducing B into the life of dealing at age 13. Two years after, B met some friends at school who were doing county lines dealing in Essex for local older guys. He worked for the guys for two weeks then stole their drugs phone with all the clients' details. He was arrested 3 months after the stealing event and is currently at Youth Offending team, on bail for intent to supply, awaiting a National Referral Mechanism (NRM) referral. NRM is a framework for identifying victims of human trafficking.

When B attended the DTT training, he said something touched him in the training "***I'm wasting my life I need to fix up before I end up dead or in jail***". The Life Skills Training and Mentoring project team referred B to enterprise training in Haringey. B has now got a mentor from Access UK, who is offering 1-2-1 support around his drug dealing addiction and has found B some new positive friends in the area.

## **Career Pathway Programme for Schools**

Our commitment to build on the success we have achieved with our Career Pathway Programmes for young adults drove us to take the programme to schools for the benefit of pupils who despite existing support are failing to reach potential.

### **Purpose/objectives**

The Career Pathway Programme for Schools (CPPFS) is an ambitious programme to support 120 pupils who are at risk of /have engaged in criminal activity to engage fully in education and commence on a journey towards a professional career. The programme, which will be delivered over three years seeks to address:

- Low mind-set, behaviours and goals by giving young people the necessary behaviours, attitude and tools to enable them to make positive choices and re-engage in learning, with career goals in place and the skills and the grit to persist, including through managing set-backs.
- Entrenched behaviours and attitudes by giving sustained exposure to positive, influential mentors from a variety of career sectors, at least two times per week after school, offering guidance, positive companionship and emotional support.
- Self-efficacy so that young people can set realistic goals.

Through the above activities, we will enable the fundamental shift in mind-set that target pupils require, in self-perception, and the skills to harness opportunities, to engage fully and maximise their potential.

### **Project Delivery Plans**

We designed the programme to take two cohorts of 20 pupils from Harris City Academy Crystal Palace (HCACP) and Harris Academy Peckham (HAP) to experience a mix of issue-based and broad personal development activities:

- “I am Change” Basic Skills interactive workshops to build mental toughness, develop refusal skills and challenge cultural norms that support violence. (2 times a week after-school for 3 weeks)
- An extended period of group mentoring programme with dedicated peer/career mentors (once a week after-school for 12 weeks) covering:
  - Study-skills exercises; assistance with homework assignments;
  - Discussion of self-control topics (problem solving, conflict resolution, stress, anger management);
  - Consideration of career opportunities;
  - Provision of recreational/social activities designed to increase social skills and creative/artistic expression.

For participants aged 16/17, the mentoring programme will also include:

- the development of detailed career plans;
  - support with essential employability skills including CV development, interview and presentation skills; and
  - Opportunities for tours of target sector employers.
- 
- Support for participants through regular 1-1 reviews, phone support for parents. Close working with teachers to ensure aligned support for pupils.

## **Activities performed**

We started CPPFS programme promotion activities at the two Schools week beginning 3 February 2020 by distributing flyers to pupils, staff and parents. We followed this with a short video outlining objectives of the programme and the benefits that participants are likely to achieve from exposure to it. While the promotion activities were in progress, we organised the first of two information sessions for parents and prospective participants on 11 February at HCACP. 30 pupils (identified by the school as those likely to benefit) and their parents attended the session. The second information session was held at HAP on 2 March. The programme was well received, especially from parents who readily acknowledged that their wards needed such a system of support in order to achieve their potential.

On Monday 24 February we started the CPPFS programme at HCACP with the first "I am Change/ Basic Skills development workshop from 3.30 to 5.30 pm. As planned, subsequent workshops were delivered twice a week –Monday and Wednesdays for three weeks at the school, the last session of which was held on Wednesday 11 March. Our plan was to continue delivery activities at HCACP, with the mentoring programme on Wednesday 18 March.



**I am Change/Basic Skills Development Workshop Session at Harris City Academy Crystal Palace**

Although "I am Change"/Basic Skills development workshops were delivered as planned at HCACP, only one of the six scheduled workshops was delivered at HAP before COVID-19 restrictions led to the closure of schools. Because schools were closed, we were unable to continue delivery of the interactive workshops at HAP nor the group mentoring sessions, the first of which was scheduled to be delivered at HCACP on 18 March 2020.

When it became evident that the face-to-face method of delivering the programme would not be possible immediately post COVID-19, we started work on adapting the workshop activities for online/remote delivery.

The development work will progress during the summer break so that delivery of the two components of the project - workshops and group mentoring activities can resume in September 2020 when schools re-open for the autumn term.

As part of the development process, we organised a test session using the online delivery package for participants at HAP on 9 July (a week before the school was scheduled to break for the summer). A total of 11 out of the 22 participants that were recruited for the programme attended the test session from Home using their PCs. We took the opportunity to reiterate benefits of the programme to participants in the hope that they will remain motivated to continue participation when delivery of the workshops resume in the autumn.

## **Hope 2020 Campaign**

We would have been reporting on the fourth Damilola Taylor Memorial Lectures (DTML), the advocacy activity that enables us to keep the issue of knife crime and its destructive impact on the life chances of youth in inner cities on the public agenda, in this reporting period. Instead of the traditional lecture/panel discussion which would have been organised on 27 Nov. 2019, we opted for a campaign – Year of Hope 2020 campaign to mark the 20th anniversary of Damilola's death. Our plan was to organise a year-long communication campaign, linked together with a series of positive youth engagement events, including social media campaign culminating in a memorial service at Southwark Cathedral on 27 November 2020. Damilola dreamed of being a Doctor. One week before he died, he wrote of his hope to save the world. The 20<sup>th</sup> anniversary year legacy campaign goal is to unite the UK by bringing the youth sector together in love, peace and hope to promote and celebrate the kind of young person Damilola was turning into. The Year of Hope 2020 campaign is dedicated to his dream and hope.

We launched the “The Year of Hope” campaign formally on 27 November 2019 with a special screening of the BAFTA award winning documentary – Damilola, “Our Loved Boy”. The campaign’s other events included:

- London Youth Leaders Seminar (in conjunction with London Mayor’s Peer Outreach Team and London Youth Assembly)
- Football Tournament in partnership with Metropolitan Police
- Year of Hope Live Music event
- Spoken Word tournament (poetry competition working with schools across London).

These were scheduled to take place throughout the year from January 2020, building up momentum as the year proceeds, culminating in the memorial service on 27 November 2020. But when the Corona virus pandemic Covid-19 happened, and society was instructed to shut down, we had to reconsider the delivery plan. The campaign will proceed, but as an online social media activity only. Although the memorial service will take place on 27 November 2020 as planned, the number of guests will be reduced significantly, with the service Zoom telecast to unable those unable attend in person to tune in.

## **Plans for the future**

### **Responding to Covid-19 Pandemic**

We started the process of expanding our resource capacity as per our 2019/22 strategy by recruiting part-time staff in February 2020, but paused when the country went into lockdown in order to contain and mitigate spread of the Covid-19 disease. We did not foresee that a health pandemic such as Covid-19 would have such a sudden and severe impact on society as a whole, with devastating consequences for the disadvantaged people that we exist to support.

As an organisation working in the youth sector, we are committed to following current Health and Safety Executive, Public Health England (PHE) advice on social distancing, travel and other measures for COVID-19 when planning our project delivery activities.

As well as adhering to PHE advice, we will follow guidance developed by the National Youth Agency (NYA) (the Professional Statutory and Regulatory Body for youth work), which is complementary to the advice of the statutory agencies.

We will follow the current permitted activity guidance on the NYA website when planning delivery of programmes that might involve face to face activities, have regard to the NYA toolkit developed to provide a readiness framework and level- detailing guidance as to the nature and capacity of activity recommended at each level.

Our proposed activities and changes will be subject to risk assessment, which will be enhanced when physical spaces/buildings are to be used. We will develop and follow a COVID-19 Action Plan to ensure that we consider all reasonable aspects of activities before opening provisions to participants.

In the meantime, we will invest in order to adapt our existing programmes to enable online/remote delivery as we prepare for programme delivery under the "new normal" conditions as they evolve.

### **Our volunteers**

The Trust is very involved in the community and relies on voluntary help. Besides trustees who are responsible for overall management of the Trust, we have also added 8 youth board members as volunteers who have assisted with organising and facilitating events, as well as the workshops that we deliver. We wish to take this opportunity to thank our friends for their loyal support and service.

### ***Financial review***

In the reporting period, the Trust received income of £146,270, spent £128,859 on its undertakings, leaving net income of £17,411. This performance has increased the Trust's Revenue reserves from £99,000 as at 1 June 2019 to £116,410 at the year ended 31 May 2020. Of this £51,098 represents Restricted Income Funds earmarked for funding unfinished projects that have been carried forward to the next financial year.

### **Reserves policy**

Trustees' reserves policy provides the framework for managing reserves of the Trust. This is to maintain reserves sufficient to cover operating costs for at least 6 months but not greater than 12 months.

### **Structure, Governance and Management**

#### ***Governing document***

Damilola Taylor Trust is a company limited by guarantee governed by its Memorandum and Articles of Association (M& A) dated 18 July 2001. It is registered as a charity with the Charity Commission. Following amendments to the M& A, anyone over the age of 18 can become a member of the Company.

#### **Appointment of trustees**

Trustees have been appointed following invitation from the chair of trustees or existing trustee board members. Newly appointed trustees are inducted by the chair and existing board members. As part of the plans to re-build the charity and its work, a more formal approach is now followed for recruiting trustees. The purpose of trustee recruitment is to ensure that the Trustee Board has the right skills and capacity to lead the charity effectively.

All trustee vacancies are advertised. Interested parties are required to submit a written application and attend an interview.

Candidates assessed as meeting the essential and desirable, knowledge and skills requirements set out in the Person Specification are considered for appointment. All new trustees are properly inducted to understand the vision, goals, key policies and procedures of the Trust before joining the organisation.

## **Organisation**

The board of trustees currently with four members, administers the charity. The board normally meets monthly for ten months of the financial year, there are sub-committees covering programme/project management which meet fortnightly or as needed to effectively direct project implementation. To facilitate effective operations, the chair of trustees is given delegated authority, within terms of the Trust's Scheme of Delegation approved by the trustees for operational matters, including contracts for procurement of Services or Goods, bids for funding and finance.

We will invest to use new technology to create better processes to enable us operate with optimum efficiency and effectiveness. As we have done in the past few years, our finance and administration function will continue to be performed by our finance service partner. Wherever possible, our programmes will be delivered by youth service practitioners. This organisational strategy should keep our overheads costs low, making us nimble, enabling us to respond faster to changes in demography, government policy or economic conditions as we pursue our charitable objectives.

## **Risk Management**

The Trust is committed to establishing an effective risk management framework and culture to provide the tools for managing the charity's affairs going forward. We have identified a number of key risks that the charity is exposed to, given the nature of our activities. We will continue to thoroughly review the key risks (listed below), evaluate which actions we need to take to establish a sound framework for on-going management of those risks.

<b>Risk Category</b>	<b>Examples of risks</b>
Governance	Difficulty in recruiting trustees with relevant skills that the charity requires at this moment; conflict of interest
Financial risks	Loss of major funder, diversity of income sources
External risks	Public perception and adverse publicity, including reputational issues
Compliance with law and regulation	Breach of trust law, employment law, regulatory requirement of particular activities such as anti-money laundering, bribery and corruption; safeguarding children and young people.

The trustees have a risk management strategy that comprises:

- an annual review of the principal risks and uncertainties that the charity face
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise

This work has identified that financial sustainability is the major financial risk for the charity. A key element in the management of financial risk is a regular review of available liquid funds to settle debts as they fall due.

Trustees only approve commitments to expenditure when they are assured by the finance service partner that there is sufficient funds available in the Trust's coffers to cover the estimated expenditure.

### **Trustees' responsibilities in relation to the financial statements**

The trustees are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Trust and of its incoming resources and application of resources, including the net income or expenditure, for the year. In preparing those financial statements the trustees are required to

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Trust and which enable them to ensure that the financial statements comply with the Companies Act 2006.

The trustees are also responsible for safeguarding the assets of the Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### **Reporting Accountants**

Impact Accountants were re-appointed as the charitable company's accountants and have expressed their interest to continue in that capacity.

### **Declaration**

The company has taken advantage of the small companies' exemption in preparing the report above. The trustees declare that they have approved the trustees' report (including directors' report) above.

Signed on behalf of the charity's trustees/directors



Richard Taylor  
Company Secretary

23 September 2020

## **Independent Examiner's report to the trustees of Damilola Taylor Trust Limited**

I report on the accounts of the company for the year ended 31 May 2020 which are set out on pages 35 to 53.

### **Respective responsibilities of trustees and examiner**

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

It is my responsibility to:

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

### **Basis of independent examiner's statement**

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

### **Independent examiner's statement**

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

- accounting records have not been kept in accordance with section 386 of the Companies Act 2006;
- the accounts do not accord with such records;
- where accounts are prepared on an accruals basis, whether they fail to comply with relevant accounting requirements under section 396 of the Companies Act 2006, or are not consistent with the Charities SORP (FRS102)
- any matter which the examiner believes should be drawn to the attention of the reader to gain a proper understanding of the accounts.



A Shardow FCCA, CA  
Jenny Associates  
73 Heathfield Drive  
Mitcham  
Surrey  
CR4 3RD  
23 September 2020

Charity Name		Charity No	1087597	
Damilola Taylor Trust		Company No	4219111	
	Period start date	To	Period end date	
	01-Jun-19		31-May-20	

## Section A Statement of financial activities (including summary income and expenditure account)

Recommended categories by activity	Notes	Unrestricted funds	Restricted income funds	Total funds	Prior year funds
All in £					
<b>Income</b>	3				
<b>Income and endowments from:</b>					
Donations and legacies		10,251		<b>10,251</b>	16,256
Charitable activities			136,019	<b>136,019</b>	57,650
<b>Total</b>		<b>10,251</b>	<b>136,019</b>	<b>146,270</b>	<b>73,906</b>
<b>Expenditure</b>	4				
<b>Expenditure on:</b>					
Raising funds		281	4,402	<b>4,683</b>	691
Charitable activities		5,817	118,359	<b>124,176</b>	75,772
<b>Total</b>		<b>6,098</b>	<b>122,761</b>	<b>128,859</b>	<b>76,463</b>
<b>Net income/(expenditure)</b>		4,153	13,258	17,411	(2,557)
<b>Net movement in funds</b>		<b>4,153</b>	<b>13,258</b>	<b>17,411</b>	<b>(2,557)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		61,159	37,840	99,000	101,557
<b>Total funds carried forward</b>		<b>65,312</b>	<b>51,098</b>	<b>116,410</b>	<b>99,000</b>

Charity Name:	Damilola Taylor Trust	Charity No	1087597
		Company No	4219111

## Section B

## Balance sheet

Notes	Unrestricte d funds	Restricte d income funds	Total this year	Total last year 2019
	All in £			
<b>Current assets</b>				
Debtors	47	178	<b>225</b>	7,480
Cash at bank and in hand	65,438	75,732	<b>141,170</b>	95,700
<b>Total current assets</b>	<b>65,485</b>	<b>75,910</b>	<b>141,395</b>	103,180
<b>Creditors: amounts falling due within one year</b>				
Net current assets	173	8,812	<b>8,985</b>	4,180
<b>Total assets less current liabilities</b>	<b>65,312</b>	<b>67,099</b>	<b>132,410</b>	99,000
Provisions for liabilities		16,000	16,000	
<b>Total net assets</b>	<b>65,312</b>	<b>51,099</b>	<b>116,410</b>	<b>99,000</b>
<b>Funds of the Charity</b>				
Restricted income funds		51,098	<b>51,098</b>	37,840
Unrestricted funds	65,312		<b>65,312</b>	61,159
<b>Total funds</b>	<b>65,312</b>	<b>51,098</b>	<b>116,410</b>	<b>99,000</b>

The company was entitled to exemption from audit under s477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to small companies subject to the small Companies regime in accordance with FRS 102 SORP.

Signed by two trustees on behalf of all trustees

RICHARD TAYLOR OBE

Signature	Date of approval
	23 September 2020

