

DAMILOLA TAYLOR TRUST

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MAY 2022



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Company information for the year ended 31 May 2022

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

Youth Futures Foundation

The Worshipful Company of Weavers

GLA: Young Londoners Fund

Metropolitan Thames Valley Housing Association

Rio Ferdinand Foundation

Clarion Housing Group

National Citizens Service (NCS)

UK Youth

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

Government, Trusts, Foundations and Partners:

The National Lottery: Communities Fund; Social Enterprise Support Fund

London Community Response – The City Bridge Trust

Home Office – via VRU Commissioning

Southwark Council

MOPAC – Mayor of London Policing and Crime/VRU

John Boyega

ACME Films Ltd

Skyway Charity

Paypal Giving Fund

Kings College London – Extended Medical Degree Programme (EMDP)

Hudl CIC

Crying Sons Limited

2020 Change CIC

The Hope Collective

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 2022 was 4 (2021-4). 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 2022

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ended 31 May 2022 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 School of Medical Education, Hudl CIC, Crying Sons Ltd to expand the charity's work so it would reach groups of young people from educationally and socially disadvantaged backgrounds.

Review of activities

The Covid-19 pandemic has heightened existing challenges for children and young people (YP) and making them more complex for some. It is also presenting new challenges and risks for children and young people to deal with. The Trust is concerned that the YP it supports, who already face disadvantage in the labour market, are particularly vulnerable to being "left behind" in a labour market

impacted by Covid-19. Given this context, we focused attention on delivering programmes designed to enable our young people make the shift in skills required for effective participation in a post-Covid-19 labour market. In the period under review, we delivered two main programmes: I am Change Career Search and Skills Development and year 2 of 3 of the Career Pathway Programme for Schools, as well as Hope 2020 Campaign, our advocacy activity.

I am Change Career Search and Skills Development Programme

We secured a BBC Children in Need in partnership with Youth futures Foundation (YFF) Covid-19 emergency grant to deliver the I am Change Career Search and Skills Development programme to support young people (YP) from disadvantaged backgrounds improve their employability skills and their prospects and pathways to gainful employment. We based the project on our Career Search and Skills Development (CSSD) programme that was first delivered in 2018, and expanded the scope of activities to explore topics made more relevant because of Covid-19. We added digital skills training, and mindfulness support activities to the content of the CSSD, which focuses mainly on employability skills development.

From the digital skills workshops, participants will get the opportunity to be exposed to the new digital economy. The mindfulness workshops would take participants through breathing exercises to help them master the art of breathing to control emotions. We believe that these additional activities would equip participants with appropriate knowledge and skills, and improve their chances of coping better with disruptions caused by the pandemic while working to access opportunities for gainful employment.

Project Implementation

Participant recruitment: We recruited 46 young Londoners aged 17-24 with little or no work experience, with particular focus on those living in the boroughs of Southwark, Lambeth and Croydon for this project.

Programme activities delivered

The programme was delivered in three modules:

- Module 1 – I am Change Core session
- Module 2 – 2020 Change partner sessions – Digital Skills and Mindfulness
- Module 3 – Employability Skills improvement sessions

Delivery of “I am change” core session workshops started as planned on 25 May 2021, with 46 participants split into two groups. Cohort 1 attended their sessions on Tuesdays 1pm– 3pm, total number 29; cohort 2 with 17 participants attended their sessions on Thursdays 6pm –8pm.

The core “I am change” workshops were delivered by two live online sessions per week for six weeks from 25 May to 2 July. Each session lasted for 1.5 hours. Participants were given exercises to work through on their own after each session. In tables below we list the activities performed in delivering the programme.

Module 1 – I am Change Core Sessions

May 2021	
Tuesday 25 th May: 1-3pm Thursday 27 th May: 6-8pm	I am Change Core Session – Understanding the Mind
June 2021	
Tuesday 1 st June: 1-3pm Thursday 3 rd June: 6-8pm	I am Change Core Sessions – The Train of Action
Tuesday 8 th June: 1-3pm Thursday 10 th June: 6-8pm	I am Change Core Sessions – Success Motivation
Tuesday 15 th June: 1-3pm Thursday 17 th June: 6-8pm	I am Change Core Sessions – Happiness
Tuesday 22 nd June: 1-3pm Thursday 24 th June: 6-8pm	I am Change Core Sessions – Unique Identity
Tuesday 29 th June: 1-3pm Thursday 1 st July: 6-8pm	I am Change Core Sessions – Leadership Responsibility

Module 2: 2020 Change Partner Sessions

July	
Tuesday 6 th July 6-8pm	Gratitude & Wellbeing – by Mindful Talent
Thursday 8 th July 6-8:30pm	Breath Pod Exercises
Tuesday 13 th July 6-8:30pm	Digital Learning – by Circus Street
Thursday 15 th July 6-8:30pm	Financial Literacy – The Humble Penny
Tuesday 20 th July 4 – 7pm	Talent Rise CV Workshop
Thursday 28 th July 6:30pm – 8:00pm	Digital Learning – Circus Street
Thursday 27 th July 6-8pm	TV & Film Workshop – Sara Putt Associates
Wednesday 28 th July 6pm – 8pm	Insight Talk - Philip Skyes (British School of Etiquette)

In late July, 2020 Change CIC transferred a total of 37 participants to HUDL CIC, our second delivery partner to begin delivery of module 3 activities of the programme. These were delivered on dates as shown below.

Module 3: Employability Skills Development & Action Learning Sets

Aug 2021	
Monday 12th July	Action learning Set A 1-3 pm Action learning Set B 6- 8 pm
Wednesday 14 July	Action learning set C 1-3 pm Action learning set D 6-8 pm
Thursday 22 July (2 hrs online session)	Development Day 1 -Interviewing skills training, with 1-1 practice time and feedback sessions.
Aug 2021	
Tues 3 rd and Thursday 5 th (2 hrs online)	Development Day 2 – Assessment Centre, with 1-1 practice time and feedback sessions.
Monday 9th	Action learning Set A 1-3 pm Action learning Set B 6- 8 pm
Wednesday 11 th	Action learning set C 1-3 pm Action learning set D 6-8 pm

September & October 2021	
Monday 13th September	Action learning Set A 1-3 pm Action learning Set B 6- 8 pm
Wednesday 15 th September	Action learning set C 1-3 pm Action learning set D 6-8 pm
Friday 8 October	Development Day 3 – Networking delivered over 3 hours online

Project Monitoring and evaluation

We used a variety of tools to monitor delivery of the programme, and collected project outcome data as project activities were delivered. To gather feedback from participants, we issued online (google docs) evaluation forms and encouraged attendees to complete the satisfaction surveys at the end of each activity. We analysed the feedback that the YP provided to understand their experience of each activity, used the information provided to fine tune subsequent sessions or amend approach of delivery activities, if necessary. As well as the satisfaction surveys, we conducted structured interviews to capture more detailed information about participants' experiences.

Our Theory of Change includes a number of assumptions on the mechanism of change that link activities performed to anticipated outcomes of the programme. One of the key assumptions is that YP participating in the project would feel challenged by the activities, but would enjoy participating in those activities. Positive challenge and opportunity to achieve something is important to enabling YP to become more aware of their own skills, attitudes and behaviours and can also boost self-confidence, if

the challenge is overcome. Enjoyment is a fundamental characteristic that helps facilitate developmental processes.

We conducted structured interviews with five participants to assess the degree to which our assumptions were validated. Participants were selected for interview based on observation by workshop facilitators and the results of self-reporting questionnaires (SRQ) that we administered at the start of the project in May 2021.



I am Change Career Search and Skills Development programme graduation photo

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 I am Change CSSD programme, we used the young peoples’ journey to employment –JET framework. To be prepared for work, young people need to develop a range of personal assets and skills, and gain experience. They may also need to address issues relating to their personal and family circumstances.

As stated above, we administered SRQs at two points: at project start between 25–27 May, which provided baseline measures and subsequently in the first week of October which provided the end of project measures. By analysing the results, we were able to determine the progress participants achieved in specific outcome areas. We used the following validated tools: Rosenberg self-esteem scale, Duckworth et al Grit & Determination scale to measure emotional capability improvements, and the Continuous Household Survey (understanding society) tool to measure confidence in searching for jobs and in presenting to employers, whether in writing CVs or attending interviews.

The project outcome assessment results which are summarised in the following tables are based on 27 respondent scores. We split the scores into four performance bands, showing the percentage of respondents that fall in each specific band. Our target for this programme is that participants will show good progress by scoring 75% or more of the maximum score on the scales.

Outcome area: Emotional capabilities

Rosenberg self-esteem	Base		Final	
Scores summary	Profile		Profile	
Range	No.	%	No.	%
75% or greater	5	19%	8	30%
60% to 74%	12	44%	16	59%
50% to 59%	6	22%	3	11%
Below 50%	4	15%		
Total	27	100%	27	100%

Duckworth Grit & Determination

	Base		Final	
Scores summary	Profile		Profile	
Range	No.	%	No.	%
75% or greater	4	15%	11	40%
60% to 74%	14	52%	8	30%
50% to 59%	6	22%	8	30%
Below 50%	3	11%		
Total	27	100%	27	100%

At the start of project, the profile of respondents' scores showed that only 5 (19%) scored 75% or greater; 12 (44%) scored between 60–74% whilst 37% scored below the 60% on the Rosenberg self-esteem scale. However, by end of the project 8 respondents (30%) had achieved the target 75% or greater; 16 (59%) made progress scoring 60–74% on the scale, up from 44% at the start of the project. Only 3 (11%) compared to 37% of respondents scored below 60% on the scale.

The Duckworth scores showed a similar pattern, with those achieving the target of 75% score on the scale increasing from 4 (15%) at the start to 11 (40%) by end of the project. No respondent scored below 50% on the scale by end of the project, which would suggest that there has been positive improvement of emotional capabilities of participants on the programme.

Employability skills development

CHS, Confidence level	Base		Final	
Scores summary	Profile		Profile	
Range	No.	%	No.	%
75% or greater	3	11%	13	48%
60% to 74%	9	33%	11	41%
50% to 59%	9	33%		
Below 50%	6	22%	3	11%
Total	27	100%	27	100%

We used the Continuous Household Survey (CHS) understanding society to measure the employability skills development of participants on the programme. As shown in the table above, the number of respondents reporting confidence at the target level in finding jobs and presenting to employers has increased significantly from 3 (11%) at the start of the project to 13 (48%). Those respondents in the second performance band, with scores over 60% to 74% increased marginally from 9 to 11. At the start of project, 15 respondents reported CHS scores below the 60% level, but by the second SRQ the numbers in the two lower performance bands fell to only 3, indicating that a good number of participants have started to experience progress in improving employability skills.

Case Studies

Below we provide case studies to illustrate how participants have been impacted by the I am Change Career Search and Skills Development programme.

1. *Participant T a young person not working but searching for work. Prior to starting the I am Change CSSD programme, I did not have a job. Now I am in full time job (holding job) hoping to do a Master in Electrical Engineering degree. My Confidence in presenting to employers has very much improved; previously when in an interview I did not have good direction, when I am asked "tell me about yourself". I wouldn't really know what to say but now doing the programme I have found who I am. Now I can show it. Working with new people was challenging; working with people that I have never worked with before was the most difficult but after I have done team work to improve communication skills, it wasn't as hard as it could have been.*
2. Participant I, a young person not working but searching for work was one of three respondents who although made marginal improvement in confidence level scored below the 75% target on the CHS tool. Herewith excerpts of her experience of the programme, recorded at an end of project interview:

What were your objectives of attending the I am Change CSSD programme?

"I wanted to improve my communication skills and do something different for myself.

Were your objectives achieved?

"I think in the long-term communication skills is something you build on. The core programme helped me a lot.

Which Development Day activities did you enjoy most?

"Not sure. The 1:1 interview was really good. I was surprised of the positive side of the feedback I got. I was nervous, generally nervous when talking. The Assessment Centre was interactive; improved with my feedback...."

I's additional comment,

"I have received an email to also look at the Circle programme which is for coaching. It is really good. It is linked to Action Learning Sets, open questioning, learning to coach. I was feeling more confident, I knew how to construct open questions which made me feel really good, I was more confident to talk ... I was proud of myself".

Career Pathway Programme for Schools –Year 2 of 3

The Career Pathway Programme for Schools (CPPFS) is a three-year programme funded by Greater London Authority (GLA) Young Londoners Fund for delivery at Harris Academy Peckham (HAP) and Harris City Academy Crystal Palace (HCACP). The programme is designed 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 professional careers. The programme 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 setbacks.
- 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.

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

Delivery of year 1 of the programme started in March 2020 with a view to completion in June 2020. However, the Covid-19 pandemic interrupted delivery of year 1 activities which was stopped and re-scheduled twice: March to June 2020 and January to April 2021. Because of these disruptions delivery of year 1 of the 15-week programme was performed over a period of 18 months. Unsurprisingly, only 16 of the 40 participants graduated when the project ended in July 2021. In the ensuing paragraphs, we report activities of year 2 of 3 of this flagship programme that took place up to the year ended 31 May 2022.

Promotion and Recruitment

We started promotion of year 2 of 3 of the CPPFS at the two Harris Academies in February 2022 by distributing flyers at the schools. As well as the flyers we provided a 2-minute video, for screening at the school, highlighting the benefits pupils could obtain from participating in the programme. After weeks of communication activities, we held the first information session to share information on the purpose of the CPPFS, activities to be performed and benefits of participation in the programme with 18 Year 10 pupils at Harris Academy Peckham. A total of 15 pupils registered to participate in the programme by end of the information session. At the second school HCACP we held the information session later than planned on 26 April. Here, sixteen pupils registered for the programme.

We began delivery of year 2 of 3 of the CPPFS programme at HAP on Wednesday 27 April 2022 from 2-4pm, with 15 pupils that registered at the information session. In the first few sessions we noticed that more students were joining the classes. By week three the number of regular attendees increased to 22 (target 20). Although more students tried to join, we decided after session three not to accept new participants.

At HCACP on the other hand where 16 students registered at the information session, there was a hiccup with attendance when the 12-week programme started on Thursday 5 May, from 3.15 pm-5pm. On investigating the attendance issue, we found that the 3.15 pm start was too late for the students. So, after consulting with our school contact and the principal we brought the start time at HCACP

forward from 3.15pm to 2 pm. Attendance stabilised but participant numbers did not increase as we experienced at HAP.

The CPPFS programme activities

Pupils recruited for the CPPFS programme experience a mix of issue based interactive workshops to build mental toughness, develop personal, social, and self-management skills, along with group mentoring activities with dedicated peer/career mentors once a week for 12 weeks after-school covering:

- Study-skills exercises
- Time management and organizational skills development
- 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

Those aged 15 are introduced to:

- Different career sectors, exploring interests and developing pathways to careers
- Support with essential employability skills training including CV development, interview, and presentation
- Opportunities to participate in organisational tours, with partner business organisations.

On Monday 30 May, the first day of the half term break, we took participants on an organisation insight trip to Shell Centre, Waterloo, London where they spent the day learning about the oil and gas company's business. Students also had the opportunity to visit Shell's Trading Floor to observe the operation of commodity trading activities. On the 1st of June we organised a social/recreational activity of bowling and bonding session for participants at the Hollywood Bowling club, Surrey Quays, Southwark.

In addition to the issue based interactive workshops, participants will attend Gang Awareness workshops to be educated about the factors that drive the evolution of youth violence, knife crime and gangs in high-risk inner-city environments. These workshops, which will be delivered by delivery partner Crying Sons Ltd, will equip participants with strategies on how they can access support and build resilience against being lured into crime or gangs. The Gang Awareness workshops will be delivered at HCACP on Tuesdays 14, 21 and 28 June; and at HAP on Fridays 17, 24 June and 1 July. We will complete delivery of year 2 of 3 of the CPPFS by Thursday 14 July 2022.

Hope 2020 Campaign and 20th Anniversary Celebration

Since defining our three-year strategic plan in 2019, life has changed significantly for the young people we support due to the Covid-19 pandemic. In February 2020 we established the Damilola Youth Board of eight young professionals to represent the needs and ideas of young people in programme design. We launched *The Year of Hope* campaign in November 2019 to commemorate the 20th year anniversary of Damilola's death. As the series of events planned could not take place because of the Covid-19 pandemic we developed *The Hope 2020* brand for social media advocacy on Instagram and Twitter through 2020–2021, when social interactions were restricted to control spread of Covid-19.



The Hope Collective

Formed to support the 20th anniversary legacy campaign for Damilola Taylor, the Hope 2020 campaign evolved into **The Hope Collective**, whose shared purpose is to establish real change that enables UK's most vulnerable communities to be free from poverty, violence and discrimination. We came together as a result of special partnerships that include every Violence Reduction Unit (VRU) in the UK, with youth sector support driven by UK Youth and National Citizens Services (NCS). The partnership opened a unique space between youth sector organisations and VRU networks, is committed to following the public health model of best practice for tackling problems of youth violence. Through the Hope Collective, young people can contribute their thoughts on issues that affect them, their lives and their communities. The goal of the Hope Collective is to 'change the narrative' for young people and focus on solutions, not symptoms, and importantly on their hopes for the future.

The Hope Collective structure includes the Advisory Board, made up of a maximum of twelve people; the Youth Management Group which leads and steers the overall activity of the movement, including deciding themes and ideas for events and social media. Once ideas have been formulated, the third component of the structure - the Operations Group - takes on responsibility for actioning them. The Advisory Board provides additional support to the Operations Group and further supports the collective with lobbying, awareness and fundraising.

Hope Hacks

When Covid restrictions were lifted in March 2021 the Hope Collective organised 'Hope Hack' events which was designed and developed by the NCS events team (sit on the Hope Collective Operations group). The team aspired for the events to mirror a traditional 'hackathon', whereby a desired goal is achieved through a sprint-like event, normally taking place over several days. As part of the development the events team connected with an organisation called 'Liminal Labs' who had run similar virtual workshop sessions during the first lockdown and who "create spaces of curiosity and experimentation to address complex social problems, often utilising systems and design thinking practice."

With support of Liminal Labs. the NCS events team developed a format for the Hope Hacks, creating a space in which young people could be invited to share, explore and develop ideas to tackle issues affecting them and their communities. For consistency, each Hope Hack event followed a similar structure. To kick start each event, the audience heard from an inspirational speaker followed by an open and honest panel of influencers and young people discussing the event topic, followed by an opportunity for questions and conversation from the audience of young people.

The hack style workshops followed on from the inspirational session, and consisted of several phases:

- **Research Wall:** an area at the start of the hack to provide information, reflection and inspiration. The team decided on a 'washing line' approach, with posters highlighting inspiring projects, key quotes, statistics and research to build the research wall for participants to explore, engage and their hopes and fears about the topic.
- **Ideation Phase:** Following the research wall is a fast-paced ideation round, with high energy, using lots of post-it notes! Undertaking ideation in rounds allowed participants to build on ideas to make them more ambitious, thoughtful and impactful. The aim is to encourage quantity not quality, and ideas from which to explore further.
- **Prioritising Ideas:** Using a prioritisation matrix the team decides which ideas it wants to take forward using measures such as 'potential impact' and 'length of impact'. The goal being to pick one or two that the team is most passionate about or interested in building further.
- **Idea Development:** Using a variety of methods, such as storyboards, journey-mapping, role play, posters, the teams then works together to decide which idea to take forward to present back to the main audience. This is done in a number of ways, including role play, acting, rapping, singing and use of props such as posters.

Starting in July 2021, the Hope Collective embarked on a Hope Hack tour with a goal to reach the four nations of the UK, with each event focussing on 2 key themes. In the table below we provide a summary of the Hope Hack Tour.

The Hope Hack Tour of the UK

Hack Theme	City	Month held	The Hope Collective lead	Hack location
Poverty & Inequality	London	July 2021	2020 Change CIC	Lilian Baylis Technology College
Mental & Physical Wellbeing	Manchester	September 2021	NCS & Onside	Mahdlo Youth Zone
Racism & Division	Belfast	October 2021	Rio Ferdinand Foundation	Ashfield Boys School
Environment & Housing	Glasgow	November 2021	Tigers & Scottish VRU	Tigers
Education & employment	Cardiff	November 2021	Violence Prevention Unit - Wales	Principality Stadium



The hack events in 2021 were a brilliant opportunity for young people to come together and speak openly about the issues of poverty and inequality. It gave young people a voice in the way issues that predominantly affect them are addressed, and to “change the conversation”.

Visit to No. 10 Downing Street

On November 25th, 2021, members of the Youth Management Group of the Hope Collective were invited to 10 Downing Street to participate in a discussion with members of the Downing Street policy team and to attend a reception with the Prime Minister, Boris Johnson.



The Youth management Group of the Hope Collective at No. 10 Downing Street Reception

Here are quotes from the Hope Hack Tours reflecting young peoples' aspirations and hope:

- *'We are working tirelessly to ensure that the stories of young deaths we hear about so often no longer end once assessed, reviewed, and published as statistics. Instead, they act as fuel for social action to create positive, progressive, and inclusive change.'*
- *'Young people in poverty are ambitious and ready to contribute to levelling up their disadvantaged communities. How long do they have to hold on and wait for a chance to speak? A chance to not just be heard, but to be listened to? For tangible actions to be carried out upon request? How much longer do I have to persuade my young people all over the UK that everything is going to be okay with absolutely no evidence of that?'*
- *'If the government levelled up the poorest communities by providing access to alternative pathways, there would be no gangs, no county lines, and the knife crime in our communities would soon be nothing more than a historical reference.'*

Day of Hope Service

To celebrate the legacy of Damilola Taylor and inspire hope in young people, the Hope Collective successfully lobbied the Government to designate 7th December, Damilola's birth date, as the official Day of Hope in the UK; a day for sharing young people's hopes and aspirations.

On Tuesday 7th December 2021, we organised a service at Southwark Cathedral to commemorate the 20th anniversary of the Damilola Taylor Trust, and the work the Hope Collective did in the current year. The day, which was also the official UK Day of Hope, saw activities all over the UK celebrating young peoples' hopes and ambitions.

The Trust's goal for its anniversary service was to bring the youth sector together in love, peace and hope, to promote and celebrate the kind of young person that Damilola was turning into. The service was covered by ITV London News, attended by the Mayor of London, Sadiq Khan, Dame Cressida Dick (Commissioner of the Metropolitan Police) and others including member organisations of the Hope Collective, youth workers and civil society.



The Mayor of London with CPPFS participants at the Day of Hope Service 7 December 2021

In his keynote speech at the service, Abba Bakko, a member of the Damilola Youth Board as well as the Youth Management Group of the Hope Collective stated, "I am in no doubt, after being in different parts of the country with the Hope Collective, that many of our young people have been inspired by the opportunities they have been presented with. The opportunities to have a voice and to be heard, the opportunities to build long-term relationships and connections, and the opportunities to add value to their communities".

Plans for the future

Although we are recovering from the pandemic, the nation now faces the worst cost of living crisis since the 1950s, thanks to the Russian Ukraine war, which has disrupted the global energy market. There is no denying that, in the UK, young people are being disproportionately affected. We are deeply concerned about the impact the crisis is having on the young people that we work with across the board.

Recent research¹ from The Co-op found that children as young as 10 are concerned and acutely aware of the rising cost of living with almost half (47%) of 10–25-year-olds seeing financial pressures as one of the top five challenges they'll face in the next 12 months. Youth employment figures are increasingly concerning and as of January 2022 there are 364,000 unemployed 18–24 year-olds in the UK. We know that high numbers of vacancies do not translate into opportunities for all young people, especially those from BAME background who already face discrimination in the labour market.

To respond effectively to this emerging issue, we will have to work harder to support young people for whom the transition from formal education into employment is not automatic, so that they can have access to economic opportunities in these challenging times. We believe that our services can bridge this gap and provide opportunities for young people to develop wider social, personal and self-management skills required for productive participation and integration into society.

We will continue to build on the achievements we have reported above and prioritise areas that have been identified as opportunity gaps to execute our updated strategy. We hope that at a time that the cost-of-living crisis means that core costs for premises, including bills will be increasing significantly, we will continue to have access to funding to be able to deliver and develop our programmes in response to the changing needs of beneficiaries.

¹ <https://www.co-operative.coop/media/news-releases/levelling-up-too-little-too-late-almost-half-of-10-25-year-olds-say-they>

Financial review

In the reporting period, the Trust's gross income fell 57% to £126,875 (£297,870 in 2021). With total spending of £89,967 (£186,389 in 2021), we were left with net income of £36,908 at end of the year (£111,481 in 2021). The net income has increased total Revenue Funds from £227,891 at the beginning of the year to £264,798 as at 31 May 2022. Of this £190,819 is Restricted Fund balances earmarked for completion of projects carried forward (£152,602 in 2021) and £73,979 is Unrestricted Fund balances/free reserves (£75,289 in 2021).

Reserves policy

Trustees' reserves policy provides the framework for managing reserves of the Trust. This is to maintain reserves sufficient to cover core 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, and bids for funding and finance.

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 overhead 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 ongoing management of those risks.

Risk Category	Examples of risks
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 faces
- 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 are 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
- 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

29 September 2022

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 2022 which are set out on pages 24 to 42.

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

29 September 2022

