

FUTURE MEN

(Formerly WORKING WITH MEN)
(A company limited by guarantee)

**DIRECTORS' AND TRUSTEES' REPORT
AND ACCOUNTS**

FOR THE YEAR ENDED 31ST MARCH 2019

Company No: 03443520
Charity No: 1102451

FUTURE MEN
(A company limited by guarantee)

REPORT AND ACCOUNTS

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DIRECTORS' AND TRUSTEES' REPORT
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The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ended 31st March 2019, which are also prepared to meet the requirements for a directors' report and Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statements of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OUR PURPOSE AND ACTIVITIES

In the past year, Future Men underwent a successful re-brand, having changed our name from Working with Men. This was underpinned by the development of a new strategy and vision for the charity. The charity's objects remain the advancement of the education of and promotion of the physical and mental health of adults and young people particularly (but not exclusively) boys and men, by such exclusively charitable means as the trustees shall from time to time determine.

Our Vision: is a better future for every boy, every man and everyone

Our Mission: is to inspire boys and men to become dynamic future men, by giving them the confidence to discover what it means to be a man.

We want to build on our success and evolve our organisation to tackle the root cause of multitude of issues faced by men and boys today.

Service delivery will still be the core proposition of Future Men but we also want to engage deeper with our service users and the wider public so that we can garner additional support for the organisation through advocacy, brand recognition, to further our objectives and so that areas of our work can scale/replicate, and have national significance.

Future Men will aim to practice and promote a 21st century vision of masculinity that is dynamic, flexible and inclusive and encourage those we work with but also men from all walks of life to do the same. Influencing the wider narrative around physical and emotional health of boys and young men by use of awareness raising, reports and publications, social media, policy reform, and the demonstration of effective solutions to some of the biggest community issues such as low attainment, poor mental health and youth violence.

Our seven characteristics of positive masculinity

To underpin our transformation, we have developed these characteristics based on the experience and evidence collected as an organization over twenty years. These will be the areas we will look to develop with boys and young men as the keys to physical and emotional wellness.

- **Resilience** - Able to recover when things go wrong.
- **Inclusiveness** - Open to include all different people
- **Reflectiveness** - Learning from things that happen to you.
- **Empathy** - Caring for others
- **Resourcefulness** - Able to make the best of what you have
- **Curiosity** - Interested in the world around you
- **Non-violence** - Can solve problems without hurting others.

Our priorities

Our four strategic priorities are based on evidence that by building trusting relationships where the boys and young men we work with are; whether in schools, in youth hubs and in the community through individual and group support, outreach and partnerships, they experience a genuine sense that we care and believe they can change their lives, and are willing to let us support them in this endeavour.

We use our knowledge and experience built over the last twenty years to support boys and young men, with a focus on those who through life events are marginalised and socially excluded, or at risk of being so.

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The Rationale

We have developed our services to reach boys and young men at key transitional points in their life cycle.

Our theory of change is based on the idea that if boys and young men disengage at critical transition points, joined together with other challenges in their lives such as poverty, poor housing, negative peer pressure, lack of positive parent/family support, there is an increased risk of them entering the criminal justice system, developing mental health issues, facing poverty, ultimately leading to a trajectory of negative experiences.

Experience has shown us that these boys and young men are enormously resilient and possess an inner strength to be drawn upon. With the right support at the right time they can overcome the above and change their lives, they can succeed and grow into future men with the characteristics to succeed in life.

Our Strategic Priorities

Schools

A whole school approach that creates a nurturing environment for boys' development and provides a space for boys and young men to grow, socially and emotionally, whilst achieving academic attainment.

Community

Working with the community to provide activities and spaces that keep boys and young men safe from harm, whilst also creating opportunities to develop new life skills, using teachable moments to help them achieve their true potential.

Fatherhood

To create opportunities for fathers to prepare and to have the tools to be actively involved and included in their children's lives.

To create an inclusive space where parents can speak openly about their challenges whilst learning positive ways to engage with and raise their boys and young men.

Advocacy

To influence the public and policy makers so we can change hearts and minds.

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ACHIEVEMENTS AND PERFORMANCE

Youth Development and Training

Insight:

We believe that youth work plays a key part in facilitating young people's personal and social development and that many of the young people we work with at a later stage might have found a different path given that appropriate engagement and input. This also impacts on their formal education.

Research indicates that positive and well-delivered youth work can improve home and community links. Our award-winning practitioners are highly skilled, helping young people learn about themselves, others and society through non-formal educational activities. Our practice this year has been enhanced by developing a partnership with Redthread who have given additional structure and guidance in relation to trauma based youth work practice helping to develop our specialism and capacity to support hard to reach young people at risk of violence or perpetuating traumatic events.

Our practitioners understand how to do the relational work that is so effective in bridging the gap between formal and non-formal education. It is based on a clear set of values and underpinned by the voluntary nature of the relationship between the young person and the youth worker. We do this work with key partners including City West Homes (now part of Westminster City Council).

This year there has been a significant emphasis on sporting events and relationship building, events such as table tennis tournaments, drama and film workshops focusing heavily on anti-bullying and anti-knife crime campaigns, issues that are most important to the young people who come to the youth centres. Other projects such as creative song-writing sessions focus on emotional literacy. We run Dr Bike workshops and inter-youth club basketball tournaments. Two of our teams joined a football league which the Amberley youth club won!

By informally educating young people through our youth work delivery, we have been able to create a stronger rapport with local communities in both the Amberley and Churchill Gardens areas, developing new partnerships with other agencies and schools.

Who: Young people aged 8 to 19 (up to 25 with additional needs), particularly those vulnerable or marginalised/NEET living in North and South Westminster

We work with and support young people from North and South Westminster who may be having trouble throughout their adolescent years possibly exposed to difficulties around school exclusion, school transition and unsupported fatherhood. This year we have worked with just under 500 young people over the two Youth Clubs. 80% of our members who access the services are BAME. Approximately 65% of these were of secondary school age, 35% of primary school age.

Amberley youth club has established a reach of approximately 300 young people from local wards such as Harrow Road and Queens Park, expanding to boroughs such as Lewisham, Lambeth and Merton with 190 of these recorded young people attending structured sessions in the youth club space and benefitting from the objective outcomes of Future Men in regards to resilience, non-violence and reflectiveness.

Churchill Gardens youth club has established a reach of approximately 200 young people from local Westminster wards such as Tachbrook and St James with a reach as far as Loxford in Essex with approximately 100 young people engaged regularly in structured sessions to enable development of young people's social and emotional capabilities whilst constantly working towards the seven positive characteristics.

What we do:

- Amberley youth club every Tuesday, Thursday and Friday evening.
- Churchill Seniors club every Monday, Wednesday and Friday evening.
- Churchill Juniors club every Tuesday and Thursday evening.
- Youth workers implement anti-oppressive practice in their delivery challenging recognised bias and oppression, delivering youth-led programmes in collaboration with external parties.
- Churchill Gardens youth club hosts daily football training sessions.
- Participation and active involvement projects (including sports and residential trips).
- Voluntary opportunities in which young people can develop leadership and project management skills in a voluntary capacity.
- Partnership and collaboration and co-production with young people in delivering projects.
- Preventative focused workshops discussing serious youth violence, drug and alcohol abuse and radicalisation.

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Impact/Outcomes:

At both youth clubs Churchill and Amberley there are opportunities for young people to volunteer and help staff with delivery of sessions and projects, this has been a positive aid in helping those young people into employment and educational opportunities. Two long-standing volunteers at Churchill Gardens have recently become contracted youth workers and are set to begin their Youth Work level 2 training.

Employability: 17 out of 30 young people aged 16 – 19 progressed onto employment, apprenticeships or educational opportunities after working continually and engaging with our partnering Westminster Council Job support officer who covered both Amberley and Churchill Gardens youth clubs one day a week.

Areas of Focus:

Continuing from the past year we have continued our work on three main working objectives:

Reduce anti-social behaviour

80% of respondents to our annual survey feel that they are better able to be heard, and to have their views and opinions understood. 71% of members surveyed feel more confident to access opportunities in education, employment or business than a year ago. 70% feel better equipped to deal comfortably with people of different backgrounds. 85% feel more aware of and involved in social issues and activities that benefit the wider community. Many younger members state the difference that the project has had for their behaviour.

Younger clients who have been permanently excluded from school or at risk of being excluded have been supported by Youth Workers spending time with them identifying their desired outcomes in education and any personal actions or behaviour changes that they would like to work towards in order to achieve their goals. Support is also given to parents who have shared concerns about their child. Observed improved behaviour has been rewarded by allowing them to participate in special activities, such as summer trips.

Increase confidence

Young people responding to our annual evaluation indicated that over the past year of engaging with the project they have experienced progress across all indicators that we are using to track confidence their self-confidence (97%), communication (85%), personal and social skills (95%), motivation (89%) and happiness with their health and well-being (93%).

Through the annual evaluation forms, it has also been made clear that the friendly supportive atmosphere as well as the verbal and structured support and encouragement given from the ever-present staff team has helped in making young people feel positive about themselves. We have observed an increase in conversational skills, patience, care and calmness in how these members complete tasks such as cooking, arts or customisation projects which require concentration and attention.

N, 18 said: "The staff at Amberley are proper down to earth and make us feel like we can talk to them about anything when I'm struggling with certain things, I can just come in for a chat there's no pressure."

A, 15 said: "Staff here are cool they don't act like they know everything, they just talk on a level and let me decide what I think is best."

Support young people to manage their emotions

90% of respondents to our annual evaluation indicated that their work with Future Men over the past year has helped them to better deal with stress, 70% indicated that they feel better equipped to deal with conflict, 80 % indicated that they feel more able to manage their emotions and 72% felt that their personal relationships had improved over the past year.

Our football team and music studio provide invaluable structures which not only attract many young people to the club but also provide room for young people to learn how to work collaboratively in a way that encourages respectful self-expression. The football team unites young people around a common goal and the studio provides a crucial outlet for emotion and an environment for learning new skills.

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Community Outreach – Ventoring (formerly Training, Employment and Health)

Insight:

Experience gained in 30 years of frontline work has shown us that if boys at risk of becoming disengaged from school, community and main stream services end up being socially excluded they are likely to be isolated and end up in gang and criminal activity leading to a further trajectory of negative pathways in their lives.

Future Men has developed a comprehensive work programme addressing the needs of young men aged 10 to 25. Our community outreach team works with partners to identify boys and young men in most need of support, these include:

- boys identifying with behavioural challenges;
- boys in care;
- boys and young men involved with youth justice;
- boys and young men that are victims of violence.

We have already identified a large gap in provision, seeing different young men experiencing the same life challenges with many appearing to have similar histories and backgrounds. These young men were generally not in education, employment or training (NEET), discouraged and usually angry. Many are known to the criminal justice system and/or had been looked after by a Local Authority.

Our approach to engaging with young men that are often seen as hard to reach is through 'Ventoring', an approach we developed focussing on the necessary 'venting' period involved before establishing the mentoring and coaching relationship to gain trust and help them to start their own process of change. Our team of project coordinators have found that if the underlying factors of non-engagement were not addressed and integrated into the one to one process, change was not sustainable for the young person.

Our extensive experience tells us that this moment of vulnerability, the 'Teachable Moment', when young people are out of their comfort zone, alienated from their peers, and often coming to terms with the effects of injury or other traumatic event, is a time of change. In this moment many are more able than ever to question what behaviour and choices have led them to this point and, with specialist support, pursue change they haven't felt able to before.

Who:

We worked with 535 boys/young men aged 13 to 25 at-risk, particularly those who were vulnerable or marginalised/NEET, across Westminster, Kensington and Chelsea and Wandsworth.

What:

We work on a one to one and group basis with these young men (and young fathers) on the streets and in their homes and by appointment to help them look at their lives, their behaviour and develop career and other goals for their future. We will introduce them to and help sustain effective relationships with providers of information, advice and guidance, apprenticeship projects, and training providers.

- Outreach to engage with (NEET) young men/ fathers engaged in or at risk of engaging in criminal activity.
- Support for young men to develop and sustain effective relationships with providers of information, advice and guidance, apprenticeship projects.
- Support into employment/training.
- Support and signposting for help with mental health.

Outcomes/Impact:

Organisations are often forced into only working with young men who are very motivated to seek employment and training. This is partly what triggers the gulf between services and creates the "hard to reach" groups. Focusing on this hard to reach group in the last year we have seen:

- Intensive one to one support given to 52 boys and young men.
- 46 gained employment.
- 73 went into further education.
- 81 were effectively diverted from criminality and anti-social behaviour.
- 61 gained additional job-finding skills through programmes/courses (and developed soft skills).
- Up to 89 potential school exclusions prevented.
- 58 young men have either completed or are currently on healthy relationship workshops.

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Fathers' Development Programme

Insight:

A key aspect of our work is with fathers, including separating, separated and young fathers from disadvantaged and marginalised backgrounds. Informed by research and through our extensive work during the lifetime of the organisation, we have developed a profound understanding of the internal and external barriers faced by these fathers in building positive and active relationships with their children and their children's mother, and in accessing support. For support services too often these fathers are simply viewed as financial providers rather than caregivers and more tellingly as threats and risks to their families, rather than assets to their families who should be supported to fulfil their potential.

When services fail to engage with fathers, the narrative is usually whether the father chooses to engage or not, and the assumption is often that fathers choose not to engage. In reality, men's and society's construction of their roles as fathers, and their use or non-use of parenting support services, is a consequence of many factors that not only correspond to the father himself, but also the mother, the parental relationship and wider contextual factors.

Our work is both evidence-based and practice-led, informed by independent research, our own research studies and outcomes of our projects. Our Fathers' Development Programme has several key aims:

- To support fathers to be actively involved in all aspects of their children's lives.
- To influence strategic and systemic change within mainstream family services such that these become father-inclusive whether the father resides with the family.
- To engender cross-sector and multi-agency working to ensure a holistic approach to family support.

Who:

- Fathers aged 13-25 years.
- Fathers under 35 (as part of Lewisham Early Help work)
- Fathers/Male carers of all ages

What:

- Crisis support (homelessness, relationships, benefits, criminal justice, employability, training).
- Brief interventions (4-6 weeks, personal development tools).
- Long term one to one support (high needs/complex needs Child protection work).
- Group work interventions.
- Day programmes/courses
- Mediation for young fathers: to reduce conflict and reach acceptable resolutions.
- Relational Support (6-12 months).
- Parenting education/courses to minimise radicalisation and build resilience in vulnerable communities.

Outcomes/Impact:

Last year we supported 351 fathers and young fathers in Lewisham, Southwark and Westminster (106 getting intensive one-to-one support). This work has changed with the times and we are now working with the complex needs of disadvantaged young fathers.

Research is clear that fathers are important for their child's development. Father-child relationships, whether positive, negative or absent, have wide-ranging effects on children that extend into adulthood; these effects are stronger for children from the most disadvantaged backgrounds. There are strong correlations between father involvement and child physical, emotional, social, cognitive and academic development. Conversely, low father contact is correlated with a range of negative outcomes in children. Interventions to improve the nature of father-child relationships can improve outcomes for children and be instrumental in increasing social mobility.

Fathers have increasingly gained recognition in research, and the importance of positive father engagement in the development and wellbeing of their children is reasonably well documented, although there is clearly scope for further research. However, there remains a gap of some magnitude between research and practice, with services failing to consistently engage with fathers' actual or potential contributions as caregiver, or their support needs.

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Younger fathers are disproportionately from disadvantaged socio-economic backgrounds; too often dominant negative stereotypes surrounding early parenthood act as a barrier to services engaging with these fathers. Young fathers cite being treated as 'invisible', or disregarded because their living conditions are deemed inappropriate, even though they aspire to be a 'good Dad'. For many young fathers, a pregnancy may be unplanned, but this does not mean unwanted, and fatherhood, if fully supported, could be a transformative experience in the lives of these young men with positive outcomes to themselves, their children, their families and wider society.

The Future Men Fathers' Development Programme was designed in recognition of the importance of both father-child relationships and father-mother relationships for a child's development and to meet the challenges of effective engagement with fathers, especially those least likely to access services.

Future Dads (formerly the Expectant Fathers Programme)

Insight:

Future Dads has been designed with the input and guidance of UK fathers with special attention given to accessing hard to reach fathers and carers. It is currently the longest running fully evaluated programme for expectant fathers in the UK. It is based on our experience of targeting and motivating fathers in Sure Starts and other settings since 1998. The programme was developed primarily because numerous studies have shown that when men assume active roles in raising their children, they play a critical part in enhancing and facilitating child growth and development. It aims to build stronger family communities providing practical guidance, advice and support, especially for young and hard to reach fathers developing their confidence in their role as Fathers.

Who:

Future Dads has reached over 2,100 new and expectant fathers since it began. During the year we continued to run the course in 4 locations, with over 240 fathers successfully completing the course during the year.

What:

- A 1-day course held on Saturdays 10am – 4pm.
- Practical skills learning how to hold feed, bath, change and bond with baby.
- Why fathers are important and what kind of father do you want to be.
- Impact on relationships (partner/work/friends).
- Midwife's question and answer session – an opportunity to ask any question about the birthing process to an experienced midwife.

Impact/Outcomes:

An academic evaluation of the programme carried out by the Royal Holloway University found that the programme significantly increases confidence in fathering skills. The participants reported that the programme was informative for developing the practical skills needed when becoming a parent, and that it was helpful for understanding the emotional aspects of having a baby. Our own additional evaluations show that the highest impact is with regards to preparedness. Overall the results show that fathers feel much more prepared for the birth of their baby, as well as valuing the opportunity to reflect on their role as a father and to meet and share experiences with other fathers-to-be.

Boys' Development Programme

Insight:

The Boys' Development Programme is based on evidence that boys moving on to secondary schools who are at risk of either school exclusion or placements in alternative educational provisions, run a high risk of becoming involved in anti-social/criminal behaviour. If schools lose them at this transition point and families are not able to prevent it, they are on a negative trajectory. We target our intervention from Years 5 to 9, in other words primary transition to secondary. It comprises six group sessions with clear selection criteria combined with one to one sessions with the boys identified as being in need of further intensive individual support. This work can also include whole school assemblies comprising peer support from older children in the community to de-stigmatise our service and After School groups with an open-door policy to achieve the same.

Who:

The intervention targets boys in primary and secondary schools (aged 10-16). Whole school years are included in assemblies and selected individuals take part in intensive programmes or one-to-one work. Additional support sessions are provided to Year 6 students in order to prepare them for the transition to secondary school. We worked with 686 boys last year across 25 schools.

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What:

- One to one interviews with each boy.
- Six one-hour workshops for groups of 6-8 boys covering areas such as:
 - Boys' Development
 - Emotions
 - Communication
 - Goals & Aspirations
- One to one/group interventions.
- Mediation and reintegration work in educational settings.
- Other specialist programs related to anti-social activity and behaviour.

Wandsworth Boys Development Programme

We supported 269 boys in Wandsworth in 2018/19.

Group work: 147 boys took part in groups

1:1 sessions: 62 boys took part in 1:1 mentoring sessions.

Transition Assembly: we co-ordinated a Transition Assembly for 60 year 6 pupils

Lambeth Boys Development Programme

We supported 189 boys in Lambeth through the BDP in 2018/19

Group work: 161 boys took part in groups

1:1 sessions: 28 boys took part in 1:1 mentoring sessions.

Southwark Boys Development Programme

We supported 59 boys through the BDP in Compass School in Bermondsey

Group work: 52 boys took part in groups

1:1 sessions: 7 boys took part

Kensington and Chelsea Boys Development Programme

We supported 169 boys through the BDP in schools in North Kensington

Group work: 103 boys took part in groups

1:1 sessions: 6 boys took part

We also co-ordinated a Transition Assembly for 60 Year 6 pupils

Outcomes/Impact:

A quasi-experimental research study of our intervention, in which fifty-four boys participated, aged between 10-14 years old; forty-two in the intervention group and twelve in a control group, found that the intervention led to a significant improvement in conflict resolution skills. This was evident in both the self-reporting and teacher observation measures. Boys in the control group who did not experience the intervention showed no significant change in conflict resolution skills across the study. Additionally, a study by the Social Research Unit at Dartington found 57% increased scores for maintained relationships, 46% improved scores in managing aggression and a 48% improved score for increased commitment to school (2015).

Community Development

During the year our CEO, Shane Ryan, completed the secondment to the Grenfell Response Unit. As part of this secondment he supported the Community Health and Wellbeing worker funded by Royal Borough of Kensington & Chelsea and completed the second of two evaluations into the impact on young people in the area, focussing on the views of young men affected by the tragedy.

Our rebrand and research including a YouGov poll into masculinity were supported by ARM Holdings and Axicom.

We also carried out a survey in November 2018, conducted in partnership with YouGov, we polled a nationally representative sample of 2,058 British adults, highlighting the public's views on masculinity and what it means "to be a man" in the UK. The survey revealed that UK society has a negative view of the word 'masculine', with very few respondents associating masculinity with positive human traits such as care/ kindness (3%), respectfulness (1%), honesty (1%) and supportiveness (1%).

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Our Volunteers

During the year volunteers gave over 1,500 hours to help support the work of the paid staff in the areas of youth work, mentoring and administration.

Public Benefit Statement

Future men's objects are to advance the education of and promote the physical and mental health of adults and young people particularly (but not exclusively) boys and men. As an agency our public benefits are varied. We use our knowledge and experience built up over the last 20 years to support boys and young men, with a particular focus on those who through life events are marginalised and disadvantaged, or at risk of being so. We have a theoretical understanding of masculinity that underpins our work, informed by how external factors, such as race and class affects 21st century males. We have developed services to reach our target group at key points in the life cycle. Our theory of change is based on the idea that if boys and young men disengage at these critical transition points, there is an increased risk of them entering the criminal justice system, developing mental health issues, facing poverty, ultimately facing a life of multiple disadvantage.

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 (PD2)'. The achievements and activities above demonstrate the public benefit arising through the Charity's activities.

Modern Slavery

Although the charity is not obliged to make a statutory report pursuant to s 54 (Transparency in supply chains etc) of the Modern Slavery Act 2015 because its annual turnover does not exceed £36 million, the Trustees are conscious of the need to guard against slavery and human trafficking. Neither the charity, nor to the best of their knowledge and belief their suppliers, is involved in or uses the services of any third-party supplier involved in human exploitation or trafficking.

Financial review

Income raised in the year decreased by 7% (2018 increased by 8.5%) mainly due to a move by some funders away from paying grants in advance to monthly instalment payments which spreads the cost between financial years.

The Statement of Financial Activities showed a net deficit for the year of £48,012 (2018 – surplus £60,016), of which £26,074 is an unrestricted surplus (2018 – £56,935) and total reserves stand at £549,950 (2018 – £597,962).

The majority of our charitable activities are delivered through time-bound projects funded by grants and contracts. We adopt a flexible charitable spend model to match our expenditure to these income streams allowing us to adjust the shape of our expenditure to minimise our risk of exposure to unfunded liabilities and to maximise our impact by being responsive to changing needs. Our Future Dads courses and sales of resources have low initial investment costs and low indirect costs limiting the financial risks associated with these areas. During 2018 we continued to increase the resource that we have dedicated to generating voluntary income to invest in building our capacity in this area for future growth, and we expect this to begin to impact during 2019.

Principal Funding Sources

Funding is obtained from local government, charitable trusts and foundations in addition to income from resources and other services. As an organisation we are currently looking at a number of ways in which we may generate further income from current resources in an effort to be as independently stable as possible going into the future. We have identified two areas of our present work which may prove useful as we establish future independence.

Investment policy and performance

The Board of Trustees have decided that at present, funds should be retained in Banks and Building Societies. Any change in such banking arrangements should be agreed by the Board of Trustees. As far as possible, funds will be retained in accounts bearing the best interest rates at that time.

Reserves policy

FM requires an appropriate level of reserves in order to operate effectively. The Board of Trustees have considered the risks faced by FM through a risk analysis exercise. The level is set with regard to our aims, needs and objectives and the risks we face. These are sudden cessation or non-renewal of contracts and grants, delay in receipt of funding, and future essential maintenance of properties and IT infrastructure. The Trustees consider that a level equivalent to 3 months staffing and core running costs is sufficient to meet these risks should the need arise. This target level of reserves is £235,000.

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At 31 March 2019 the unrestricted funds not designated or invested in tangible fixed assets held by the charity are £218,283 (2018: £170,169) which represents 2.6 months staffing and core running costs (2018: 2.2 months). The Trustees have agreed to work towards reaching the target reserves level by the end of the next 3 year strategic period to allow FM to balance building reserves with the need to continue to invest in and develop our work.

The charity additionally held £331,667 of restricted funds at 31 March 2019 (2018: £405,753) representing unspent funding and grants received in advance which are restricted for the specific purposes for which they were given and are not available for the general purposes of the charity.

Future Activities

In the coming year our key focus will still include pursuing wider social impact, reliability, consistency, dissemination and partnership work, outcome measurement as well as the pursuit of best practice through our work.

Plans for 2019/20:

- Boys Development Programme Transition pilot: supporting boys in Year 6 through into Year 7.
- Integrating Community Outreach more into our youth centres.
- Developing a new evaluation framework and database based on the seven characteristics.
- Launching evaluation report into Ventoring carried out by Dartington Laboratories.
- Event to celebrate re-brand and name change.
- Developing Fathers work to link the Future Dads programme with support for Young Fathers.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Future Men (FM) is a company limited by guarantee and not having a capital divided by shares. The company was incorporated on 2nd October 1997 and is a registered charity (registered 3rd March 2004) constituted as a Limited Company under the Memorandum and Articles of Association. The charity registration number is 1102451 and the company registration number is 03443520.

On 3 April 2019 Working with Men formally announced our change of name to Future Men. The charity remains the same legal entity with Company and Charity registration numbers remaining the same.

The name change was registered and approved at Companies House on 12 March and accepted and registered with the Charity Commission on 26 March 2019.

Recruitment and appointment of Trustees

New trustees are elected by existing trustees on the board in line with revised governance standards in which key areas and skill gaps are identified and addressed. Trustee posts are advertised in the local, national and voluntary newspapers and on websites through an open process. Trustees are then invited to meet with the Chief Executive and senior management team and meet with practitioners and beneficiaries. After an agreed probationary period they may then be appointed by the Board of Trustees. Under the requirements of the Memorandum and Articles of Association the members of the Board of Trustees are elected to serve for a period of three years, renewable once by Board agreement.

The Directors in office in the year are set out on page 13. The Directors have no beneficial interest in the company other than as members and all guarantee to contribute £1 in the event of a winding up. The Board have unlimited investment powers.

Trustee induction and training

All new Board of Trustee members receive an induction on joining FM which includes:

- Roles and nature of the organisation and their role / responsibilities within it.
- Full understanding of the spirit/aim of FM's Equal Opportunities / Diversity commitment.
- Understanding of the practical day-to-day implications of what is expected of all workers.
- Contents of the FM Staff Handbook.

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Organisation

The governance of the charity is undertaken by a Board of Trustees that meets bi-monthly and is responsible for overseeing the strategic direction and resulting policy of the charity. The Board bring expertise from a variety of professional backgrounds and have access to advice on the progress of the work from the Chief Executive, Operations Director, Finance Director, senior managers, individual project workers and project advisory groups/forums.

The Trustees met during the year to monitor progress against our 3 year strategy, oversee financial and risk management and measure progress in capacity building, diversity, HR and staff development. The Board's governance is supported by sub-groups which meet on a quarterly basis and comprise chair trustees and members of the senior management team as well as the involvement of individual key staff.

During this year the work of the Board of Trustees was supported by the core team of full-time and part-time staff in addition to our excellent volunteers including mentors. Our specialist team of 12 project co-ordinators and 12 youth workers with support from our 4 Operations Managers and 1 Deputy Manager and a number of well-respected volunteers delivered the direct components of our work. The day-to-day strategic and operational responsibilities rest with the Chief Executive, Operations Director and Finance Director, who ensure that the charity delivers the strategy and services specified and that key performance indicators / work plans are met.

Related parties

During the year there were no related party transactions.

Pay policy for senior management staff

Senior management staff pay is set with reference to market rates for similar roles within similar sized charities in the sector. The pay of the Chief Executive is reviewed and approved by the Board. The pay of other senior management staff is reviewed and approved by the Chief Executive.

Risk management

The Board of Trustees has a risk management strategy that incorporates:

- An annual review of all risks the organisation may face prepared by the Chief Executive.
- The development of strategies and an action plan to reduce the impact of these risks.
- Mechanisms for monitoring the implementation and review of these strategies.

Innovation usually involves risk and the Board of Trustees accept this and, therefore, regularly monitor and manage risks. Risks are assessed in the following way:

1. Major risks that need to be monitored closely;
2. New, albeit minor, risks that requires processes to be established and monitored;
3. Minor risks that may become major at a later point, if something else occurs;
4. Risks within our control and those outside our control.

Organisations such as ours will always be vulnerable to changes in government policy and charitable trusts / funding bodies' priorities. As well as these external risks, internal organisation risks are also particularly important. If we expand too quickly, we are at risk of overstretching ourselves and the quality of what we do being lowered (this is a common problem in a range of smaller innovative charities). However, if we expand too slowly we are at risk of failing to generate resources to fund our small but growing core costs (management and office costs in particular).

FUTURE MEN
(A company limited by guarantee)
DIRECTORS' AND TRUSTEES' REPORT (Cont/d)
FOR THE YEAR ENDED 31ST MARCH 2019

REFERENCE AND ADMINISTRATIVE DETAILS

Company Number: 03443520

Charity Number: 1102451

Directors / Trustees

A Richardson (Chair)
C Hix (Treasurer)
A Agana – resigned 05/06/2018
E Benjafield
J Edgar – resigned 27/11/2019
M Gibson
C Lane – resigned 27/11/2019
S Mullin
Y Rolston
J Simpson
W Snell – resigned 19/03/2019
S Watson – appointed 18/09/2018

Secretary: S Ryan – resigned 18/09/2018
R Jordan – appointed 18/09/2018

Senior Management Team:

Chief Executive Officer:	S Ryan – left 28/9/2018 C Muwanguzi – 1/10/2018 to 31/7/2019 S McFadden – appointed 1/7/2019
Operations Director:	S Mehta – retired 27/3/2019 L Edington – appointed 12/6/2019 (Interim)
Finance Director:	R Jordan ACA, PgDip Charity Accounting

Registered Office: 34 Grosvenor Gardens, London, SW1W 0DH

Auditors: Ramon Lee Audit LLP, 93 Tabernacle Street, London EC2A 4BA

Bankers: HSBC Bank Plc., 47 Rye Lane, London SE15 5ET
Santander, Customer Services Centre, Bootle, Merseyside G1R 0AA

FUTURE MEN
(A company limited by guarantee)
DIRECTORS' AND TRUSTEES' REPORT (Cont/d)
FOR THE YEAR ENDED 31ST MARCH 2019

Trustees' responsibilities in relation to the financial statement

The Trustees (who are also directors of Future Men for the purposes of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its income and expenditure for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT OF DISCLOSURE TO AUDITOR

So far as the Trustees are aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the Trustees have taken all the necessary steps that we ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

AUDITORS

A resolution was proposed and agreed at the Annual General Meeting that Ramon Lee Audit LLP be re-appointed as auditors of the Charity for the ensuing year.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within Part 15 of the Companies Act 2006.

APPROVAL

This report was approved by the Board and signed on its behalf by:



Christopher Hix
Treasurer

27 November 2019

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
FUTURE MEN
(A company limited by guarantee)**

Opinion

We have audited the financial statements of Future Men for the year ended 31st March 2019, which comprise the Statement of Financial Activities (Summary Income and Expenditure Account), balance sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The directors' report has been prepared in accordance with applicable legal requirements.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
FUTURE MEN (Cont/d)
(A company limited by guarantee)**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit;
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Directors' and Trustees' Report.

Responsibilities of directors

As explained more fully in the directors' responsibilities statements set out on page 14, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

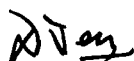
In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**DAVID TERRY (Senior Statutory Auditor)
for and on behalf of RAMON LEE AUDIT LLP
CHARTERED ACCOUNTANTS
STATUTORY AUDITOR**

**93 TABERNACLE STREET
LONDON EC2A 4BA**

27 November 2019

FUTURE MEN
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2019

SUMMARY INCOME AND EXPENDITURE ACCOUNT

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Income					
Grants, donations and legacies	2	50,911	159,484	210,395	120,064
Income from charitable activities	3	189,790	584,540	774,330	903,702
Income from other trading activities	4	-	2,375	2,375	40,480
Total incoming resources		<u>240,701</u>	<u>746,399</u>	<u>987,100</u>	<u>1,064,246</u>
Expenditure					
Cost of raising funds	5	10,211	-	10,211	43,384
Expenditure on charitable activities	5	204,416	820,485	1,024,901	960,846
Total Expenditure		<u>214,627</u>	<u>820,485</u>	<u>1,035,112</u>	<u>1,004,230</u>
Net income & net movement in funds for the year		26,074	(74,086)	(48,012)	60,016
<i>Reconciliation of funds</i>					
Total funds, brought forward		192,209	405,753	597,962	537,946
Total funds, carried forward		<u>218,283</u>	<u>331,667</u>	<u>549,950</u>	<u>597,962</u>

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

CONTINUING OPERATIONS

None of the charity's activities were acquired or discontinued during the above financial periods.

TOTAL RECOGNISED GAINS AND LOSSES

The charity has no recognised gains or losses other than the above movement in funds for the above financial periods.

The notes on pages 20 to 31 form part of these accounts.

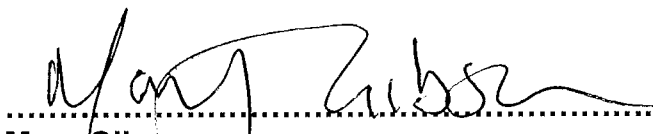
FUTURE MEN
(A company limited by guarantee)

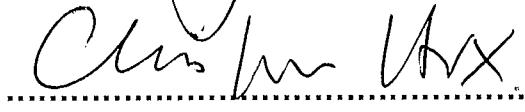
BALANCE SHEET AS AT 31ST MARCH 2019

	Notes	2019	2018
		£	£
Fixed assets			
Tangible assets	10	-	2,040
Current assets			
Debtors	11	179,168	151,702
Cash at bank and in hand		452,980	615,143
		<u>632,148</u>	<u>766,845</u>
Liabilities			
Creditors falling due with in one year	12	82,198	170,923
		<u></u>	<u></u>
Net current assets		549,950	595,922
Net assets		<u>549,950</u>	<u>597,962</u>
The funds of the charity			
Unrestricted funds:			
General	13	218,283	172,209
Designated	13	-	20,000
Restricted funds	13	331,667	405,753
Total charity funds		<u>549,950</u>	<u>597,962</u>

The Trustees have prepared accounts in accordance with Section 398 of the Companies Act 2006 and Section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

These accounts were approved by the Board of Trustees on 27 November 2019 and were signed on its behalf by:


..... **Trustee**
Mary Gibson


..... **Treasurer**
Christopher Hix

Company Number 3443520

The notes on pages 20 to 31 form part of these accounts.

FUTURE MEN
(A company limited by guarantee)

CASH FLOW STATEMENT AS AT 31ST MARCH 2019

	Notes	2019 £	2018 £
Cash (outflow)/inflow from operating activities	15	<u>(162,163)</u>	<u>109,944</u>
(Decrease)/Increase in cash & cash equivalents in the year		<u>(162,163)</u>	<u>109,944</u>
Cash & cash equivalents at the beginning of the year		615,143	505,199
Total cash & cash equivalents at the end of the year		<u><u>452,980</u></u>	<u><u>615,143</u></u>

FUTURE MEN
(A company limited by guarantee)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31ST MARCH 2019

1. ACCOUNTING POLICIES

1.1 Basis of preparation of accounts

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

Future Men meets the definition of a public benefit entity under FRS 102.

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts (financial statements) are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

1.2 Preparation of accounts on a going concern basis

The Charity's Financial Statements show net expenditure of £48,012 (2018: net income £60,016) for the year and free reserves of £218,283 (2018: £170,169). The trustees are of the view that these results have secured the immediate future of the Charity for the next 12 to 18 months and on this basis the Charity is a going concern.

1.3 Income

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

- (a) Income received by way of grants, donations and legacies is included in full in the Statement of Financial Activities when received, unless they relate to a specified future period, in which case they are deferred.
- (b) Legacies entitlement is taken as the earlier of the date on which either: the charity is aware that the probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that the distribution is made, or when a distribution is received from the estate. No legacies were received during the year.
- (c) Income from charitable activities received by way of revenue grants and donations is credited to restricted incoming resources on the earlier date of when they are received or when they are receivable, unless they relate to a specified future period, in which case they are deferred.
- (d) Grants and donations of general nature which are not conditional on delivering certain levels of service are included as part of Grants, Donations and Legacies as shown under note 2. Performance related grants and donations which have conditions for a specific outcome are include as Income from Charitable Activities as shown in Note 3.
- (e) Capital grants for the purchase of fixed assets are credited to restricted incoming resources on the earlier date of when they are received or receivable. Depreciation on the related fixed assets is charged against the restricted fund.
- (f) Income from charitable activities includes income recognised as earned (as the related goods and services are provided) under contract, in the form of training income and sale of resources.
- (g) Investment income is included when receivable.

1.4 Volunteers and donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), time contributed by volunteers is not recognised. More information about their contribution is included in the trustees' annual report.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

FUTURE MEN
(A company limited by guarantee)
NOTES TO THE ACCOUNTS (Cont/d)
FOR THE YEAR ENDED 31ST MARCH 2019

1.5 Expenditure recognition and irrecoverable VAT

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

Expenditure is classified under the following activity headings:

- (a) Cost of raising funds comprises the cost of seeking donations and legacies by direct approach and other fundraising activities and their associated support costs.
- (b) Expenditure on charitable activities includes costs directly related to developing project materials and resources, providing support and advice to participants on our projects and activities and direct running costs of the youth centre and their associated support costs in furtherance of the purposes of the Charity.

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

1.6 Allocation of support costs

Support costs relate to those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance and administration personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 6.

1.7 Funds structure

The general fund comprises those monies, which may be used toward meeting the charitable objectives of the company at the discretion of the Board.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

The restricted funds are monies raised for, and their use restricted to, a specific purpose or donations subject to donor imposed conditions.

1.8 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Individual fixed assets costing £1,000 or more are capitalised at cost.

Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases

Furniture and equipment	- 33.33% straight line
-------------------------	------------------------

1.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short term cash deposits.

1.10 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.12 Taxation

The charity is a registered charity and, therefore, is not liable for Income Tax or Corporation Tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

FUTURE MEN
(A company limited by guarantee)
NOTES TO THE ACCOUNTS (Cont'd)
FOR THE YEAR ENDED 31ST MARCH 2019

1.13 Judgement and key sources of estimation uncertainty

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

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

1.14 Pension

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

2. GRANTS, DONATIONS AND LEGACIES

	Unrestricted Funds	Restricted Funds	2019	2018
	£	£	£	£
Esmée Fairbairn Foundation	-	60,000	60,000	-
Garfield Weston Foundation	-	20,000	20,000	10,000
John Ellerman Foundation	50,000	-	50,000	-
Leathersellers' Company Charitable Fund	-	-	-	5,000
The Tudor Trust	-	50,000	50,000	50,000
Westminster Foundation	-	6,127	6,127	2,329
Donations in connection with Fundraising event	-	-	-	42,683
Other donations	911	23,357	24,268	10,052
	<u>50,911</u>	<u>159,484</u>	<u>210,395</u>	<u>120,064</u>

During 2018 the charity received in kind support covering the main costs and event planning for a Fundraising event. The value of this support to the charity is estimated at £30,895, and in accordance with FRS 102 and the Charities SORP (FRS 102), is recognised within incoming resources as a restricted donation, and an equivalent charge included within cost of raising funds.

The donations and legacies in 2018, totalling £120,064, were attributed £16,840 to unrestricted funds and £103,224 to restricted funds.

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds	Restricted Funds	2019	2018
	£	£	£	£
Training, Employment and Health:				
<i>Grants and service level agreements:</i>				
Battersea Power Station Foundation	-	26,690	26,690	25,015
Big Lottery Fund Grant: Reaching Communities	-	99,298	99,298	98,116
The City Bridge Trust	-	-	-	37,275
The Drapers' Charitable Fund	-	16,000	16,000	-
The London Community Foundation	-	14,970	14,970	-
The Henry Smith Charity	-	-	-	45,700
Mayor's Citizen Led Engagement Programme	-	-	-	15,000
Royal Borough of Kensington & Chelsea	-	20,614	20,614	53,025
Wandsworth Grant Fund	-	9,055	9,055	-
Woman and Girls Network	-	5,750	5,750	3,750
Young Westminster Foundation	-	6,500	6,500	-
Youth Social Action Fund	-	-	-	9,888
Schools Matched funding: Transitions project	-	2,850	2,850	4,091
Other grants and contracts < £5,001	1,680	9,480	11,160	9,688
	<u>1,680</u>	<u>211,207</u>	<u>212,887</u>	<u>301,548</u>

FUTURE MEN
(A company limited by guarantee)
NOTES TO THE ACCOUNTS (Cont/d)
FOR THE YEAR ENDED 31ST MARCH 2019

3. INCOME FROM CHARITABLE ACTIVITIES (Cont/d)

	Unrestricted Funds £	Restricted Funds £	2019 £	2018 £
<i>Totals Brought forward:</i>	1,680	211,207	212,887	301,548
<i>Fathers' Development:</i>				
<i>Grants and service level agreements:</i>				
London Borough of Lewisham	-	23,000	23,000	57,913
London Borough of Southwark	-	14,400	14,400	14,400
Westminster City Council	-	13,276	13,276	20,961
Other grant income < £5,001	-	-	-	979
Training and other income	12,331	4,680	17,011	17,765
	<u>12,331</u>	<u>55,356</u>	<u>67,687</u>	<u>112,018</u>
<i>Boys' Development:</i>				
<i>Grants and service level agreements:</i>				
Alan & Babette Sainsbury Charitable Fund	-	-	-	10,080
Battersea Power Station Foundation	-	47,310	47,310	48,985
The Grove Trust	-	23,500	23,500	-
Royal Borough of Kensington & Chelsea	-	34,404	34,404	46,962
Gipsy Hill Federation	-	26,706	26,706	23,175
Walcot Foundation	-	-	-	23,175
West London Zone	26,880	-	26,880	1,680
Other grants and contracts < £5,001	-	-	-	3,444
	<u>26,880</u>	<u>131,920</u>	<u>158,800</u>	<u>157,501</u>
<i>Youth Development and Training:</i>				
<i>Grants and service level agreements:</i>				
BBC Children in Need	-	28,598	28,598	31,680
City West Homes	77,600	6,735	84,335	75,752
John Lyon's Charity	-	40,000	40,000	40,000
Westminster Amalgamated Charity	-	10,000	10,000	-
Other grants and donations < £5,001	-	8,490	8,490	16,107
	<u>77,600</u>	<u>93,823</u>	<u>171,423</u>	<u>163,539</u>
<i>Community Development:</i>				
<i>Grants and service level agreements:</i>				
Arm Holdings plc	13,000	37,000	50,000	-
London Funders	-	-	-	10,565
Royal Borough of Kensington & Chelsea	57,114	55,234	112,348	153,185
Other grants and contracts < £5,001	-	-	-	4,175
	<u>70,114</u>	<u>92,234</u>	<u>162,348</u>	<u>167,925</u>
<i>Resources:</i>				
Resources sales	1,185	-	1,185	1,171
	<u>1,185</u>	<u>-</u>	<u>1,185</u>	<u>1,171</u>
Total income from charitable activities	<u>189,790</u>	<u>584,540</u>	<u>774,330</u>	<u>903,702</u>

The income from charitable activities in 2018, totalling £903,702, was attributed £221,526 to unrestricted funds and £682,176 to restricted funds.

4. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	2019 £	2018 £
Sale of Fixed Assets	-	2,375	2,375	-
Fundraising event ticket, raffle and auction income	-	-	-	40,480
	<u>-</u>	<u>2,375</u>	<u>2,375</u>	<u>40,480</u>

The income from other trading activities in 2018, totalling £40,480, was attributed wholly to unrestricted funds.

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5. ANALYSIS OF EXPENDITURE

	Cost of Raising funds £	Community Outreach £	Fathers' Development £	Boys' Development £	Youth Development & Training £	Youth Community Development £	Resource sales £	2019 £	2018 £
Direct staff costs	7,638	180,376	88,748	129,364	155,428	71,349	1,034	633,937	595,448
Direct project costs	-	26,392	4,915	8,238	29,267	81,584	39	150,435	127,752
Direct costs of raising funds	100	-	-	-	-	-	-	100	32,710
Support costs (Note 5)	2,424	64,762	29,336	43,098	57,849	47,899	337	245,705	243,311
Governance costs (Note 5)	49	1,300	589	865	1,162	962	8	4,935	5,009
	<u>10,211</u>	<u>272,830</u>	<u>123,588</u>	<u>181,565</u>	<u>243,706</u>	<u>201,794</u>	<u>1,418</u>	<u>1,035,112</u>	<u>1,004,230</u>

Of the £1,035,112 expenditure in 2019 (2018: ££1,004,230), £214,627 was charged to unrestricted funds (2018: £221,911) and £820,485 to restricted funds (2018: £782,319).

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NOTES TO THE ACCOUNTS (Cont/d)
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6. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Governance costs and other support costs are apportioned separately between the charity's key activities undertaken (see note 5) in the year. All the general support and governance costs have been apportioned to the various charitable activities proportional to direct project expenditure.

	General support £	Governance function £	2019 £	2018 £
Management, Finance & Administration staff costs	182,575	-	182,575	184,831
Communication costs	9,493	-	9,493	8,019
Equipment Hire and Rental	-	-	-	-
Information Technology	8,992	-	8,992	7,610
Premises costs	28,625	-	28,625	27,329
Insurance	1,704	-	1,704	1,312
Legal and professional costs	2,662	-	2,662	2,941
Sundry expenses	9,614	-	9,614	8,589
Deprecation	2,040	-	2,040	2,680
Governance expenditure	-	15	15	209
Auditor's remuneration	-	4,920	4,920	4,800
	<u>245,705</u>	<u>4,935</u>	<u>250,640</u>	<u>248,320</u>

7. NET INCOMING RESOURCES

Net incoming resources is shown after charging:	2019	2018
	£	£
Depreciation of tangible fixed assets owned by the charity	2,040	2,680
Auditor's remuneration – year end accounts	4,920	4,800
Operating lease rentals	<u>26,636</u>	<u>25,877</u>

8. ANALYSIS OF STAFF COSTS, TRUSTEES REMUNERATION AND EXPENSES, AND COST OF KEY MANAGEMENT PERSONNEL

	2019 £	2018 £
Salaries	735,233	701,296
National Insurance	65,495	61,613
Pension	15,785	11,013
Redundancy	-	6,357
	<u>816,512</u>	<u>780,279</u>

There were no employee who earned in excess of £60,000 (2018: 1 employee falling in the band £100,000 - £110,000 which arose as a result of additional work in relation to the new area of Community Development).

None of the Trustees received any remuneration during the year (2018: £nil) and no expenses were reimbursed (2018: £nil).

The key management personnel of the charity comprise the Chief Executive Officer, Operations Director and Finance Director. The total wages and pensions of the key management personnel of the charity were £185,768 (2018 - £186,704).

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NOTES TO THE ACCOUNTS (Cont/d)
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9. STAFF NUMBERS

The average monthly head count was 35 staff (2018: 32) and the average monthly number of full-time equivalent employees (including sessional and part-time staff) during the year were as follows:

	2019 Number	2018 Number
Management	3	2
Community Outreach	6	5
Fathers' Development	2	2
Boys' Development	4	4
Youth Development and Training	5	5
Community Development	1	1
Administrative work	2	2
	<u>23</u>	<u>21</u>

10. TANGIBLE FIXED ASSETS

	Furniture & Equipment £	Total £
COST		
As at 1st April 2018	56,823	56,823
Additions during year	-	-
Disposals	(9,091)	(9,091)
As at 31st March 2019	<u>47,732</u>	<u>47,732</u>
DEPRECIATION		
As at 1st April 2018	54,783	54,783
Charge for the year	2,040	2,040
Disposals	(9,091)	(9,091)
As at 31st March 2019	<u>47,732</u>	<u>47,732</u>
NET BOOK VALUES		
As at 31st March 2019	<u>-</u>	<u>-</u>
As at 31st March 2018	<u>2,040</u>	<u>2,040</u>

11. DEBTORS

	2019 £	2018 £
Grant, contract and fee income receivable	169,954	141,261
Other debtors	1,257	2,589
Prepayments	7,957	7,852
	<u>179,168</u>	<u>151,702</u>

12. CREDITORS: amounts falling due within one year

	2019 £	2018 £
Trade creditors	10,559	4,293
Social security and other taxes	15,937	19,111
Other creditors	3,525	18,026
Accruals	18,808	36,457
Deferred income (note 17)	33,369	93,036
	<u>82,198</u>	<u>170,923</u>

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13. MOVEMENT IN FUNDS

	Balance 1.04.18 £	Income £	Expenditure £	Transfers £	Balance 31.03.19 £
RESTRICTED FUNDS:					
<i>Voluntary income:</i>					
Esmée Fairbairn Foundation	-	60,000	60,000	-	-
Garfield Weston Foundation	-	20,000	9,423	-	10,577
The Tudor Trust	25,396	50,000	49,508	-	25,888
Westminster Foundation	2,003	6,127	4,854	-	3,276
<i>Community Outreach:</i>					
Battersea Power Station Foundation	25,834	26,690	24,279	-	28,245
Big Lottery Fund Grant: Reaching Communities	34,914	99,298	97,752	-	36,460
The Drapers' Charitable Trust	-	16,000	16,000	-	-
Grenfell Young People's Fund	-	14,970	2,153	-	12,817
The Henry Smith Charity	38,342	-	38,942	-	(600)
The Liam Seagar Memorial Fund	-	11,911	-	-	11,911
Mayor's Citizen Led Engagement Fund	14,193	-	14,193	-	-
Royal Borough of Kensington & Chelsea	29,588	20,614	41,692	-	8,510
Wandsworth Council Grant Fund	-	9,055	5,335	-	3,720
Women and Girls Network	-	5,750	4,472	-	1,278
Young Westminster Foundation	-	6,500	1,266	-	5,234
Youth Social Action Fund	611	-	611	-	-
Schools Matched funding: Transitions project	-	2,850	2,850	-	-
Other grant income < £5,001	3,750	9,480	4,000	-	9,230
Donations < £5,001	-	100	-	-	100
<i>Fathers' Development:</i>					
London Borough of Lewisham	22,763	23,000	45,763	-	-
London Borough of Southwark	-	14,400	14,400	-	-
Westminster City Council: Fathers for Futures	10,857	13,276	14,039	-	10,094
Other grant income < £5,001	2,928	4,680	4,098	-	3,510
Donations	-	353	353	-	-
<i>Boys' Development:</i>					
Alan & Babette Sainsbury Charitable Fund	8,188	-	8,188	-	-
Battersea Power Station Foundation	48,802	47,310	48,336	-	47,776
The Grove Trust	-	23,500	-	-	23,500
Royal Borough of Kensington & Chelsea	24,630	34,404	50,690	-	8,344
Gipsy Hill Federation	-	26,706	22,391	-	4,315
Walcot Foundation	16,292	-	16,292	-	-
<i>Youth Development and Training:</i>					
BBC Children in Need	8,481	28,598	34,471	-	2,608
City West Homes	4,000	6,735	7,507	-	3,228
John Lyon's Charity	39,003	40,000	46,893	-	32,110
Westminster Amalgamated Charity	2,706	10,000	12,706	-	-
Other grant income < £5,001	18,510	8,490	12,027	-	14,973
Donations and sale of fixed assets	1,500	13,368	8,094	-	6,774
<i>Community Development:</i>					
Royal Borough of Kensington & Chelsea	12,692	55,234	67,926	-	-
Donation: Future strategic Development	9,770	37,000	28,981	-	17,789
Total restricted funds	405,753	746,399	820,485	-	331,667
UNRESTRICTED FUNDS					
General funds	172,209	240,701	194,627	-	218,283
Designated fund	20,000	-	20,000	-	-
Total unrestricted funds	192,209	240,701	214,627	-	218,283
Total funds	597,962	987,100	1,035,112	-	549,950

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NOTES TO THE ACCOUNTS (Cont/d)
FOR THE YEAR ENDED 31ST MARCH 2019

13. MOVEMENT IN FUNDS (continued)

Movement in funds for the previous year was as follows:

	Balance 01.04.17 £	Income £	Expenditure £	Transfers £	Balance 31.03.18 £
RESTRICTED FUNDS:					
<i>Voluntary income:</i>					
Esmée Fairbairn Foundation	50,166	-	50,166	-	-
Garfield Weston Foundation	-	10,000	10,000	-	-
The Tudor Trust	19,363	50,000	43,967	-	25,396
Westminster Foundation	3,574	2,329	3,900	-	2,003
Fundraising event in kind support	-	30,895	30,895	-	-
Donation: Future strategic Development	-	10,000	230	-	9,770
<i>Training, Employment and Health:</i>					
Battersea Power Station Foundation	26,868	25,015	26,049	-	25,834
Big Lottery Fund Grant: Reaching Communities	16,073	98,116	79,275	-	34,914
The City Bridge Trust	19,077	37,275	56,352	-	-
The Henry Smith Charity	31,038	45,700	38,396	-	38,342
Mayor's Citizen Led Engagement Fund	-	15,000	807	-	14,193
Paul Hamlyn Foundation	51,240	-	51,240	-	-
Royal Borough of Kensington & Chelsea	-	53,025	23,437	-	29,588
Youth Social Action Fund	-	9,888	9,277	-	611
Schools Matched funding: Transitions project	-	4,091	4,091	-	-
Other grant income < £5,001	3,500	8,750	8,500	-	3,750
<i>Fathers' Development:</i>					
Deptford Challenge Trust	10,655	-	10,655	-	-
Esmée Fairbairn Foundation: Research	3,518	-	3,518	-	-
London Borough of Lewisham	-	57,913	35,150	-	22,763
London Borough of Southwark	-	14,400	14,400	-	-
The Monument Trust	13,506	-	13,506	-	-
Talent Match	2,355	-	2,355	-	-
Westminster City Council: Fathers for Futures	-	20,961	10,104	-	10,857
Other grants and donations < £5,001	72	3,703	847	-	2,928
<i>Boys' Development:</i>					
Alan & Babette Sainsbury Charitable Fund	-	10,080	1,892	-	8,188
Battersea Power Station Foundation	40,550	48,985	40,733	-	48,802
Royal Borough of Kensington & Chelsea	-	46,962	22,332	-	24,630
Schools Matched funding: Gipsy Hill Federation	-	23,175	23,175	-	-
Walcot Foundation	18,328	23,175	25,211	-	16,292
<i>Youth Development and Training:</i>					
BBC Children in Need	6,210	31,680	29,409	-	8,481
City West Homes	-	12,605	8,605	-	4,000
Evening Standard Dispossessed Fund	-	-	-	-	-
John Lyon's Charity	65,233	40,000	66,230	-	39,003
Westminster Amalgamated Charity	6,156	-	3,450	-	2,706
Other grants and donations < £5,001	15,190	16,107	11,287	-	20,010
<i>Community Development:</i>					
London Funders	-	10,565	10,565	-	-
Royal Borough of Kensington & Chelsea	-	25,005	12,313	-	12,692
Total restricted funds	<u>402,672</u>	<u>785,400</u>	<u>782,319</u>	<u>-</u>	<u>405,753</u>
UNRESTRICTED FUNDS					
General funds	135,274	278,846	221,911	(20,000)	172,209
Designated fund	-	-	-	20,000	20,000
Total unrestricted funds	<u>135,274</u>	<u>278,846</u>	<u>221,911</u>	<u>-</u>	<u>192,209</u>
Total funds	<u>537,946</u>	<u>1,064,246</u>	<u>1,004,230</u>	<u>-</u>	<u>597,962</u>

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13. MOVEMENT IN FUNDS (continued)

Description, nature and purpose of restricted funds:

Community Outreach: formerly Training, Employment and Health

Restricted funds received for this outreach work fund our 'Ventoring' project in different locations around London which is a support programme for NEET (not in education, employment or training) boys and young men aged 13 to 25. The project engages these young men through street work and partnerships with other agencies and supports them into training and/or education. The Transitions project funded by The Henry Smith Charity supports boys and their carers in Year 6, tracking them into Year 7 secondary schools working with those considered to be at risk of not having a smooth transition into secondary schools.

Fathers' Development

In Lewisham and Southwark we deliver a range of support services to all fathers, especially young fathers and those from disadvantaged backgrounds. The aim is to support fathers take an active part in their children's upbringing and development. We train and supports others, to develop 'father friendly' accessible services.

The work in Westminster developed and delivered a series of workshops titled 'Fathers for Futures'.

Boys' Development

Restricted funds received for our conflict work fund delivery of our conflict resolution programmes (now called Boys' Development Programme) to boys and young men at risk of school exclusion, criminal and/or antisocial behaviour and gang activity. This service is delivered often at transition between primary and secondary schools as well as to Year 8, 9 and 10 and mostly through schools. It aims to show boys and young men alternative communication strategies so that they do not use aggression to resolve conflict.

Youth Development and Training

We deliver an estate based youth programme through two youth clubs. The programme provides structured activities, one to one support and holiday activities, with the aim of providing a safe space for young people to increase their opportunities and life chances, as well as divert them where necessary away from criminal activity. The project also, where appropriate, supports the parents of the young people attending. Restricted funds received for Youth work contribute to various aspects of running the club.

Community Development

During the year we continued with a number of community development activities through a continuing secondment of our CEO to the Grenfell Response Unit, a Community Health and Wellbeing worker and consultation of Young Men in the Grenfell area.

In conjunction with our change in name we also worked to establish and promote a positive response to current questions around masculinity which was funded by our partnership with ARM Holdings and Axicom.

Staff and other core costs

The Tudor Trust and Esmée Fairbairn Foundation grants are restricted to the Chief Executive Officer's, Operations Director's, Operations Manager's and Finance Director's wages. The Garfield Weston grant is restricted to building capacity at Senior Management level over the 3 years from October 2017. The Westminster Foundation provide a grant towards the rent of our offices at 34, Grosvenor Gardens.

Balances carried forward on restricted funds represent unspent funding and grants received in advance to be spent on project work in the next year.

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13. MOVEMENT IN FUNDS (CONT/D)

Description, nature and purpose of unrestricted funds:

General funds: General fund represents funds available to spend at the discretion of the Trustees after allowing for all designated funds.

Designated funds: During 2018 the trustees established a designated development fund to support the core management team during a period of strategic development which was spent down during the year.

14. ANALYSIS OF FUND BALANCES BETWEEN NET ASSETS

	Unrestricted £	Designated £	Restricted £	Total £
Tangible fixed assets	-	-	-	-
Net current assets	218,283	-	331,667	549,950
	<u>218,283</u>	<u>-</u>	<u>331,667</u>	<u>549,950</u>

Analysis of fund balances between net assets for the previous year was as follows:

	Unrestricted £	Designated £	Restricted £	Total £
Tangible fixed assets	2,040	-	-	2,040
Net current assets	170,169	20,000	405,753	595,922
	<u>172,209</u>	<u>20,000</u>	<u>405,753</u>	<u>597,962</u>

15. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASHFLOW FROM OPERATING ACTIVITIES

	2019 £	2018 £
Net movement in funds	(48,012)	60,016
Add back depreciation	2,040	2,680
(Increase) / decrease in debtors	(27,466)	(78,432)
Increase / (decrease) in creditors	(88,725)	125,680
Net cash inflow from operating activities	<u>(162,163)</u>	<u>109,944</u>

16. OPERATING LEASE COMMITMENTS

The charity has operating lease commitments relating to its property rental as shown below.

	2019 £	2018 £
Rent		
Within 1 year	948	7,322
Within 2 - 5 years	13,444	-
	<u>14,392</u>	<u>7,322</u>

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17. DEFERRED INCOME

	2019	2018
	£	£
Balance as at 1st April	93,036	7,800
Amount released to income in the year	(61,610)	(7,800)
Amount deferred in the year	1,943	93,036
Balance as at 31st March	<u>33,369</u>	<u>93,036</u>

£3,369 of deferred income relates to payments in advance on contracts to deliver services in the following year (2108: £43,036), and £30,000 in relation to future periods of the grant received from Garfield Weston to be spread over the 3 year period starting from 1 October 2017 and ending in 30 September 2020 (2018: £50,000).

18. PENSION

The pension cost charge represents contributions payable by the charity to the fund and amounted to £15,785 (2018: £11,013). Contributions totalling £2,532 (2018: £2,465) were payable to the fund at the year end and are included in creditors.