



BLUEPRINT FOR ALL
(A company limited by guarantee)
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2023

Registered number: 05047204

Charity number: 1102267

www.blueprintforall.org



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@BlueprintforAll



Blueprint for All



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Reference and administrative details of the charity, its Trustees and advisers

Trustees	<p>Sir Keith Ajegbo, Chair Caroline Clark Andrea Gregory Christopher Jackson Paul Karakusevic Neil Pinder Fabrice Khullar (app. Sept 2022) Kevin Antao (app. Sept 2022) Mark Macleod (app. Sept 2022) Sarah Kemp (September 2022 - November 2022)</p>
Company Registration Number	05047204
Charity Registered Number	1102267
Registered Office	<p>39 Brookmill Road Deptford London SE8 4HU</p>
Company Secretary	Michael Stewart
Chief Executive Officer	Sonia Watson OBE, Hon.FRIBA, Hon.FRIAS
Auditor	<p>RPG Crouch Chapman LLP Chartered Accountants and Statutory Auditors 14-16 Dowgate Hill London EC4R 2SU</p>
Solicitor	<p>Bates Wells 10 Queen Street Place London EC4R 1BE</p>

Reference and administrative details of the charity, its Trustees and advisers

Investment Provider	Cazenove Capital 1 London Wall Place London EC2Y 5AU
Bank Provider	Lloyds Bank Plc 25 Gresham Street London EC2V 7HN Redwood Bank The Nexus Building Broadway Letchworth Garden City Hertfordshire SG6 3TA

Letter from the Chair of Trustees

Dear Supporter,

Thank you for continuing to demonstrate your commitment to inclusion by supporting us with your donations and by working with us to ensure an inclusive society.

With the unwavering support of every individual and organisation that supports us, we are determined to continue to work hard to eradicate inequality and disparity and to allow all young people, no matter their background, to thrive. Blueprint for All remains committed to our purpose and we are proud to evidence advancement towards achieving this goal. This year we would particularly like to thank Stephenson Harwood LLP for their support over many years, ensuring our contractual processes are second to none.

We provide support to individuals up to the age of 30, addressing the various challenges they encounter during different stages of their career journey. Through workshops, bursaries, career opportunities, and exclusive events we actively tackle the systemic barriers in place that impact people's ability to thrive. Whether young individuals aspire to pursue a career in the creative arts, financial sector, entrepreneurial ventures, or any other domain, our mission is to offer guidance and showcase the multitude of pathways to success that exist

Earlier this year, we took an enormous step forward to creating a more equitable society through our digital transformation project. Our digital platform, 'My Blueprint for All', connects talented and ambitious young people from diverse, under-represented backgrounds with opportunities with employers and in industries that would normally be out of their reach. Our platform is ground-breaking and will be a vital tool for helping young people across the country, as well as employers, create a society where everyone is equipped with the tools to build a career. Thank you to Deloitte Digital for building our platform which was recently honoured with the prestigious 'Charity Times Digital Transformation of the Year' award!



I am also delighted to announce we were winners, for outstanding achievement, of the equally prestigious 'Acquisition International Non-profit Organisation Award: Most Inspirational Youth Education Charity 2023'. These awards symbolise our commitment to positive change. We are now more determined than ever to continue empowering young people and communities.

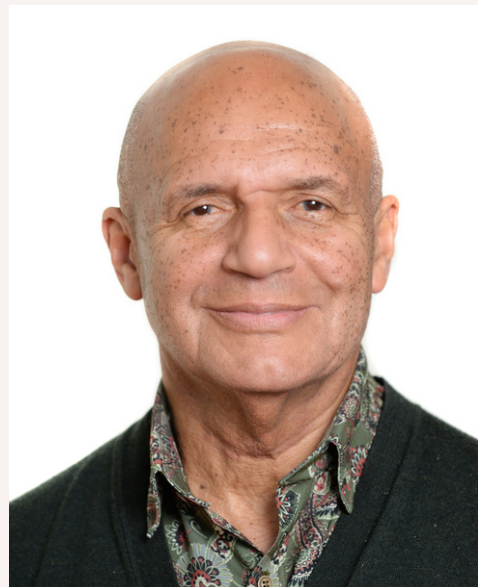
I would like to welcome our newer Trustees Kevin Antao, Fabrice Khullar, Mark Macleod to our Board of Trustees and to thank all the board who continue to provide governance and strategic direction that without doubt ensures Blueprint for All continues to develop into a national charity with outcomes which speak for themselves.

My final thanks go to Sonia Watson, our CEO, and all the team at Blueprint for All for their continued hard work, enthusiasm and dedication to the cause. They are the people making the difference.

K. O. Ajegbo

Best wishes,

Sir Keith Ajegbo
Chair of the Trustees



About Blueprint for All

We work with young people, communities, and organisations to create an inclusive society in which everyone, regardless of race, ethnicity or background is provided with tangible opportunities to thrive.

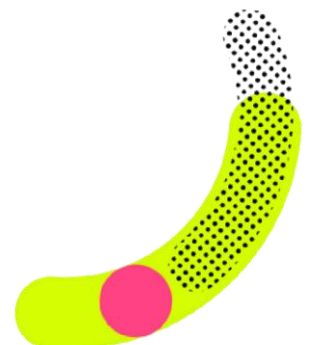
Every person, regardless of their background, has the opportunity and support to flourish in a society that recognises and values them.

Talent is everywhere, opportunity is not.

We believe in a future where talent is respected and nurtured irrespective of where it comes from, where organisations recognise and realise the benefits of a diverse workforce and where our communities can come together and thrive. This is our blueprint to set the foundations for a more inclusive society to grow.

Our high impact programmes work with young people and communities, giving them the best possible chance of making a difference in the world whilst driving systemic change in organisations and society.

We work across the UK to drive sustainability into community groups enabling them to support the demographic we serve. Finally, we drive systemic change by offering bespoke consulting services designed to challenge those organisations committed to creating an inclusive workplace culture.



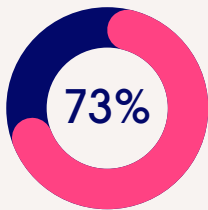
WHY WE MATTER

Young people who have experienced disadvantages are considering **dropping out of education** at over twice the rate of those from advantaged backgrounds due to the strain on their finances caused by the pandemic.

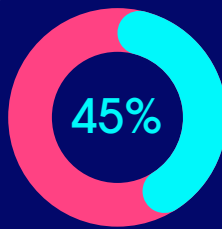
11%

24%

In 2022, the ethnicity pay gap in the UK showed that, on average, those from diverse heritage backgrounds earned **5.7% less** than their white counterparts.



73% of young people from vulnerable socio-economic backgrounds have taken on work to supplement their student loan.

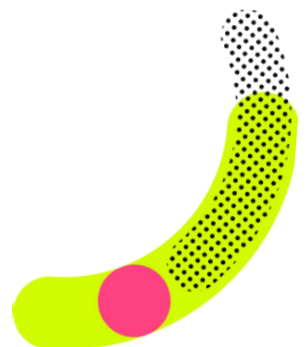


45% of students from vulnerable socio-economic backgrounds have **abandoned plans** for a professional career because of factors related to the pandemic.

Unemployment has increased by 21,000 for those from a diverse ethnic heritage...

...whilst it has decreased by 108,000 for people from a white ethnic background.

Job applicants of a diverse ethnic heritage have to send **60% more applications** to get the same interest as majority groups.



Our Strategy

Aligned to our vision and mission are our six strategic themes. These themes provide structure and clarity and will encourage us all to focus on what we need to do and how we will do it.

- 1. Support higher numbers of under-represented and disadvantaged young people.** We will work with young people from disadvantaged and under-represented backgrounds, aged 13 to 30 to inspire and enable them to succeed in their choice of education and career.
- 2. Strengthen and empower community groups.** We will enable community groups, facilitating their development into sustainable and thriving organisations. Being able to support, within their communities, disadvantaged and under-represented young people.
- 3. Influence societal change and social policy.** We will challenge organisations to create more inclusive cultures, through the way they work and the services they provide, to achieve lasting social impact. We will seek to influence policy makers to enable systemic change.
- 4. Establish national reach for our programmes and our purpose.** We will deliver our programmes across the four UK Nations by designing locally relevant content to support under-represented and disadvantaged young people. Blueprint for All will become known, across the UK, as a result of its reach and impact.
- 5. Develop sustainable relationships with sponsors and partners.** We will nurture viable and engaging relationships with all of our sponsors and partners, prioritising those who share our mission and are committed to implementing holistic change within their organisations.
- 6. Challenge ourselves to be the best charity that we can be.** We will adhere to good governance practices and organise ourselves and the way we work to demonstrate best in class operating disciplines and outcomes. We will develop our internal capability and increase resource capacity.

Our Values

- ➔ We hold ourselves to high account - acting with bravery, honesty and integrity.
- ➔ We foster a culture of mutual respect, where difference is valued and people feel empowered.
- ➔ We are passionate about what we do and have the courage to challenge with positive intent.
- ➔ We build rich collaborative relationships to enable long-lasting change.
- ➔ We show unwavering determination to make inclusion outcomes a reality.

'I truly mean it when I say it's thanks to you all - as I definitely wouldn't have heard about [the job opportunity] without you reaching out'.



Our Programmes

Blueprint for All provides 10 programmes under 3 strands: Building Careers, Supporting Communities, Enriching Society. Our national programmes maximise positive impact and create change for local people, especially those from diverse and challenging socio-economic backgrounds. We partner with schools, universities, community groups, and employers to help young people aged 10-30 from disadvantaged backgrounds pursue their desired careers. From career advice to developing critical foundations for success, we nurture and support young people on their journey to a fulfilling career.

Our Approach:

Equipping young people to succeed by:

1. Knowing their career options & understanding the pathways into the career of their choice
2. Support to gain the skills & qualifications they need to reach their potential.
3. Support through the early stages of their career
4. Access to careers' advice, opportunities and resources via My Blueprint for All.
5. Creating direct access to career industries and pathways.

Enabling communities to thrive by addressing the specific challenges within their community by:

- Funding, signposting and resources
- Skills and capacity building (including leadership coaching)
- A strong voice in local decision-making.

Ensuring organisations build diversity in their workforce and business practices

- Through our Consultancy, we offer a bespoke combination of consultancy, training, coaching and workshops to help businesses, leadership and employees create purposeful change within their organisation.

OUR IMPACT

In the last year:

- We have engaged with 3752 young people across our Programmes.
- We have increased bursaries by 100% since 2020 year on year, providing financial support to fund young adults higher education (take a look at our 2020/21 bursary awardees [here](#)).
- We are working with young adults in all careers across the UK. The careers content on our Digital platform has been viewed 2,000 times since we 'soft-launched' in March 2023.
- We have engaged face to face with 500 new participants on our school careers' programme and our resources have been shared with over 2,000 new young people.
- We have engaged with 149 new community groups. We plan to increase our presence across all regions of the UK by replicating our Community Leadership Academy Network in every region where our evidence shows the need is the greatest.

Check out our latest case study below, from an awardee and participant of Blueprint for All's programmes:



Our Research

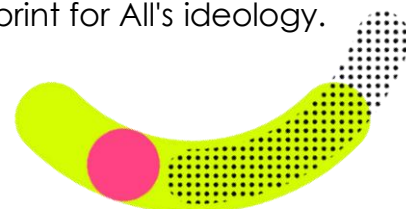
As part of Blueprint for All's ongoing mission to spotlight diversity, we commissioned a series of original research reports with over 500 young people to get to not only understand how the Covid-19 pandemic impacted their path to higher education/professional careers, but to hear directly from the people we support to better understand their perspective.

In our Life Chances survey, Blueprint for All uncovered stark findings that revealed that young people who've encountered cultural disadvantages in their life were disproportionately affected by the pandemic. We found that:

- 73% of young people from vulnerable socio-economic backgrounds have had to take on a job/work to supplement their student loan, which is a key barrier to staying in education.
- 45% of students from vulnerable socio-economic backgrounds agree that they have abandoned their plans for a professional career because of factors related to the pandemic.
- 64% of young people surveyed have had to take on additional work to supplement their student loan, with a far higher percentage (73%) of young people from a disadvantaged background compared to those from a non-disadvantaged background (39%).

These alarming statistics underscore the importance of supporting individuals from disadvantaged backgrounds, whether through financial aid via our Deloitte Bursary programme or career assistance provided through initiatives like Building Futures or our Pathways to Professions programmes.

Our Terminology Report provided insight into young people's preferred language to describe themselves in public discourse; to understand how cultural and racial descriptors are used to provide a positive or negative perception. The results were illuminating, revealing that the widely used term 'BAME' is not an inclusive acronym. Instead, the phrase 'people of diverse ethnic heritage' emerged as the most favoured descriptor for discussing ethnicity and identity. This focus on inclusivity and elevating diverse voices is central to Blueprint for All's ideology.



MY BLUEPRINT FOR ALL

Our new platform can be found [here](#). Blueprint for All's digital transformation is helping the charity to become an online pioneer. Our work to create the online platform My Blueprint for All is transforming how we support young people. It will allow us to extrapolate our reach and transform lives as well as accelerating diversity within a whole range of industries.

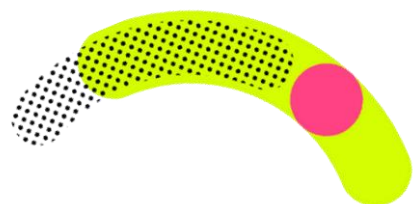
With digital investment and the capacity of our delivery team strengthened, we believe the Platform will go on to reach 10,000+ young people, alongside the indirect benefit that comes from the wider network of programmes, resources and support offered by Blueprint for All and our range of partners.

Early Impact of My Blueprint for All

- ➡ 80% of users are from a Diverse Ethnic Heritage.
- ➡ 65% of users stated that their awareness of professional options has improved.
- ➡ We have a customer satisfaction score of 4.2 out of 5; and a returning visitor rate of 54%.

Our digital transformation has created something unique: until now there is not one careers platform that exists that has all the support a young person of diverse ethnic heritage would need. When this is considered in line with an increasingly challenging socio-economic environment whereby people of diverse heritage are twice as likely to experience deep poverty, our work has never been more needed.

'I would like to express my gratitude to the entire team for organising such a wonderful program and conducting an exceptional mock interview session'



OUR CONSULTANCY

Our consultancy offers a bespoke suite of inclusion solutions to help businesses, leadership and employees create purposeful change within their organisation; enabling us to help transform workplaces around the UK to become places where our participants can thrive.

YOUR SPACE

We will continue to maximise the use of our co-working space and will be increasing the capacity of both tenants and co-workers next year. The event space continues to be popular with the local community and we will continue to market its availability as a resource.

"The whole programme was so eye-opening, so informative, amazing, 100% would recommend it"



Trustees' report

Trustees' report for the year ended 31st March 2023

The Trustees present their annual report, together with the financial statements, for Blueprint for All for the year 1st April 2022 - 31st March 2023. The annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Governing document

The organisation is a charitable company limited by guarantee. The company was incorporated on 17th February 2004. On 1st April 2004, the company took on the activities of the Charitable Trust of the same name whose charity number was 1070860. The company was set up under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The Charity's results for the year are set out in the Statement of Financial Activities.

The Trustees have considered the Charity Commission's general guidance on public benefit in relation to the objectives of the Charity, including the guidance 'Public benefit: running a charity (PB2)'. This report sets out those objectives and describes how they have been met in the current year.

Recruitment and appointment of Board of Trustees

The directors of the company are also charity Trustees for the purposes of charity law and under the Company's Articles are known as members of the Board of Trustees. Under the requirements of the Articles of Association one-third of trustees must retire by rotation at the annual general meeting and, being eligible, offer themselves for re- election.

Blueprint for All's work focuses on equality and diversity, access to education and learning and career opportunities. The Board of Trustees seeks to ensure that this focus is appropriately reflected through the diversity of Blueprint for All body. To enhance the potential pool of Trustees, maintain a broad skill mix and in the event of skills being lost due to retirements, the charity has approached individuals to offer themselves for election to the Board of Trustees.

The existing Board of Trustees is drawn from a mix of professionals and educators. They recognise the need to refresh the Board to incorporate the skills and competencies necessary to move the Board forward.

The Secretary also sits on the Board but has no voting rights. A scheme of delegation is in place and day-to-day responsibility for the provision of the services and operational management rest with the Chief Executive Officer.

Trustee induction and training

The Trustees are appointed in accordance with the Articles of Association of the company, being by election at annual general meeting by members. The company was not under the control of any one person or corporation. Most Trustees are already familiar with the work of the Charity and their training involves briefings on their duties and liabilities from professional advisors and Board of Trustees workshops/away-days focusing on policy development and governance.

Trustee Induction:

- Blueprint for All Memorandum and Articles of Association
- Business plan

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- The latest published annual report and accounts
- Financial projections and budgets
- Project and programme plans and publications
- Trustee details and staff structure
- The Essential Trustee: What you need to know (Charity Commission)
- Minutes and reports submitted to previous meetings of the Board of Trustees

Key management remuneration

The Trustees convene an annual remuneration sub-committee who determine the salary increases (if appropriate) for senior members of staff.

Financial Results

During the year, the group had incoming resources of £2,644,583 (2022: £2,764,855), of which £1,288,579 (2022: £619,345) represented restricted income and the remainder being unrestricted.

Total expenditure amounted to £1,950,892 (2022: £1,611,656), with £1,094,140 (2022: £655,051) representing restricted expenditure and the remainder being unrestricted.

This resulted in net restricted income, after fund transfers of £75,688 (2022: £20,200), of £270,127 (2022: net restricted expenditure of £15,506).

Net unrestricted income, after fund transfers, is £423,564 (2022: £1,168,705).

Total restricted funds carried forward at the year end amounted to £1,979,370 (2022: £1,709,243) and net unrestricted funds carried forward amounts to £7,168,605 (2022: £6,745,041).

Reserves policy

The Trustees look at the high level financial projections over a 10 year planning horizon, based upon the charity's strategy, to build our Reserves Strategy Model. The Trustees have set a level equivalent to 12 months of operating costs for the organisation as a minimum level of reserves that must be maintained at all times. Currently, the charity holds surplus reserves i.e. actual free reserves are significantly in excess of this minimum level. By the later years in the 10 year model the actual reserves are projected to be more modestly in

excess of the minimum.

The Trustees have then reviewed expected drawdowns of the surplus free reserves over the next 10 years, caused by running annual deficits. In the earlier years of this planning horizon the charity is continuing the development and running of 'My Blueprint for All' and for the expansion of our current programmes. It is not expected that these planned commitments can be met by anticipated future income alone, and so deficits are projected. In the later years of the planning horizon, it is anticipated that as the charity matures further its income growth will be sufficient such that general costs can be covered, and so annual surpluses are projected.

After making appropriate enquiries with management, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Investment Policy

The Trustees have agreed a framework for the ongoing management of the charity's investments. The framework seeks to earn a competitive financial return on the charity's investments, whilst also addressing:

- concentration risk, so that reserves are held across more than a single counterparty
- credit risk, so reserves are not placed at high risk counterparties
- liquidity risk, so that sufficient reserves can be accessed when they are expected to be required

Cash is held at Lloyds Bank for day-to-day working capital requirements. The charity also holds cash at Flagstone, which is a platform widely used across the charity sector offering access to a range of underlying bank deposit accounts.

The charity's Reserves Strategy Model shows that in the next 10 years, reserves are not expected to be below £2m. Therefore the charity is moving towards the placement of up to £2m level in the Sustainable Multi-Asset Fund managed by Cazenove, to manage this portion of the overall reserves over a longer time horizon. The fund is a multi asset fund with investments across a range of equities, bonds, and infrastructure assets.

Principal Risks and Uncertainties

The charity has developed an extensive Risk Register, which the leadership team use to record and monitor risks, and to develop action plans for the management of these risks where necessary. Trustees are alerted to any risks which are reportable and mitigating actions planned or implemented. The Trustees review the register each year, as part of their oversight of the charity's governance, to ensure appropriate attention is being devoted to the principal risks.

The principal risks identified in the register are: Sustainability of funding pipeline and Employee recruitment and retention

Key performance indicators

Blueprint for All adheres to key performance and outcome indicators set out by funders and contained within signed funding agreement.

Risk management

The Trustees consider risks to which the Charity Trust is exposed at Quarterly Board Meetings.

Statement of the Trustees responsibilities

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees 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 Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles of the Charities SORP (FRS 102)
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

Auditor

The auditor, RPG Crouch Chapman LLP, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by order of the members of the Board of Trustees on 30th November 2023 and signed on their behalf by:

K.O. Ajegbo

Sir Keith Ajegbo

Chair of the Trustees