

**UK Youth Annual Report and
Financial Statements 2024/25**
(Year Ended 31 March 2025)

UK YOUTH

Company number 05402004 | Charity number 1110590

A close-up, profile view of a woman with voluminous, curly brown hair and clear-rimmed glasses. She is looking upwards and to the right with a thoughtful expression. She is wearing a bright red, textured top. The background is blurred, showing hints of green and blue. The text 'WIK YOUTH' is overlaid in white, bold, sans-serif font across the middle of the image.

WIK YOUTH



The trustees, the directors for company law, present their annual report, together with the audited financial statements for UK Youth, for the year ended 31 March 2025.

UK Youth's reference and information details, including key organisational and legal information that verify our legitimacy and governance, are provided throughout this report. Essential operational contacts, including our Charity and Company registration numbers, registered address, auditors, bankers, and website details, can be found on page 46 of this report, for easy reference.

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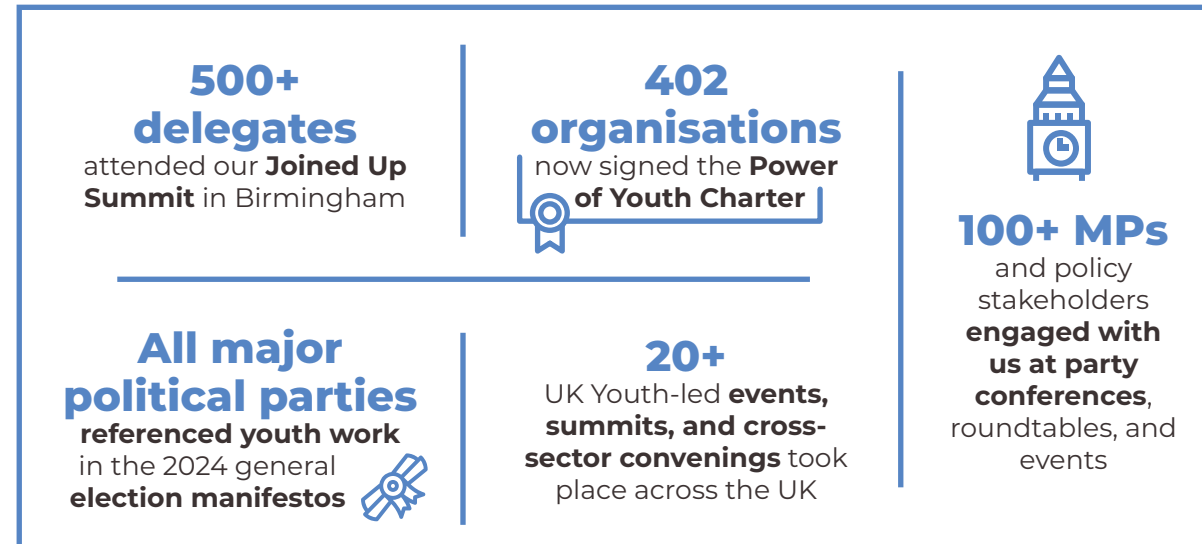
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Our 2024/25 in numbers

These figures showcase the scale and diversity of our work - from policy influence to direct youth engagement - with selected highlights from the 2024/25 period.



Our investment in youth work



Our coalitions

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The 2024/25
**Adventures Away
from Home (AAfH)**
programme...

Reached over
9,750 
young people

Involved **500**
youth groups

Delivered through
**69 Outdoor
Learning Providers**
across England

155,017+
**young people were
supported** through
programmes,
grants, and our
outdoor learning
centre **Avon Tyrrell**

AAfH group leaders
observed **improved
socio-emotional skills** in
 **91% of
young people**

400+ 
**young people at
risk of violence took
part** in paid summer
employment through
our new **Summer Jobs
programme**

95%
of **Summer Jobs
participants** reported
increased confidence
and **workplace
readiness**  

**Our work with
young people**

9,768 organisations

are part of our **UK Youth
network**; the highest
concentrations of network
organisations are in the
North West, Yorkshire and
Humber, West Midlands,
and Greater London



36%
of network
organisations
are in
the most
**deprived
areas**

+98 
**Net Promoter
Score**
from grantees reflects
the **strong approval
of our Cost of Living
Fund** in its 2nd year

Our network



"UK Youth show best practice in youth work and is at the forefront of new ways of working with young people. They prioritise excellent staff training and development opportunities. They prioritise the voice of young people." - A grantee

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The context of our work

**Almost 1,000,000
young people**



are not in education, employment, or
training – **up 250,000 in the last three years**

**3 in 10
children**



in the UK are growing
up in **poverty**

The number of paid
youth workers has
**declined by
a third**

136,000

16 to 24-year-olds
are **homeless**



The number of
young people
with **mental
health
problems** has
**doubled in a
decade**

Reducing local
youth provision is
associated with
a rise in crime, 
violent crime
and anti-social
behaviour



Closing youth centres

in a local area is **linked with reduced
educational results** – a GCSE grade lower for
young people in deprived areas

And yet...



**Youth work
is proven to have
positive outcomes**

for young people, delivering
**immediate benefits such as
improved physical health, wellbeing,
and educational outcomes**, and
lasting impact that **supports their
future development**



**Young people
supported by youth
work are happier,**

healthier, and wealthier as adults,
compared with other young people
from the same background



"Together we'll ignite the change."
Harrison, 16, #iWill Ambassador

Statement from our CEO and Chair

Written by Interim CEO Vicky Browning and Chair of Trustees David Thomlinson, reflecting the 2024/25 financial year.

This past year has demanded courage, creativity, and resilience from young people. They have faced extraordinary challenges. The world they are growing up in is profoundly disrupted by political instability, economic uncertainty, deepening social divides, and the steady erosion of the services designed to support them. These forces haven't just made life more challenging to cope with, they've made it harder for them to hope...

**402
organisations**
signed the **Power of
Youth Charter**

£7,000,000+
 **distributed**
in grants

9,768 orgs
are part of our **UK
Youth network**

500+
delegates
attended our **Joined Up
Summit** in Birmingham

Yet, across the UK, young people continue to impress us with their ideas, ambition, and their drive to build something better. This is the power and potential of youth. And this is the transformative role of youth work: to recognise that power, nurture it, and help it thrive.

During the summer of 2024, the UK witnessed a wave of race-related unrest that shocked communities across the country. Youth workers were on the front lines. They were keeping young people safe, countering misinformation, providing positive alternatives, and beginning the long, often invisible work of rebuilding trust and connection within communities.

This is just one example of why we at UK Youth have remained steadfast in our Unlocking Youth Work strategy (2020-2025) and in our mission to unlock youth work for all. In a year defined by volatility, our values – inclusivity, curiosity, courage, community, and excellence – have guided our every decision.

We are proud of our achievements. We've stood alongside youth workers and organisations nationwide, amplifying the voices of young people and championing their leadership.

We've reached more than 680,000 young people over the past five years through our programmes, grants, and our sector-leading outdoor learning centre.

Our role as a national convener has grown, exemplified by the Joined Up Summit in November 2024, where more than 500 young people and cross-sector leaders came together to shape the future of youth support.

We have connected young people with decision-makers to envisage and build a more equitable future through [Hope Hacks](#), No 10 roundtables, the #iWill Movement, and our [Business Leaders for Youth Network](#).

Internally, we've continued to strengthen our foundations, improving governance, investing in staff development, and sharpening our financial strategy to secure the long-term health of our organisation.

We're especially proud of our work bringing new investment into the youth sector. The UK Youth Fund, delivered in partnership with the Pears Foundation and other funders, has now distributed over £7m in unrestricted funding to 212 youth organisations, reaching more than 100,000 young people. At a time when many

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organisations face the threat of closure, this funding has truly been a lifeline.

Our partnership with Primark extended grants to youth organisations from Glasgow to Brighton, Swansea to Whitton. Our new collaboration with nexfibre is helping bridge the digital divide by bringing vital high-speed internet connectivity and support to grassroots youth spaces. Access to grants and expert guidance, provided by Osborne Clarke, is helping youth organisations harness the power of digital technologies.

Our pioneering research continues to build the evidence base for youth work, demonstrating its life-changing impact on education, mental health, employment, violence prevention, and other areas of young people's lives.

Our commitment to outdoor learning through our Avon Tyrrell Outdoor Centre social enterprise represents a strategic investment in nurturing a generation of healthier, more resilient, and environmentally conscious citizens. Through programmes including Summer Jobs, Adventures Away from Home, and Building Aspirations, we show that youth work doesn't just respond to crises – it creates opportunity, fosters belonging, and lays the foundations for lifelong success.

None of this would be possible without our people. We are deeply grateful to our staff and trustees, our network

of over 9,000 youth organisations, and our partners, for their belief, energy, and resilience. We are also thankful to our former CEO, Ndidi Okezie OBE, who left the organisation at the end of 2024. Her vision for systems change and cross-sector collaboration left a lasting legacy.

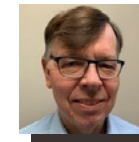
As we look ahead, the need for our work has never been greater – but neither have the opportunities we face. We were excited to welcome our new permanent CEO in September of 2025, and a new National Youth Strategy is on the horizon. This is a moment for courage, connection, and bold, sustained investment in the people and places that help young people thrive.

The work is far from over, but with unwavering belief in young people and each other, we are building a future where access to high-quality youth work is not the exception but the expectation.

As we close this reporting year, we also mark a moment of leadership transition at UK Youth.



Vicky
Vicky Browning
Interim CEO
during 2024/25



David
David Thomlinson
Chair of Trustees
during 2024/25

Our public benefit and charitable objects

As part of our commitment to transparency and accountability, this annual report includes a detailed statement on UK Youth's [public benefit](#) and [charitable objects](#). Under the Charities Act, we ensure that all of our activities align with our mission to empower young people. We continually assess our impact to guarantee that we are delivering meaningful benefits to the public. Our work supports the advancement of education, promotes physical and mental well-being, and creates opportunities for young people to thrive across the UK.

A message of gratitude and transition



Rosie Ferguson, OBE

This Annual Report marks both the conclusion of the 2024/25 financial year and a period of significant leadership transition for UK Youth. We are welcoming Rosie Ferguson, who began her role as Chief Executive on 1 September 2025, and Matt Price, our new Chair of Trustees. Rosie brings a wealth of leadership experience across the youth and charity sectors, as well as a deep commitment to social justice. Matt, who has served on the UK Youth Board since 2016, has both strong governance experience and a deep understanding of our mission.

As we highlighted in last year's report, we owe sincere thanks to Ndidi Okezie OBE, who resigned in December 2024, for her five years of dedicated service. We extend our heartfelt gratitude to Vicky Browning, who served as Interim CEO with clarity, compassion, and purpose, during a period of significant change.

We also want to pay special tribute to David Thomlinson, who concluded his term as Chair in June 2025. David's leadership of UK Youth over the past five years has been marked by vision, steady guidance, and a deep commitment to the organisation's mission. He steered the charity through a time of growth and

challenge, championed the voice of young people at every level, and strengthened our governance and strategic direction. His legacy is evident in the stronger, more resilient organisation we are today, and we are immensely grateful for his dedication and service.

This period of change across our trustee board and senior leadership team is now complete. With Rosie and Matt in place, alongside a strengthened senior leadership team, UK Youth is entering a period of stability and renewed focus. We are confident that this strong leadership foundation will enable us to deliver lasting impact for young people in the years ahead.

We involved some of our brilliant young people in the CEO selection process. This is what they said...



"It was so amazing to be part of the selection but I was actually grateful for the opportunity. The thought of it was terrifying, but I really enjoyed doing it, connecting with the candidates and hearing more about their work."

Gemma, 17, #iWill Ambassador



"People talked about the youth sector in such an inspiring way, with so much hope. I left each of the interviews smiling. I'm generally quite susceptible to the pessimism that exists within the world, and to be part of this process was exactly what I needed."

Finlay, 19, #iWill Ambassador

A message from Troy, #iWill Ambassador



**Troy, 22,
#iWill
Ambassador**



I became involved with UK Youth because I was so passionate about making a difference. I wanted to show other young people that we can use social action to make real change in our communities and the wider world.

Being an #iWill Ambassador is about showcasing young people's voices: showing that young people are leaders; we are change makers; and we inspire other young people to come with us on this journey.

Before this, I felt like the outsider looking in. I'm autistic and I have a learning disability, and I felt like I wasn't good enough. When professionals didn't listen to me – when they wrote things down and didn't act on them – I didn't feel heard or valued. It was as if I didn't matter. I've had to prove myself and show professionals and other people that I can be an advocate.

#iWill is home to me. It allows me to be open about what I feel. I've learnt to believe in myself. I talk to other young people, I hear their stories, and I share mine, and it makes me feel like I'm not alone in this. We're all in it together.

Now I can go to events, be heard and make a difference, and speak to other young people out there who are making changes themselves. We work with amazing staff who go above and beyond to help us. It's an honour to be part of such a big movement, having such an impact.

A group of us went to a meeting at the House of Commons with #iWill, and that really empowered us. It made us all feel like we are leaders: leaders of now and our generation because we've lived through the experiences we've had. I'm able to make my points and I can make sure that everyone in the room is engaged and taking on board what I'm saying and others in the room are saying.

#iWill has helped me mould my voice, advocating for young people with disabilities. For me, what I am doing is about every other person who has Special Educational Needs and Disabilities (SEND), who wants to fit in and make a difference but doesn't know how. I'm showing them how to have a voice and create their own opportunities to have a seat at the table. I want them to feel like they are going to be heard. I want to help create a platform for them to be who they want to be and know that their voice matters.

Times were hard for me when I didn't feel valued. My school didn't understand my disability. I asked my mum once, 'Why am I different?' I felt forgotten.

Now I know I'm different, but I embrace that. My disability is my power. Just because I have a disability doesn't mean I can't do things other young people can. That is my message and #iWill helps me spread it to others.



Our vision, values and what we do

Our vision

All young people are equipped to thrive and are empowered to contribute at every stage of their lives.

Our values



Inclusivity

We work to foster a respectful understanding of the diverse experiences of different communities.



Courage

We drive positive change: challenging the status quo, taking risks and providing support to fail and grow.



Curiosity

We seek to learn and communicate with an open mind, building our knowledge and understanding, and finding better ways to achieve our goals.



Community

We strive to connect with all who share our vision, ensuring they are valued, respected, and empowered.



Excellence

We deliver high-quality work that consistently prioritises the needs of young people.

Our definition of youth work

Youth work is an educational process in which trusted adults support young people's personal, social, and skills development in various settings. It helps them explore their values, build confidence, develop practical skills, and find their voice and place in society. At its core, youth work prioritises young people, empowering them to overcome challenges and reach their full potential. *(Based on the 2020 National Youth Work Curriculum)*

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Our work

As a UK-wide infrastructure charity, we build coalitions to champion and deliver practical youth work and create programmes that support young people.

Grants and support: We provide grants and organisational support to make youth work more accessible and sustainable, increasing its impact.

Targeted programmes: We design and test youth work programmes to address urgent needs including mental health challenges, capacity to gain employment, and social action. These enable us to build evidence about the role of youth work in tackling the issues young people face.

Outdoor learning delivery: Our Avon Tyrrell Outdoor Centre uses its many decades of outdoor learning experience to help young people learn vital life skills.

Partnerships: We collaborate with organisations across government, education, health, business and other sectors to promote understanding of youth work and encourage meaningful youth involvement and cross-sector collaboration. We actively participate in the Five Nations Network, encompassing England, Ireland, Northern Ireland, Scotland and Wales, to foster co-operation, share best practices, and strengthen the capacity of youth work services.

Capacity building: We work with our network of thousands of organisations to increase their connections, confidence and capacity to change lives.

Research: We gather evidence to prove and improve the impact of youth work.

Advocacy: We advocate for youth work locally and nationally, ensuring policymakers recognise and invest in this life-changing sector.

Our social enterprise

Avon Tyrrell is our flagship outdoor learning centre, dedicated to the holistic development of young people and located in the heart of the New Forest National Park. The site has breathtaking surroundings and a variety of accommodation, including a Grade I listed manor house, self-catering lodges, and camping areas. The centre provides outdoor learning in a natural environment designed to enhance young people's personal, social, and educational growth, improve their health, wellbeing, and physical literacy, and foster environmental awareness.



“My biggest challenge is believing in myself and having confidence, but this has improved, and I overcame this with different activities and having supporting friends. The trip has been spectacular.” Student visiting from St Joseph's Primary School (Christchurch, Dorset)



“I loved the activities! I conquered my fear in climbing and I learnt a lot about trees in Shelter Building. The food was amazing, the lodge was so cosy, and I loved sharing it with my friends.” Student visiting from St Joseph's Primary School (Christchurch, Dorset)

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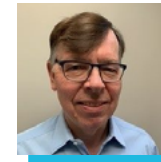
Key personnel



**HRH
The Princess Royal**
Patron



**Nigel
Mansell CBE**
Honorary President



**David
Thomlinson**
Chair of Trustees
Retired, June 2025

Replaced by **Matt Price**,
July 2025



**Vicky
Browning**
Interim Chief Executive
Succeeded **Ndidi Okezie OBE**, who led
UK Youth until December 2024

Replaced by **Rosie Ferguson OBE**,
September 2025.

Trustees

People Committee



**Matt
Price**
Vice-chair
Succeeded **David Thomlinson**
as Chair in July 2025



**Nneka
Orji**



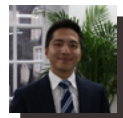
**Ben
Jessup**
Retired, March 2025

Co-opted member

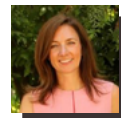


**Gillian
Budd**
Appointed June 2024

Finance, Risk and Audit Committee



**Daniel
Chan MBE**
Honorary Treasurer,
Chair
Retired, April 2025



**Anna
Hope**
Succeeded **Daniel Chan** as
Honorary Treasurer in May 2025



**Aaron
D'Souza**
Retired, February 2025



**Gabrielle
Mathews**

Co-opted member



**Colin
Jones**
Appointed June 2024

Succeeded **Daniel Chan** as
Committee Chair in May 2025

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Impact and Delivery Committee



**Jolanta
Lasota**
Chair



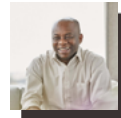
**Iain
McDougall**



**Godfrey
Atuahene
Junior**
Retired, September 2025



**Jodie
Lloyd-Jones**



**Obum
Ekeke OBE**
Retired, June 2025



**Jon
Yates**

Senior Leadership Team



**Kayleigh
Wainwright**
Director of Youth
Services and
Innovation



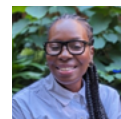
Jacob Diggle
Chief Impact
Officer



Thora Eberts
Director of
Network Delivery



David Watts
Director of
Outdoor Learning



Oby Bamidele
Interim Chief
Operating Officer
Resigned, June 2025



Kerry Reid
Director of Income
Generation
and Strategic
Communications
Resigned, February 2025



Pervez Akhtar
Director of Finance
and Operations
Joined, September 2025



Jane Gould
Assistant Director
of People
Joined, September 2025

Our 2020-2025 strategy: unlocking youth work

Today's young people are growing up in an increasingly challenging world, with severe pressures on their employment prospects, mental health, and even their physical safety.

Youth work is essential in helping them to navigate these difficulties and build the skills they need to thrive. However, inequalities of access mean that millions of young people in the UK are unable to benefit from this life-changing support. Despite its many benefits, government funding for youth work in England has reduced by 73% over the past 15 years (YMCA, 2025).

The four major challenges facing youth work today are:



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Our 2020-2025 strategy focuses on championing youth work and scaling up practical solutions for a generation. These goals are vital as a result of chronic underinvestment in youth provision in recent years, the long-term impact of the coronavirus pandemic, and inadequate communication and collaboration across sectors and professions.

Young people are always at the heart of our strategy. We involve them in every aspect of our work, including programme design, research, policy and influence, and strategic development.

This annual report details how we currently are addressing our four strategic challenges. To do this, we focus on five areas: employability, mental health, social action, physical literacy, and outdoor learning; places where we can meet the greatest need and have the most significant impact.

We want young people to find ways to transform their own lives and the communities around them. By fostering collaboration among professionals and those in authority, we can build the pathways young people need to flourish and grow.

For each of the four challenges facing youth work, UK Youth have a clear response from 2020-2025.



Our 5 priority areas

We deliver these responses through five priority areas, so we can meet the greatest need and have the most significant impact:



Strategic challenge 1: tackling the lack of investment in youth work

UK Youth continued to make the case for investment in preventative youth services through robust evidence, policy engagement, and strategic partnerships.

This year, in partnership with the Institute for Government, we published landmark research on youth provision and life outcomes. The landmark report, [Youth work and Prevention](#), showed that the UK has a clear opportunity to tackle problems before they become crises – easing pressure on prisons, hospitals, and overstretched youth services, while building a stronger future for young people and communities.

The message in the report was clear. Without urgent investment in prevention, the alternatives are stark: higher taxes, rising debt, or declining standards in essential services.

Our case was reinforced through an evidence review, expert interviews, and a high-level roundtable with senior policymakers. The findings demonstrated consistently that services such as youth work, public health programmes and Sure Start centres delivered better outcomes and significant long-term savings.

Yet preventative provision has not been prioritised. Between 2009 and 2023, local authority spending on youth clubs and children's centres fell by more than three-quarters, while crisis spending on safeguarding and looked-after children rose by over half.

Our report is already starting to shape national policy conversations. It has set out a practical five-step plan for the government to adopt, offering a credible, costed programme to shift the system from crisis response to prevention-first.



“This report sets out a clear roadmap ... to transform millions of lives and save billions of pounds. The rapidly rising needs of young people are not inevitable. Now we need policymakers to play their part and make the long-term commitment required.

We cannot afford not to invest in preventative services, such as youth work.”

Jacob Diggle, Chief Impact Officer, UK Youth

Funding with Impact

Through our grants, we distributed vital funding to youth organisations nationwide, helping them to survive, adapt, and continue delivering in a highly challenging economic climate.

This investment provided:

- ✓ Financial lifelines: keeping doors open and services running.
- ✓ Operational resilience: enabling organisations to adapt to new pressures and demands.
- ✓ Direct support for young people: giving thousands access to safe spaces, opportunities, and trusted relationships.

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Working with corporate and philanthropic partners, we also backed:

- ✔ Local innovation in youth work practice.
- ✔ Infrastructure improvements and greater digital inclusion.
- ✔ Leadership development for staff and volunteers.
- ✔ Community-led programmes in mental health, employability, social action, and outdoor learning.

Together, these investments ensured that youth organisations across the UK can continue to deliver high-impact, evidence-informed support to young people, when and where it's needed most.

Flourishing amid rising costs

Throughout the year, UK Youth prioritised and advocated for the sustainability of youth provision across the UK, despite the persistently challenging funding environment.

One of the most significant initiatives was the **UK Youth Fund: Cost of Living**, delivered in partnership with the **Pears Foundation**. The fund supported 182 local youth organisations, enabling them to provide vital services to over 115,000 young people.

Launched as a £5m fund from the Pears Foundation, the programme's flexible, accessible design earned a Net Promoter Score of +98 from participating organisations. Building on that success, Pears committed **a further £2m** - bringing total commitments to £7m since inception, with £1.8m carried forward at year end. It has also expanded to include non-financial support such as capacity-building, peer learning, and organisational development to strengthen long-term resilience.

Support to flourish

Stockton-on-Tees faces high deprivation, crime, substance misuse, and limited job prospects - made worse by deep cuts to youth services. Here, young people urgently need someone on their side.

Corner House Youth Project, a beneficiary of our Cost of Living Fund, has been that lifeline for 20 years. Working across four sites, trusted youth workers create safe spaces where young people feel they belong and can imagine a positive future. As one worker explained, it's essential that there are safe spaces for young people:



“For the majority of localities we work in, the community in which they live has high levels of organised crime activity and violence. It's vital there are safe spaces they can go where they feel they belong and are not at risk.”



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Corner House is embedded in local systems, partnering with the Violence Reduction Unit, police, and schools. It runs practical projects, including a long-standing **street dance programme** (with free studio space and hot meals) and a **community allotment** with a primary school, where children with SEND build confidence and emotional literacy.

Amid stretched budgets, our grant **covered rising utilities, kept centre-based clubs open**, and funded a **cost-of-living pay rise** - helping retain the skilled staff who anchor relationships. This continuity is crucial for delivering high-quality youth work. One Corner House representative told us:



“The grant has allowed us to pay the rise in utilities across two sites and keep centre-based youth clubs running. It has allowed us to provide our staff with a much-deserved cost-of-living pay increase.”

“We believe that this has helped maintain continuity of staffing by paying them fairly and according to their skill set. This continuity is key to our relationship-based practice and providing good quality youth work for our service users.”

Or as a young person said:



“Seeing youth workers when we are out makes us feel safer. They give us things to do and listen to us and help us.”

Young person, The Corner House Project



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Thriving Minds across the UK



"It's been so amazing to see the development in their confidence... It gives them a much-needed time away from the house where they can feel suffocated and gives them the opportunity to be unapologetically themselves." Older-sister of teenage members at Angel Shed Theatre



"I get in trouble all the time at school, but being out here makes me be good. It just feels good to be here. This is the best place to be in Nottingham!" Young person, Wild Things Charity



"The grant funding has contributed to staff pay rises and specific training in response to the current needs of the young people accessing the session, such as child exploitation, gang culture and knife crime." Youth worker, Outside Youth Association



"The grant allowed us to invest in our staff training, which has made a big difference in how we work with young people, especially when it comes to mental health and trauma-informed approaches." Youth worker, Youth Space

Helping young minds to thrive

This year marked the conclusion of the **UK Youth Fund: Thriving Minds**, a three-year programme providing financial and practical support to youth organisations to strengthen their impact on young people's mental health.

Backed by **£10m from Julia and Hans Rausing** and **£1m from the Westminster Foundation**, the fund aimed to maximise youth work's role in supporting mental health and to share best practice across the sector.

Over the course of the fund, 99 small charities and youth organisations received unrestricted grants of up to £55,000 per year, alongside a package of training, workshops, and peer-to-peer support.

The results are clearly positive:



63% of youth practitioners expanded, adapted, or developed their mental health offer.



59% strengthened delivery through new or deeper partnerships.



45% accessed professional development and training opportunities for staff.



41% reported being better able to support their staff.



30% identified specific positive outcomes for young people linked directly to Thriving Minds support.



28% expanded their service offer, with the same percentage securing additional funding.

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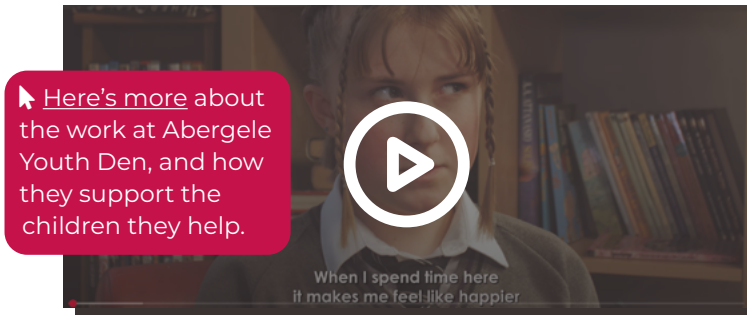
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Thriving Minds has left a lasting legacy: more resilient youth organisations, better equipped staff, and improved mental health outcomes for young people across the UK.

The necessary skills

One beneficiary of the Thriving Minds fund was Abergele Youth Den, working in partnership with Conwy Mind. Based in one of the most deprived areas in Wales, the project supports 10 to 18-year-olds who are excluded – or are at risk of exclusion – from education, social, and economic opportunities.



The grant enabled Abergele Youth Den to create a new practitioner role, equipping young people with the skills and knowledge to manage their own mental health.

One practitioner said:

“I hope UK Youth continue to do the extraordinary work I'm lucky enough to have been a part of. It's never been more necessary or more valuable.”

Abergele Youth Den also sent a heartfelt message of thanks to the Rausing's for their help for people they have never met:

“I've had a chance to help through your kindness. From myself, we offer them all our thanks and heartfelt love.”

Opening doors to opportunity

The **UK Youth Fund: Adventures Away from Home (AAfH)**, funded by the **Department for Digital, Culture, Media and Sport (DCMS)**, provided more than 9,750 fully funded outdoor learning experiences between December 2024 and March 2025, working with 500 youth groups and 69 outdoor learning providers

AAfH offered bursaries for one-day experiences and two-night residentials to young people aged 11 to 18, with eligibility extended up to age 25 for those with Special Educational Needs and Disabilities.

The programme invested £1.5m to expand access to high-quality outdoor learning for under-represented young people across England. These experiences helped participants build confidence, resilience, teamwork, and essential life skills that support long-term wellbeing. They strengthened young people's connection with their youth workers, peers, and the natural environment.

“I learned that I'm stronger and more independent than I thought. Even though I was nervous and missed my family, I managed to handle everything and enjoy the adventure. It showed me that I can face new challenges and grow from them.” Young participant



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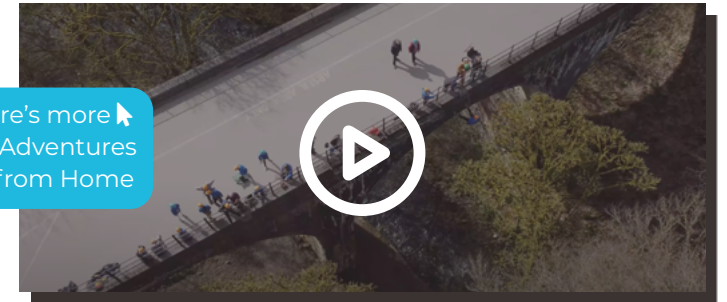


"For our deaf students with additional needs this trip was nothing short of miraculous! We saw countless examples of students doing things they – and we! – never thought they could. They developed confidence, deepened their relationships with each other, learnt so many new skills. It was life changing. A large portion of our young people had not been away from home before. Parents were astounded at what they saw." Youth Group Leader on Adventures Away from Home



"The opportunity that this two-night residential created for our students to experience outdoors activities and be supported by a first-class specialist activities organisation was outstanding. The students have left with memories and an experience that could not be replicated elsewhere, from being independent and away from home for the first time to taking on new physical challenges. (This has) equipped them with an additional tier of resilience to take on and manage new situations and challenges in their everyday lives." Youth Group Leader on Adventures Away from Home

Here's more about Adventures Away from Home



AAfH also demonstrated the power of local organisations meeting young people's needs close to home. It highlighted how investment in outdoor learning can create stronger communities and unlock the potential of the next generation.

As one young participant put it simply:



"I'm enough."

David Watts, UK Youth's Director of Outdoor Learning, reflected:



"Adventures Away from Home creates space for connection, sparks courage, and inspires hope, building self-belief and reminding young people of their strength, voice, and worth."

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Strategic challenge 2: building cross-sector understanding

Communicating the value of youth work

For youth work to be powerful and strategic, its value must be understood across all sectors working with young people.

This year, UK Youth strengthened recognition of how youth work delivers meaningful, long-term outcomes, bringing together professionals, policymakers, and young people to explore insights and drive collective action.

A seat at the table

As part of the **Back Youth Alliance**, UK Youth played a central role in shaping the Government's new **National Youth Strategy**. We led the evidence review underpinning the plans, analysing 99 data sources to demonstrate youth work's impact on mental health, employability, and social connection.

We are also co-leading the **Deliver You** national engagement programme with DCMS as part of the #iwill Movement. Using surveys, focus groups, democracy cafés, and hackathon-style events, Deliver You has already reached thousands of young people across England. A team of ten Youth Collaborators ensured that the programme reflected the diverse experiences and aspirations of young people today.

[You can read more here](#)

Building on this, before its closure, the **National Citizen Service (NCS)** commissioned UK Youth to explore how young people and youth workers experience youth provision and how it must evolve. The result was ***In Our Own Words***, a short, animated film and report that brought these voices to life, revealing both challenges and the opportunities.



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As young people told us:



“For one young person going through a million transitions in their life, if they have access to the right support, it will really help them.”



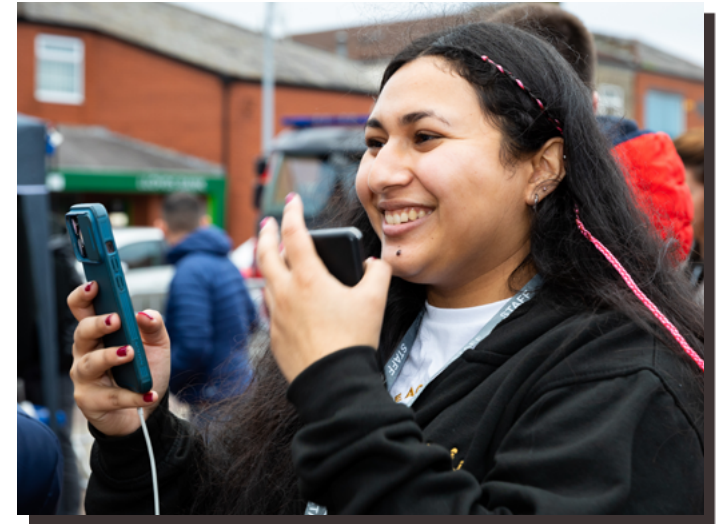
“They are always there to listen to you. I feel like we can relate to them because they are not there to scold you or invalidate what you're feeling.”

While welcoming the Government's commitment to a national strategy, UK Youth publicly raised concerns about the lack of dedicated funding, advocating for greater investment to ensure its success.

Talking politics

UK Youth cemented its role as a trusted voice in shaping the future of youth services by engaging directly with political leaders and holding them to account.

- ✓ At the **Conservative Party Conference**, we facilitated meetings between MPs and young people, including #iWill Ambassadors, and joined cross-sector discussions on education and youth services.
- ✓ At the **Labour Party Conference**, we welcomed commitments to:
 - ✓ Establish youth hubs as physical spaces to support young people.
 - ✓ Introduce a Youth Guarantee for 18 to 21-year-olds to ensure access to education, training, or employment.
 - ✓ Lower the voting age to 16.



Our **#iWill Ambassadors** played a prominent role, speaking directly with ministers and MPs, leading panel discussions, hosting six regional hack events, and spearheading a high-profile register-to-vote campaign that garnered national media coverage, including BBC Radio 4 and breakfast television.

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“UK Youth and the #iWill movement give young people a platform. I’m a huge advocate for children and young people’s rights – everything from youth participation to youth justice. I attended an All-Party Parliamentary Group on Youth Affairs in the Houses of Parliament; just one example of how UK Youth can be such a good vehicle for giving young people an opportunity to share our voices.

My drive for representation stems from my lived experience. I’m visually impaired. This meant that when I was in school, I really struggled to have a voice. All these decisions were being made about me and about my life and my future, and I didn’t really have a say in them.

I always remember saying to my mum that I used to feel invisible. Regardless of what I would say, nothing was ever done to make my life any better. It was that way for several years and it really beat me down. I really struggled to see a future where I would go on to be happy and do some of the things that I wanted to do. I didn’t have an ounce of self-belief. That’s not a position that a young person should find themselves in, and I know there are many young people like that.

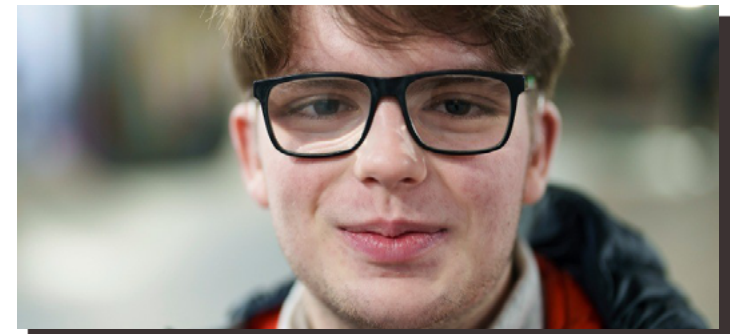
It got to the point where I had to turn to independent advocacy for someone to be able to represent my voice, and for the decisions that were being made about me to be in my best interests.

This completely turned my life around. Knowing I was being listened to started a snowball effect. I became a member of the Scottish Youth Parliament and a Young Advisor for the Children and Young People’s Commissioner for Scotland. I would never have gone down that path had I not realized how important my own voice is.

I’m involved with UK Youth because I’m passionate about democracy and youth participation, and the overarching values embedded within UK Youth’s work. I’ve now been an #iWill Scotland Ambassador for just over two years. Unbelievable.” Finlay, 19, #iWill Ambassador



“Being on the radio, before the election, was incredible. It was my first time voting in a general election last year and I was able to share my views and opinions about the issues other young people are facing. I felt like a politician at that point. It was such an empowering thing for a young person.” Troy 22, #iWill Ambassador



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Improving outcomes nationwide

Another highlight was the **Joined Up Summit** in Birmingham, which brought together more than 500 cross-sector stakeholders, from young people to funders, government officials, educators, health professionals, and business leaders. Co-created with young producers, the event explored different subject areas: Our Potential, Our Communities, Our Power, and Our Wellbeing.

A key outcome was the launch of the **Joined Up Institute**, a year-round initiative uniting young people and professionals to scale evidence-based practices nationwide. This initiative is led by **Prudence Trust (headline funder)**, with collaboration from Youth Futures Foundation, NCS, Osborne Clarke, Big Change Charitable Trust, Blagrove Trust, and KKR.

Youth voice in action

Thousands of young people engaged through *Deliver You*



#iWill Ambassadors leading a national **register-to-vote campaign**, reaching BBC Radio 4 & TV audiences



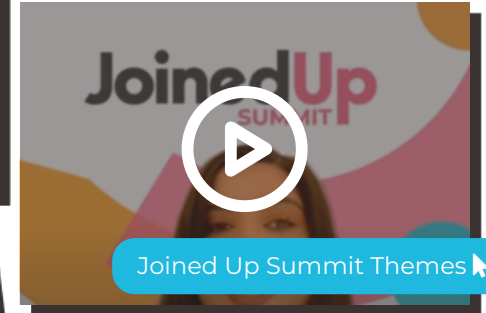
500+ young people & cross-sector stakeholders at the **Joined Up Summit** in Birmingham, co-designed with young people

10 Youth Collaborators shaping the national engagement programme

In Our Own Words – a film capturing and amplifying the lived experiences of young people and the practitioners who support them.



Engagement at **both Labour and Conservative Party Conferences**



Joined Up Summit Themes



A New Era of Joined Up Working



Making Promises Count, Our Pledges to Young People

Community support

In response to community unrest, UK Youth partnered with the **National Youth Agency (NYA)** and **Regional Youth Work Units** to deliver Space to Connect sessions. These safe spaces allowed youth workers and allied professionals to reflect, share best practice ideas, and strengthen approaches to fostering unity and resilience, promoting constructive alternatives to violence and division.

Strategic challenge 3: embedding effective solutions

Our role is to address today's challenges for young people, while demonstrating how solutions can be scaled to improve as many lives as possible.

This year, UK Youth moved from innovation to implementation, promoting evidence-backed solutions across our focus areas: employability, mental health, youth social action, and outdoor learning & physical literacy.

Summer Jobs: Tackling Violence Through Opportunity



This year also saw the launch of the **Summer Jobs programme**, co-designed and funded by the **Youth Endowment Fund, DCMS**, and the **Youth Futures Foundation**, inspired by successful US models such as One Summer Chicago.

The pilot placed more than 400 young people in six-week paid work placements across Greater Manchester, the West Midlands and London. Benefits included pre-employment training, wraparound support from youth workers, and placements with more than 90 employers, including Timpson, Burger King and Veolia. Young people reported gaining new confidence, purpose and employability skills.

95%
of participants were
very satisfied or satisfied
with their experience

80%
of employers said
they would take
part again



The programme will expand in 2025 to reach 800 placements across South Wales, Middlesbrough, Stockton-on-Tees and Sheffield.



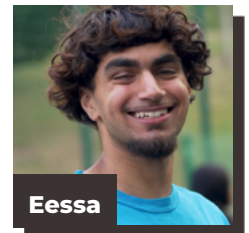
“Recently, my life... hasn't been the most positive thing. So, it was just nice to see everyone was excited around me, that I'm doing something good.” Summer Jobs participant



“I'm just really glad that I had the opportunity to get on and actually get some skills and knowledge and stuff.” Summer Jobs participant

Eessa's story

By 18, Eessa had lost his father, was growing up in a low-income household, and was struggling at school. He saw few opportunities ahead.



Eessa

The Summer Jobs programme became a turning point. Over six weeks, he embraced every challenge, developing skills, confidence, and leadership qualities. Supported by community organisation Sporting Your Futures, Eessa became a role model to his peers.

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"When I was in my first year of college I went to sixth form and I got kicked out. I had no sense of direction about what I wanted to do. My placement has made me more confident. Now I can talk to anyone I meet. I recommend this to anyone. It's a perfect way to prove yourself, regardless of anything - your gender, your race, your sexuality, your religion, anything." Eessa

By the end of the programme, he secured an apprenticeship as a Community Activator Coach. This offered him stability, a career path, and the chance to continue in a field he loves.

His journey is testament to how opportunity and mentorship can unlock potential, strengthen communities, and inspire future generations.

Building Connections: navigating barriers to work



Driven by the belief that talent is everywhere but opportunity is not, we work to dismantle the barriers that block young people from work. One standout example is Building Connections, delivered with Coca-Cola Europacific Partners. The programme supports 16 to 25-year-olds who are not in education, employment or training (NEET), or are at risk of this.

Youth workers build long-term partnerships with local employers and support young people to navigate barriers to work. Activities range from large-scale job fairs to one-to-one mentoring, ensuring delivery meets local needs.

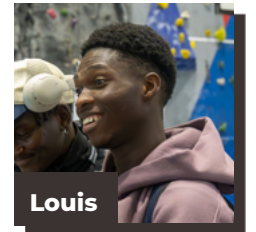
In 2024/25, 2,893 young people took part.

After attending one event, **two thirds said they felt more confident about applying for a job**, and **90% said they would recommend the event to a friend.**



Louis' path to employment

When Louis joined the Building Connections programme, he was feeling lost and unsure about his future. With limited qualifications and low confidence, finding a job felt out of reach.



Through the programme's support, Louis discovered his strengths, built his confidence, and found direction. He's now in part-time work and excited about the career path ahead.



"Before joining the Building Connections programme, I was constantly job searching but getting nowhere, struggling to find a pathway to employment.

Since being referred, my situation has improved massively - I've gained confidence and belief that even in tough times, there's always a goal to work toward.

With the programme's 1-to-1 support, I've secured part-time work at Wigan Youth Zone and an after-school club. The youth workers have been amazing, and I'll always be grateful for their help." Louis

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Making a stand with #iWill



UK Youth, in partnership with Volunteering Matters, continued to play a national leadership role as co-ordinator of the #iWill Movement, amplifying youth voices and championing youth social action. This year we contributed to two landmark publications:

- ➔ **Can You See Us?** This challenged public perceptions of young people.
- ➔ **Show Me, Don't Tell Me** This showcased how organisations embed youth social action through the Power of Youth Charter.

During **#iWill Week (18 November 2024)**, Ambassadors led the theme **#StillWeRise**, inspired by Maya Angelou's Still I Rise. Against a backdrop of a polarising general election, the cost-of-living crisis, civil unrest, and global conflict, the campaign celebrated how young people continue to rise above division, choosing community and empathy over hate.

This was a powerful demonstration of resilience and leadership, proving once again that given the platform, young people can drive positive change.



Strategic challenge 4: equipping ourselves for systems impact

Young people in the UK face complex challenges. Our goal is to reshape systems that don't work for young people by uniting sectors and embedding practical youth work. This year, we strengthened our internal systems and leadership to support lasting, system-wide change.

Strengthening our systems

This year we made meaningful progress in strengthening our internal systems and leadership capacity to support long-term, systems-level change.



Senior leadership appointments across operations and people functions, enhancing our capacity and expertise.



Simplifying policies and procedures making them easier for staff to understand and implement.



Developing an operating blueprint to guide how we will achieve our strategic goals.



Launching a new safeguarding hub, ensuring staff are confident in their responsibilities and keeping safeguarding central to everything we do.

We embedded EDI more deeply across the organisation through training on inclusive practice, blind shortlisting in recruitment, and improved accountability using data and measurable goals.

Young people, including #iWill Ambassadors, helped appoint our new Chief Executive - reinforcing our commitment to youth-led decision-making.

Equipping ourselves at a glance



Safeguarding first

Launched a new hub keeping safeguarding at the heart of our work



Clear direction

Developed an Operating Blueprint to guide delivery of strategic goals

Leadership capacity

Appointed senior leaders in operations and people to strengthen expertise



Inclusive culture

Embedded EDI through training, blind shortlisting, and youth input in CEO recruitment.

How we funded our work

This year, we raised £13.8 million, a 14.9% reduction compared to 2023/24. The decrease mainly reflects the timing of Thriving Minds restricted income, with £4.1 million recognised in 2023/24 but distributed in 2024/25. Without this timing adjustment, income levels were broadly consistent, showing that our core income base remains strong and diverse, thanks to the continued generosity of individuals, trusts and foundations, government partners, corporate supporters, and guests of Avon Tyrrell, despite a challenging economic climate.

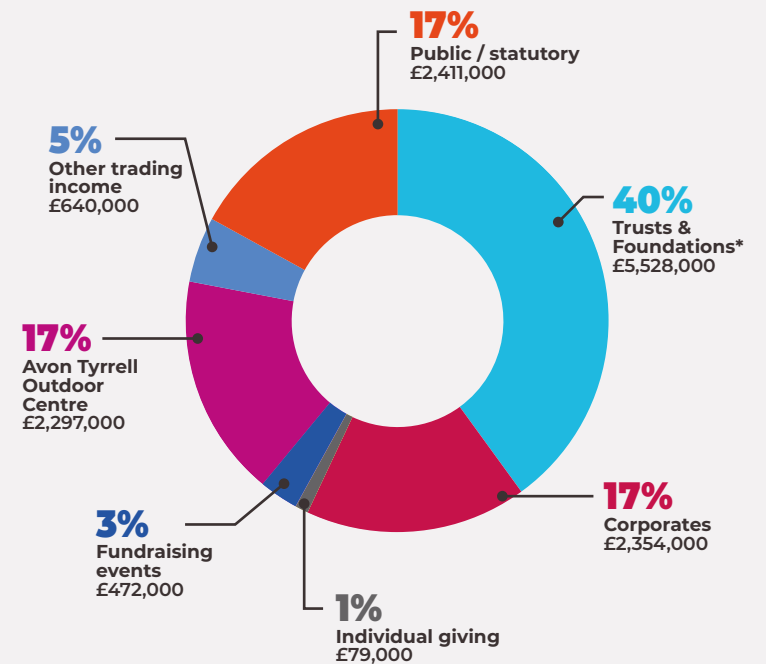
Strategic funding and partnerships

In addition to the funding partnerships already highlighted in this report, we were delighted to collaborate with Reed, securing the **£1m Sir Alec Reed Prize** to launch **Building Wellbeing at Work**. This new programme helps young people experiencing mental health challenges secure and sustain employment. **The Big Give Christmas Challenge raised £32,875**, our most extensive campaign to date, backed by **41 donors** and **AESSEAL**. The **People's Postcode Lottery** was among those who enabled us to continue championing youth work. Through our advocacy and programmes, we continued to show that quality youth support sets young people up for life.

With very special thanks to **Sport England**, the **Oak Foundation**, **The National Lottery Community Fund**, the **Paul Hamlyn Foundation**, the **Esmée Fairbairn Foundation**, and the **People's Postcode Lottery**, who provide critical strategic and core funding to strengthen our leadership role in the sector.

We also received a much-needed additional donation of **£15,000 from Comic Relief** to support our response to the UK race riots in **August 2024**. Thousands of youth workers across the UK responded to what happened on the streets.

Income sources



*Reduced by £4.1m for Thriving Minds & CoL income recongintion in 2023/24

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The value of corporate partnerships

In its first year, the Building Aspirations programme, supported by **Royal Sun Alliance Insurance Ltd (RSA)** has been an enormous success. It supports those not in education, employment or training (NEET) in Manchester and Liverpool. 135 young people completed the curriculum and reported increases in confidence and work-readiness, with four of them securing paid work with the RSA. The programme has been extended to Halifax and Leeds for the second year.



“Before Building Aspirations, I was recovering from addiction and struggling to find purpose. The sessions helped me see my potential and gave me the tools to make positive changes in my life. I gained the confidence and self-belief to turn my life around.” Participant

Our partnership with **Burger King UK (BKUK)** has continued to grow in scope and impact. This year BKUK launched the ‘Pennies Donation’ scheme at all self-service kiosks. Across the whole of the chain, customers can choose to donate to UK Youth with their order, boosting our brand visibility and increasing our ability to cover core costs.

Burger King works with us to support young people in other ways. In December 2024, a partnership between

UK Youth, Burger King UK and Stop the Traffik launched a county lines prevention campaign. Co-designed with young people, this important campaign looked to raise awareness and refer young people to critical support services. It reached over 380,000 young people across the UK with potentially life saving information.

UK Youth helped BKUK develop mandatory young person-focused training for Burger King staff, covering areas such as support for young people, youth work principles, and protecting young people by understanding county lines issues.

BKUK's dedication to our partnership is evident with its direct staff sponsorship of fundraisers, with twenty team members undertaking the gruelling Three Peaks Challenge. Even individual members of staff go out of their way to fundraise for UK Youth, for example Kerry Reid, who organised a family fun day in Mildenhall.

Coca-Cola Europacific Partners (CCEP) has worked closely with UK Youth since 2018. This year we expanded our Building Connections partnership significantly. We welcomed six new youth groups into this programme to build stronger pathways to employment. With nine youth organisations now participating, the programme reached over 2,800 young people.

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Reflections from a funder

"When I joined CCEP eight years ago, one of my first steps was building a partnership with UK Youth – a charity that puts young people at the heart of its mission.

I pitched to the Senior Leadership Team and gained the trust of Ann Vermeulen, whose passion inspired us to launch the first trial of an employability programme, Reach Up. From that moment I was hooked. Seeing the challenges young people face up close – and how powerful the right support can be – made me and my colleagues committed for the long term.

Eight years on, youth work sadly hasn't become easier. Funding continues to slip away, leaving youth workers in insecure jobs and young people with fewer safe spaces and trusted adults. Yet my belief in the importance of youth work has only grown. This isn't a "nice to have" – it's essential.

That's why I'll keep banging the drum. The knowledge and experiences I've gained through our partnership with UK Youth fuel my determination to fight for this cause and bring others with me."



Holly Firmin,
Senior Community Partnerships Manager CCEP

Our UK Youth Fund: Digital Inclusion, supported by **Osborne Clarke**, provided critical funds to 20 youth organisations and had worked with more than 15,000 young people by its second year. All the organisations reported having improved digital access capacity and said that capability among the young people had increased.



"The grant has enabled our young people to improve their skills and confidence. It has enabled them to improve their self-esteem and tell themselves a different story around their future, particularly around their employability." Smash Youth Project, grantee

On top of this, Osborne Clarke has provided more than 100 hours of pro-bono support to UK Youth and the grantees. The company has been instrumental in supporting the development of the Joined Up Institute and the delivery of the Joined Up Summit.

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Expanding our reach

This year we launched new corporate partnerships.

PRIMARK®

Primark donated £250,000 in unrestricted grants to 11 youth organisations through the UK Youth Fund.



nexfibre has launched a free, full-fibre broadband offer for youth organisations, aiming to reach over 1,000 youth groups within the next two years to support their digital inclusion and capacity.



National Gas and UK Youth launched a collaboration to establish a cross-sector partnership that meets the evolving needs of young people.

Events and community support

Our events programme continues to inspire incredible generosity and creativity across our supporter community. This year's highlights include:



The London Marathon: our London Marathon team of 36 runners raised **£67,720**.



Gala dinner relaunch: The Gala Dinner was successfully relaunched at the Four Seasons Hotel, raising **£118,912**.



An audience with our honorary president: an evening with Nigel Mansell CBE was held at Williams Racing and raised **£38,092**.



Art for Youth London: raised an incredible **£245,000**, through affordable art sales and a charity auction for us.



Community challenge events: Many inspiring individuals organised fundraising challenges, including the London to Paris Bike Ride, the Paris Marathon, and a quiz night held at St Edward's School (Oxford).

Details about our funding practice are found on [our website](#).

Looking ahead

UK Youth is entering a year of focus, reflection and continued momentum as we transition to a new CEO, welcome the new National Youth Strategy, and plan for the next phase of our future. Our business plan sets us on a bold course to deepen our impact, strengthen inclusion, and ensure long-term financial sustainability in an increasingly complex and competitive environment.

We are committed to securing sufficient income while maintaining a break-even budget and protecting reserves. This financial discipline underpins our ambition to increase social enterprise contributions and deliver more of what we do best for young people, despite inflation and sector-wide funding pressures.

To significantly increase our reach and deepen our impact, our plans include:

- ✔ **Delivering and expanding** our portfolio of evidence-based programmes, including Adventures Away from Home, Summer Jobs, and Building Connections, to support more young people across the UK.
- ✔ **Launching the Joined Up Institute** in the East Midlands, building on the momentum of the 2024 Summit. The Institute will bring together more than 300 participants to strengthen cross-sector collaboration and leadership development.
- ✔ **Enhancing our network engagement** with a redesigned offer, to ensure our support of youth workers and young people is more targeted, responsive and accessible. This includes upgrading our **CRM systems** to improve data use, intelligence, and relationships.
- ✔ **Scaling up youth employment pathways** involving 1,200 young people and securing 600 employer placements for the second year of the Summer Jobs programme and launching our Wellbeing@Work programme.
- ✔ **Creating a Physical Literacy Incubator**, supporting 30 participants to build confidence, movement skills, and wellbeing through innovative approaches to physical activity.
- ✔ **Rolling out an #iWill initiative** that empowers young people to lead youth social action projects shaped by their communities and lived experiences.
- ✔ **Increasing capacity support** in partnership with the Tavistock Institute of Human Relations. We are developing a new, two-year rolling programme designed to strengthen youth work organisations by developing practical skills, embedding learning, and connecting with peers across the UK Youth Network.

In the coming year, and under the leadership of our new CEO, we will also be **clarifying our long-term focus** and sharpening our theory of change. Our refreshed strategy will expand UK Youth's leadership on systems-level change and sector-wide impact. With a clear vision and a disciplined plan, UK Youth remains committed to championing high-quality youth work and ensuring that all young people are equipped to thrive and empowered to contribute at every stage of their lives.



Thank you

Thank you to our Patron, Honorary President, and contributors, including our valued individual donors, trusts and foundations, government and corporate supporters, partners and community groups.

Trusts and foundations

- ♥ Astra Foundation
- ♥ Big Change Charitable Trust
- ♥ BBC Children in Need
- ♥ Co-op Foundation
- ♥ Comic Relief
- ♥ Esmée Fairbairn Foundation
- ♥ Oak Foundation
- ♥ Paul Hamlyn Foundation
- ♥ Peacock Charitable Trust
- ♥ Pears Foundation
- ♥ The People's Postcode Lottery and its players
- ♥ The Reed Foundation
- ♥ The Blgrave Trust
- ♥ The Edgar Lee Foundation
- ♥ The Emilienne Charitable Trust
- ♥ The G D Herbert Charitable Trust
- ♥ The Gilbert Edgar Trust
- ♥ The Julia Rausing Trust
- ♥ Westminster Foundation
- ♥ Youth Endowment Fund
- ♥ Youth Futures Foundation

Government and public sector

- ♥ #iWill Fund
- ♥ Department for Digital, Culture, Media and Sport
- ♥ National Citizen Service (NCS)
- ♥ The Players of the People's Postcode Lottery and the Postcode Education Trust

Corporate

- ♥ Burger King UK
- ♥ Coca-Cola Europacific Partners
- ♥ Cosy Club
- ♥ IP Integration
- ♥ KFC
- ♥ Kohlberg Kravis Roberts & Co.
- ♥ National Gas Transmission
- ♥ nexfibre
- ♥ Osborne Clarke
- ♥ Primark
- ♥ RSA Insurance
- ♥ SQW

Professional bodies

- ♥ Institute for Outdoor Learning
- ♥ Ending Youth Violence Lab
- ♥ IFF Research
- ♥ Creative Youth Network
- ♥ Partnership for Young London
- ♥ Youth Focus West Midlands
- ♥ Youth Focus North East
- ♥ Youth Focus North West
- ♥ Youth Focus South East
- ♥ Youth Focus South West
- ♥ Youth Focus West Midlands
- ♥ Youth Focus East and East Midlands
- ♥ Youth Work Unit Yorkshire & Humber
- ♥ Violence Reduction Network
- ♥ Volunteering Matters
- ♥ Big Change
- ♥ Fair Education Alliance
- ♥ TRIUMPH Network

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)



Individual giving and events

- ♥ **Art for Youth London Committee:** Lady Griffiths (President), Sarah Austin (Chair), Henry Foreman (Vice-chair), Sam Fairbairn (Vice-Chair), Diana Brooks MBE (Founder), Tim Begg (Honorary Treasurer), Guy Allen, Arabella Brooke, Charlie Brooks, Alexandra Campbell-Harris, Philippa Hogan-Hern, Kiersty Long, Jen MacDonald, Aran Matharu, Caitlin Mavroleon, Nick Melliush, Sam Melliush MBE, Karen Protopapa, Emily St Aubyn, Flora Stobart, Anthony Yannaghas
- ♥ **Art for Youth North Committee:** Rachel Bowron (Chair), Anna Milbank, Ludo Compton, Antonia Consett, Caroline Lawson-Tancred, Emma Manners, Fanny Green, Henriette Graham, Jayne Hopton, John Hollins, Kate Preston, Morn Robson, Rachel Lindley, Sarah Hall, Sarah Pearson, Susan Wilmot, Susie Dugdale, Victoria Hunt, Isabel Vaughan
- ♥ **Gala Dinner Committee:** Matt Price (Chair), Lisa O'Rahilly, Nneka Orji, Frances Martin-Isaacs, Danielle Perfect.
- ♥ **Community Challenge Events:** Matthew Price, Freddie Price, Charlie Price, Andy Crinson, Jem Mavroleon, and St. Edward's School

Fond Farewell to Art for Youth North

After an astonishing 22 years, Art for Youth North has now closed. The dedication of committee members, artists, and sponsors who collectively raised a phenomenal £350,000 for UK Youth has made a lasting difference.

Allies and Ambassadors

- ♥ Nigel Mansell
- ♥ AESSEAL Ltd
- ♥ Give It Away - Charlotte Grobien OBE
- ♥ Investors in Youth
- ♥ Our incredible London Marathon runners
- ♥ Friends of UK Youth
- ♥ Four Seasons Hotel at Park Lane
- ♥ Williams Racing
- ♥ Elite Fundraising
- ♥ Jason Jenner
- ♥ Peter Windsor

Special thank you to the Development Board

We also thank our Corporate Development Board members: Graeme Swan (Chair), David Thomlinson, Paul Ashley, Kate Boddington, Naomi Kasolowsky, Gayatri Raman and William Stancer.

To the young people driving change

We are endlessly inspired by you as you work alongside us to shape a better future. Your voices, ideas, and leadership are at the heart of everything we do. Thank you for partnering with us to shape and unlock youth work for all. You are not just the leaders of tomorrow, you are the leaders of today.

To our delivery partners

Your dedication, creativity, and commitment to young people are the driving force behind everything we achieve. We extend to you heartfelt appreciation. Together we have turned innovative ideas into scalable, impactful programmes, bringing meaningful change to thousands of young lives.

Financial, structure and governance review

Financial Review

We raised £13.8m in 2024/25, a decrease of 14.9% from 2023/24. This was mainly due to the timing of Thriving Minds restricted income, with £4.1m recognised in 2023/24 but distributed in 2024/25. Without this timing adjustment, income levels were broadly consistent, showing that our core income base remains strong and stable despite a challenging economic climate. Expenditure rose to £17.9m (2023/24: £14.7m), reflecting the timing of restricted programme funding, with income recognised in the prior year and delivery costs incurred this year. As expected, this produced a timing deficit of £4.1m, funded from restricted reserves built up over recent years. Excluding these timing effects, our underlying operating position remained strong, reflecting continued financial stability, and unrestricted reserves were maintained within the target range

Notably, the reduction in income does not indicate a fall in fundraising or programme activity but results from the accounting treatment of multi-year restricted grants. For example, income from Thriving Minds recognised last year continues to support delivery during 2024/25.

Our programme expenditure, including £7.1m in grant distribution, increased by almost 15%. Restricted funds, provided for specific purposes, grew by £2.2m. In contrast, designated funds, committed by the Trustees for particular schemes, increased by £157,000 and general expenditure, including fundraising, charitable activity delivery, and organisation costs, increased by £815,000, reflecting the expansion of our cross-sector work.

Income

Total income was £13.8m, of which £9.8m was restricted. Our income comprised individual donations, funding from trusts and foundations, government grants, corporate support, and social-enterprise activities at our Avon Tyrrell Outdoor Centre.

Breakdown of income

67% Funding for youth work programmes
£9,249,000

17% Avon Tyrrell Outdoor Centre
£2,297,000

10% Donations & legacies
£1,420,000

2% Fundraising events
£315,000

1% UK Youth Movement
£95,000

2% Other income
£260,000

1% Investments
£145,000



TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)

Programme funding totalled £9.2m (2023/24: £12.0m). Operating income from Avon Tyrrell rose to £2.3m (2023/24: £2.1m), driven by site improvements and more flexible residential opportunities. Income from donations and legacies decreased slightly to £1.4m (2023/24: £1.5m), while fundraising events generated £315k (2023/24: £414k). In addition, £95k was received to support the UK Youth Movement - funding that we invest directly in our network through convening, capacity building, and shared tools. Other income totalled £260k, and investment income was £145k.

Expenditure

We spent £17.9m to achieve our mission (2023/24: £14.7m), representing a 22% increase. Programme expenditure, including grant distribution, rose by 32% to £13.7m (2023/24: £10.4m), reflecting the programme funds received in the prior year and the delivery costs incurred in the current year.

Avon Tyrrell Outdoor Centre's operating costs before central allocations rose to £1.9m (2023/24: £1.7m), reflecting higher levels of activity. As a social enterprise, Avon Tyrrell contributes to cross-organisational costs, so not all expenses are directly tied to its operations. Its surplus is reinvested into core activities, demonstrating the strength of UK Youth's social enterprise model. Total costs at Avon Tyrrell increased from £2.1m to £2.3m.

Network support and advocacy expenditure also grew, reflecting the expansion of our cross-sector work. We invested £1.3m in income generation (2023/24: £1.2m). Support costs increased to £2.8m (2023/24: £2.3m), including £0.1m Ambition support, £0.1m for the temporary COO role to strengthen organisational capacity, and £0.2m one-off Leadership Transition and Organisational Development costs.

Charitable funds

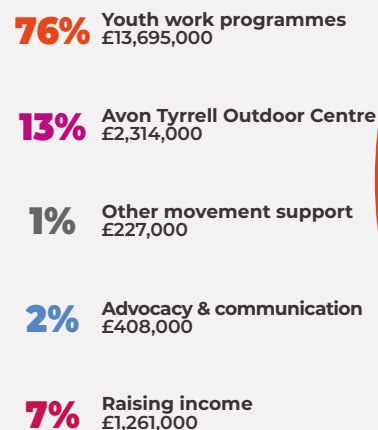
As of 31 March 2025, total funds stood at £5.3m (2023/24: £9.4m). The reduction was mainly due to the distribution of Thriving Minds and Cost of Living funds received in previous years.

Restricted funds were £3.1m, including £411k for the Thriving Minds programme and £1.8m for the Cost of Living Fund, which will be distributed to youth organisations in 2025/26.

Designated funds totalled £810k, comprising the Tangible Fixed Asset Fund and other designated reserves set aside for specific strategic and operational purposes. Further details, including the nature and expected timing of expenditure, are provided in Note 20.

General funds were £1.4m, including £211k relating to properties held by NACYP/Ambition, a custodial trustee managed since 2017. These properties are expected to be sold when conditions allow, but are not considered free reserves due to the uncertainty of timing. Remaining general funds (our free reserves) totalled £1.17m, as shown in Note 21.

Breakdown of expenditure



TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)

Cash

Our cash position on 31 March 2025 was £5.1m, compared with £4.0m at the end of 2023/24. The increase reflects the receipt of a Cost of Living grant towards the end of the financial year, which is earmarked for distribution in the following year.

Overall, 2024/25 was a year of significant delivery against prior-year funding commitments, managed within a strong reserves position and with continued investment in programme quality, leadership transition, and future sustainability.

Reserve policy and going concern

UK Youth has experienced significant expansion over the past three years. We have almost doubled our income since 2020/21. This growth, combined with the uncertain economy, highlights the need for the charity to maintain sufficient reserves and regularly assess whether they are needed.

When setting the reserves policy, the Board of Trustees considered various factors. These include the charity's financial position, recent performance, and expectations for future years, as well as current and future liquidity coverage. The goal is to ensure that we have the necessary funds to continue our activities during periods of uncertainty.

The key considerations of the Board of Trustees included:

- ✔ Sufficient working capital, as major funding agreements are uncertain and can consist of payment by results.
- ✔ Support for innovative programmes which require a period of development and testing before seeking external funding.
- ✔ Investment in organisational development, strengthening our institutional infrastructure to support better delivery, long-term stability and sustainability.

- ✔ Investment in facilities at Avon Tyrrell Outdoor Centre to maintain and improve the experiences offered to young visitors to the centre.
- ✔ The external environment, particularly our ability to raise funding to support our work and ongoing liabilities.

The Finance, Risk and Audit Committee annually reviews the reserve policy and the level of reserves, including free reserves, as shown in the financial statements. The Board approves the review of the Trustees' reserves policy.

Following guidance from the Charity Commission, the group's strategic plans, and current economic conditions, the Board of Trustees has set a target range for free reserves between £1.1m and £1.3m.

These figures are considered appropriate to ensure financial stability and safeguard against volatile and unpredictable income streams, as well as unforeseen expenditures and liabilities. As of 31 March 2025, the group's unrestricted (general) funds were £1.4m. As of 31 March 2024, the figure was £1.3m.

Our charity free reserves were £1.23m, slightly above the minimum level set out by our Trustees. This figure compares to £1.1m in 2024. We have set a budget for 2025/26 to maintain our free reserves to at least £1.2m by March 2026.

As part of its oversight of the Group's financial position, the Finance, Risk and Audit Committee continues to monitor the Ambition subsidiary, which holds a small number of legacy property assets. While these assets are fully restricted to charitable purposes, their disposal and potential accounting treatment may impact reserves in future years. The Board considers this risk to be appropriately managed within the current reserves policy and group oversight framework.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)

The Finance, Risk and Audit Committee regularly monitors our progress toward achieving this goal as part of its review of the management accounts.

The Board of Trustees reasonably expects that the charity and the Group have adequate resources to continue operating for at least 12 months from the approval date of these financial statements. Accordingly, the Board of Trustees believes that the going concern basis remains appropriate for preparing the annual report and financial statements.

Investment policy

The Board of Trustees believes that the optimal risk-return balance can be achieved by investing some of the free reserves in medium-term investments with a time horizon of 3-5 years. The remaining free reserves will also be allocated to short-term cash deposits.

The Board of Trustees invests in socially responsible assets in line with our charity's mission and our responsibility to maximise the positive impact we make on young people.

The Finance, Risk and Audit Committee reviews the investments quarterly as part of its review of our management accounts. The Cazenove Capital Responsible Multi-Asset Fund manages a range of investments. At the end of the year, the value of these investments was £536,000, compared with £531,000 in the previous year. All assets the charity holds fall within those permitted by our Memorandum and Articles of Association.

Fundraising practice

UK Youth's fundraising practices are rooted in integrity, transparency, and a commitment to building sustainable partnerships. We engage a diverse range of supporters, from individuals to corporate partners, to secure funding that aligns with our mission of empowering young people. UK Youth ensures that all fundraising activities adhere to ethical standards, focusing on long-term

relationships that provide mutual value. These efforts are critical in sustaining the charity's programmes and expanding its impact across the UK.

UK Youth is committed to upholding the highest standards of fundraising practice and complies with the Fundraising Regulator's Code of Fundraising Practice. The charity monitors all fundraising carried out in its name to ensure it reflects our values and legal obligations.

During the year, no complaints were received regarding our fundraising activities. We have clear policies and staff training in place to protect vulnerable people from unreasonable intrusion into privacy, from persistent or excessive approaches, and from any undue pressure to donate. We continually review our fundraising practices to ensure that all interactions with supporters are respectful, transparent, and in line with the Code.

Our 2024/25 fundraising campaign is described in greater detail on pages [31](#) to [34](#) of this report.

Grant-making

As part of its charitable activities, UK Youth provide grants to support youth organisations across the UK.

Our grant-making policy is focused on ensuring that resources are allocated to organisations that align with our strategic priorities and aim to empower young people. All grants are awarded following a thorough assessment process that evaluates the applicant's alignment with our objectives, the project's potential impact, and the organisation's financial sustainability.

We support projects that contribute to the personal, social, and educational development of young people, particularly those from disadvantaged backgrounds.

Through multi-year grants and capacity-building support, we aim to ensure the sustainability and long-term impact of youth organisations. The grants we

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)

provide play a crucial role in helping us achieve our broader aim of unlocking youth work for all by providing vital resources that enhance the reach and quality of youth services.

Structure and governance review

The Trustees understand that strong governance is essential to UK Youth's success. They foster a culture of accountability, alignment with our charitable vision, and compliance with all relevant laws and regulations. The Board regularly reviews the charity's governance and management structures, referencing the principles of the Charity Governance Code and adapting them as necessary to suit UK Youth's size and complexity.

Legal structure

UK Youth is a charitable company registered in England and Wales, limited by guarantee. The charity is governed by its Memorandum and Articles of Association, dated initially 16 March 2005 and amended on 7 December 2016. We are registered with the Charity Commission for England and Wales.

UK Youth consolidates the financial statements of the National Association of Clubs for Young People (operating as Ambition) as a subsidiary through deemed control. Ambition is a charitable company governed by a Royal Charter dated 25 May 1939 and amended on 20 May 1997. It is registered with the Charity Commission for England and Wales and governed by its Charter and By-laws.

Board of trustees

The Board comprises Officers (Chair, Vice-Chair, and Honorary Treasurer) and Ordinary Trustees. The minimum number of Trustees is six; there is no fixed maximum. Trustees are appointed by ordinary resolution at a general meeting of the Members, based on nominations from existing Trustees or Members submitted in writing in advance.

Appointments are based on expertise, experience, and a

commitment to diversity and sector knowledge. Trustees serve for three year terms and may be re-elected, serving a maximum of nine years, unless a special resolution approves an extension.

The Board is responsible for setting the charity's strategic direction. It meets with the Senior Leadership Team (SLT) four times yearly to review performance and ensure alignment with the charity's objectives. The Chief Executive reports directly to the Board and is responsible for day-to-day leadership, policy implementation, and strategy execution, supported by the SLT.

Fundraising oversight

Trustees oversee all fundraising activities to comply with relevant legislation, including the Charities Act 2011 and the Fundraising Regulator's Code of Practice. Fundraising must be conducted in a manner that is legal, transparent, and respectful. The Board regularly reviews fundraising strategy, monitors performance, and assesses risks to safeguard the charity's reputation and public trust.

Trustee induction and development

All new trustees receive a formal induction and sign a Trustee Agreement. The induction, led by the Chair and Chief Executive, covers:

- ✓ Legal responsibilities under charity and company law.
- ✓ The governing documents and committee roles.
- ✓ The annual work plan and recent financial performance.

Trustees are encouraged to visit UK Youth offices, meet key staff, attend events and programmes, and take part in training or professional development. Resources are provided as needed to support ongoing learning.

Board effectiveness

The Board conducts regular governance reviews and skills audits to assess its performance and composition.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)

This helps ensure an appropriate mix of experience, expertise, and capacity to provide adequate oversight and manage strategic risks. Our insurers offer Charity Trustee Assurance to cover trustees.

Conflicts of interest are declared annually and monitored at each Committee and Board meeting. All declarations are managed following UK Youth's Conflict of Interest Policy.

Board committees

To support effective decision-making, the Board has delegated specific responsibilities to Committees through a formal Scheme of Delegation. Following a governance review, the standing committees during the financial year were:

- ✔ Finance, Risk and Audit Committee
- ✔ Impact and Delivery Committee
- ✔ People Committee

Co-opted members are appointed to Board committees for their specialist expertise. They are not trustees but provide independent advice, challenge, and support to strengthen governance and oversight.

Senior leadership team

To support effective strategy implementation, the Chief Executive delegates operational responsibility to the Senior Leadership Team (SLT) in line with the charity's Scheme of Delegation. Together, the Trustees and SLT form the charity's key management personnel.

In 2024–25, the SLT included the CEO and five directors: the Chief Impact Officer, Director of Network Delivery, interim Chief Operating Officer, Director of Outdoor Learning, and Director of Youth Services and Innovation. Following the end of the interim Chief Operating Officer's appointment in June 2025, the Director of Finance and Operations and the Assistant Director of People joined the SLT.

The People Committee sets remuneration for the SLT, using a broad range of benchmarking data to ensure salaries are fair and comparable with similar organisations in the sector.

Safeguarding

Safeguarding children, young people, adults at risk, and all who engage with our charity is central to our work. We focus on preventing harm and responding promptly and appropriately to any concerns.

We take our duty of care seriously, promoting safe practice through rigorous risk assessments, robust policies, and ongoing training. All staff undergo enhanced DBS checks and safeguarding training at induction, with mandatory annual refreshers.

Safeguarding is embedded in our governance. The Impact and Delivery Committee provides regular oversight, all Trustees have completed NSPCC safeguarding training, and the full Board reviews and approves our safeguarding policy and procedures annually.

We maintain a strong safeguarding culture through safe recruitment and detailed risk assessments for any criminal record disclosures. We do not engage individuals who pose an unacceptable risk.

Our Safeguarding Policy sets out clear standards and procedures for identifying, reporting, and managing concerns. Led by our Designated Safeguarding Lead and a dedicated team, we ensure compliance with legal requirements and best practice, deliver training, advise staff and volunteers, and report regularly to the Impact and Delivery Committee. Volunteers are essential to our work, supporting programme delivery, governance, and youth engagement activities. Their commitment greatly enhances our capacity to deliver safe, high-quality youth work across the UK. To support staff, we provide a central Safeguarding Hub on SharePoint, giving easy access to all policies, procedures, and reporting tools.

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)

Risk management

The Board of Trustees maintains a comprehensive risk management strategy that covers ongoing risk identification, systems to mitigate key risks, and procedures to minimise impact should risks materialise.

Risk oversight is embedded in our governance framework. The Senior Leadership Team (SLT), under the supervision of the Impact and Risk Committee, manages operational risks. The charity's risk register is reviewed regularly by both the Finance, Risk and Audit Committee and the Board to ensure controls remain appropriate and effective.

Principal risks and uncertainties

Financial sustainability

We take a prudent approach to financial risk management to support sustainable growth. Budget holders review management accounts monthly, and Trustees conduct quarterly financial reviews to monitor income and expenditure. Reserves are maintained in line with the trustee-approved Reserve Policy.

Safeguarding

The safety and wellbeing of young people and vulnerable adults is a top priority. We maintain rigorous safeguarding standards, including enhanced DBS checks, mandatory safeguarding training for all staff and volunteers, and clear safeguarding policies for everyone working with or on behalf of the charity.

Staff wellbeing and workload

As we grow and adapt to an evolving external environment, we continue to invest in staff support. Our people strategy includes an upgraded Employee Assistance Programme (EAP), manager training, regular workload reviews, and channels for anonymous feedback.

In 2024/25, we had 17 trained Mental Health First Aiders and embedded wellbeing action plans into staff appraisals, making wellbeing a core element of our performance and support culture.

Gender pay gap

Although UK Youth is not required to report on Gender Pay Gap data due to its size, we are committed to transparency and equity across the organisation. A more robust analysis is in development, alongside data on ethnicity pay, which, although not required for reporting, we believe is an essential part of our Equality, Diversity, and Inclusion strategy.

Changes to legislation and regulation

Our operations comply with a wide range of regulatory requirements, including fundraising, charity law, and financial governance. We regularly review and update our practices to ensure full compliance and uphold the highest standards of integrity, transparency, and accountability.

This commitment safeguards the trust of our supporters, funders, and regulators, and ensures our work aligns with relevant statutory requirements and sector best practice across all areas of operation.

Statement of trustee responsibilities

The trustees (who are also directors of UK Youth for the purposes of company law) are responsible for preparing the trustees' report, including the Strategic Report, and 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, which give an accurate and fair view of the state of affairs of the charitable group and of the income and expenditure of the charitable group for that period.

In preparing these financial statements, the trustees are required to:

- ➔ Select suitable accounting policies and then apply them consistently;

TRUSTEES' REPORT (INCLUDING STRATEGIC REPORT)

- ➔ Observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- ➔ Make judgements and estimates that are reasonable and prudent;
- ➔ State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ➔ Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable group 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 charitable group and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- ➔ So far as the trustee is aware, there is no relevant audit information of which the charitable group's auditor is unaware; and
- ➔ The trustee has taken all the steps that he/she ought to have taken as a trustee to make himself/herself aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

This confirmation is given and should be interpreted according to the provisions of S418 of the Companies Act 2006.

The trustees are responsible for the maintenance and integrity of financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of information to the auditors

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

- ➔ So far as the Trustee is aware, there is no relevant audit information of which the Group's auditor is unaware.
- ➔ The Trustee has taken all the steps that they should have taken as a Trustee to be aware of any relevant audit information and to establish that the group's auditor is aware of that information.

The trustees' report, including the Strategic Report, was approved by the Board of Trustees on 13 November 2025 and signed on their behalf by:



Matt

Matt Price
Chair of Trustees

Charity information

Reference and administrative details:

Charity number: 1110590

Company number: 05402004

Principal office:

Avon Tyrrell Outdoor Centre,
Bransgore,
Christchurch,
BH23 8EE

Bankers:

Barclays Bank plc
7th Floor United Kingdom House
180 Oxford Street
London
W1D 1EA

Investment managers:

Cazenove Capital Schroder and Co
1 London Wall Place
London
EC2Y 5AU

Independent auditors:

Buzzacott Audit LLP
130 Wood Street
London
EC2V 6DL

Solicitors:

Lodders
Number 10 Elm Court
Arden Street
Stratford-upon-Avon
Warwickshire
CV37 6PA

Insurance advisors:

Gallagher
The Walbrook Building
25 Walbrook
London
EC4N 8AW

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Find us on



Independent auditor's report to the members of UK Youth

Opinion

We have audited the financial statements of UK Youth (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which the comprise the group statement of financial activities, the group and charitable parent company balance sheets and consolidated statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 group's and of the charitable parent company's affairs as at 31 March 2025 and of the group's 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 group 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. 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 trustees' report, which is also the directors' report for the purposes of company law and includes the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements and
- ✔ the trustees' report, which is also the directors' report for the purposes of company law and includes the

strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report including the strategic 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 by the charitable parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- ✔ the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- ✔ certain disclosures of trustees' remuneration specified by law are not made; or
- ✔ we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) 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 trustees 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 trustees are responsible for assessing the group's and the charitable parent 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 trustees either intend to liquidate the group or the charitable parent 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ✔ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ✔ we identified the laws and regulations applicable to the charitable company through discussions with management, and from our commercial knowledge and experience of the sector; the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit;
- ✔ We focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the activities of the group. These included but were not limited to the Charities Act 2011, Companies Act 2006, employment legislation and safeguarding principles; and
- ✔ We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, inspecting legal correspondence and reviewing trustee meeting minutes.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ✔ making enquiries of management and those charged with governance as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- ✔ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ✓ performed analytical procedures to identify any unusual or unexpected relationships;
- ✓ reviewed how journal entries are entered to minimise the risk of any unusual postings from being made;
- ✓ tested the authorisation of expenditure as part of our substantive testing thereon;
- ✓ assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- ✓ used data analytics to identify any significant or unusual transactions and obtained the rationale for them.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ✓ agreeing financial statement disclosures to underlying supporting documentation;
- ✓ reading the minutes of trustee meetings; and
- ✓ enquiring of management and those charged with governance as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and

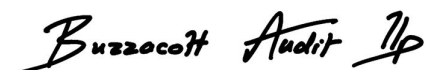
regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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.

Use of our report

This report is made solely to the charitable 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 charitable 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Gumayel Miah (Senior Statutory Auditor)

For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 15 November 2025

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Our financial statements

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